

CHG Property Services

Business Plan

2010 - 2015



Incorporating

CHG Property Services
Oakleaf Grounds Services
Bespoke Joinery Services

Contents

Introduction

Foreword

Section 1 Highlights of 2005-2010

Section 2 Who we are and what we do

Section 3 Where to find us

Section 4 Our Services

Section 5 Our Vision, Mission, Values and Charters

Section 6 Aiming for Excellence

Section 7 What makes us different?

Section 8 How we will grow

Section 9 How we work

Section 10 Meet the Team

Section 11 How we manage risk

Section 12 Corporate Social Responsibility

Section 13 Key Performance Indicators

Section 14 Financial Projections

Section 15 Monitoring and Review Structure

Section 16 How to find out more

Introduction

This is a five year Business Plan for CHG Property Services incorporating Oakleaf Grounds Services and Bespoke Joinery Services. It provides the strategic plans of the three trading brands and encapsulates the Group's vision, mission, values and purpose.

This Business Plan will be delivered through the individual service plans and marketing strategies of our trading brands. CHG Property Services delivers repairs, maintenance and construction services to TCHG; and external customers in the private sector.

Oakleaf Grounds Services delivers grounds maintenance, arboricultural, cleaning and playground maintenance services to TCHG and external customers in the private sector.

Bespoke Joinery Services designs, manufactures and install specialist joinery services to private and commercial customers throughout the West Midlands.

CHG Property Services has a combined turnover of approximately £12m and is making a healthy surplus year on year. We employ almost 200 staff and a number of local contractors. Our business is supported by key partners in the private and public sectors.

We are committed to investing in the local economy, creating job opportunities and creating surpluses to support the Group to improve and sustain the communities we work in.

Foreword

As we celebrate our 10th Anniversary following the setting up of the Company we are proud to look back at what we have achieved in that time.

The Company is committed to continuously improving on everything we do from the delivery of services, responding to our customers, and our joint working with our staff, board, and partners. We are performing better now than at any point in our 10 year history.

The Company has transformed over the last 5 years, developing new skills and areas of expertise in our Bespoke Joinery and Oakleaf Grounds Maintenance services. We also completed our 5 year investment programme on Pre-Reinforced Concrete (PRC) homes this year and will be moving forward on our commitment to energy efficiency and affordable warmth over the coming period.

Our customers are central to our purpose and significant energy continues to be given to ensuring that we provide homes and services which meet the highest standards. We are therefore proud to have achieved

CHAS Contractors Health and Safety Assessment Scheme, April 2009
Trust Mark Government Endorsed Standards, 2009
Trader Register, 2009
The Guild of Master Craftsmen, June 2008
The Horticultural Trades Association (HTA), March 2010
British Association of Landscape Industries (BALI), April 2009
British Woodworking Federation (BWF), 2008
The Association of Professional Landscapers 2009
Fenestration Self-Assessment Scheme (FENSA), July 2010
Arboricultural Association - corporate member 2009
Gas Safe (taken over from Corgi)
National Inspection Council for Electrical Installation Contracting (NICEIC)

Improvements made have enabled the teams to exceed their trading targets, attract further third party work and continue to maintain high levels of customer satisfaction.

We have no doubt that the year ahead will bring major challenges and the need to work in partnership will grow if we are to ensure we can continue to deliver and improve services and support our customers and communities. We are committed to ensuring our focus remains on finding ways to develop services and improve in all that we do.

We have made considerable progress over the last 5 years, none of which would have been possible without the hard work and dedication of our staff, who have risen to the challenge and deserve our thanks. We extend our thanks also to all Customers, Board members and Partners for their support.



David Morgan
Chairman



Ian Hancock
Director of Asset Management

1.0 Summary Highlights 2005 – 2010

- 2005** Group structure formed and Property Services 'commercial' business plan established.
- 2006** Stores service outsourced and Travis Perkins partnership established.
- 2007** Joinery Shop relocated to Hoo Farm Industrial Estate. Commercial Fleet reviewed.
- 2008** Bespoke Joinery Service business and brand established.
- 2009** Oakleaf Grounds maintenance business and brand established.
- 2010** PRC modernisation programme completed. Bromsgrove depot opened.

2.0 Who we are and what we do

The CHG Property Services Team provides comprehensive and cost effective building, maintenance and environmental services to the Group and to an expanding portfolio of external, residential and commercial clients within the West Midlands, Shropshire, Herefordshire and Worcestershire.

The Service has gained a wealth of experience in all aspects of property repairs, maintenance and environmental maintenance services since it was established in March 2000 and is now seeking to expand its area of operation into new markets.

The many trade accreditations and business awards achieved, as well as examples of successful external contracts place the service in a strong position to compete in the repairs, maintenance and environmental maintenance market as well as to promote its bespoke joinery brand.

The service is entering its tenth year of operation. The department has been restructured and modern working practices have been introduced in the last two years including LEAN thinking and investment in information technology. The team has established new customers and partnerships and extended its area of operation into the neighbouring districts. CHG Property Services has the skills and experience to deliver quality workmanship at competitive prices and prides itself on delivering excellent standards of customer care.

3.0 Locations and Facilities

CHG Property Services
Forest House,
Edwin Avenue,
Hoo Farm Industrial Estate,
Kidderminster,
Worcestershire,
DY11 7SZ

Based within the premises is a Stores Facility run by commercial partners Travis Perkins, a satellite office of key partners E-ON Property Services and Worcestershire Care & Repair Agency staff.

Oakleaf Grounds Services
Oakleaf House,
6A Foley Drive,
Foley Business Park,
Kidderminster
DY11 7PS

Based within the premises is our vehicle maintenance partner, Northway Auto Services providing vehicle and plant service repairs to the Group and external customers.

Our recently acquired depot based in Bromsgrove provides services for our operations in the Bromsgrove and Redditch areas.

Unit 7 – 8 Aston Fields Trading Estate,
Aston Road,
Bromsgrove
B60 3EX

Bespoke Joinery Services
Unit 1 & 2 Acorn Enterprise Centre,
Hoo Farm Industrial Estate,
Kidderminster
DY11 7RA

(closely located to CHG Property Services and our partner, Travis Perkins)

The premises provide modern factory premises, office accommodation and storage facilities.

Plant and Machinery

Approximately 80 vehicles together with 1 electric vehicle support the front line teams. Oakleaf have invested in modern grounds maintenance machinery and currently have

5 - Kabota Ride on mowers,
2 - John Deere Ride on Rotary Mowers, (2 additional units waiting delivery April 2011),
John Deere Tractor,
John Deere Collection Unit,
John Deere Pedestrian Mowers x20,
Various hand tools including hedge cutters, blowers, strimmers totalling 32 units.
A number of trailers, (two new trailers were purchased this year together with a John Deere 5 gang mower and a John Deere triple gang mower),
1 - Wood Chipper,
Various tractor implements ie tractor bucket.

4.0 Our Services

The Team offer expertise in delivery of all the following services to residential and commercial clients in its target area:

Surveying

The service employs a mixture of Building Surveyors and Architectural Technicians. The team are experienced in all aspects of building surveying including preparing specifications of work, diagnosing building defects, procurement options, contract management and stock condition surveying. They are supported by a CAD IT system to complete design work and technical drawings.

Repairs and Maintenance Services

A comprehensive responsive and cyclical repairs service is provided to occupied and vacant premises covering all trades including carpentry, plumbing, electrical and heating engineers and an emergency service. Our skilled teams are qualified, experienced and customer focussed.

Building Adaptation and Refurbishment

The team is experienced in all types of property and building refurbishment including residential improvement programmes (Upvc window and door fitting, kitchen and bathroom installation and central heating upgrades) and commercial premises redesignation (converting office space etc). They also specialise in converting premises to ensure that they are accessible to disabled customers through the fitting of ramps, rails, toilet facilities, low level reception counters etc.

Bespoke Joinery Service

The operation incorporates a bespoke and high quality joinery service to residential and commercial customers including complete staircases, rails, shelving, cabinets and all types of window and doors. We have the ability to produce original designs and all work is carried out by qualified crafts people and guaranteed.

New Build

The team are experienced in developing new housing using either modern or traditional methods of construction.

Environmental Maintenance

The Oakleaf Team provide a flexible and responsive “green management” service which incorporates all aspects of lawn and grass care, shrub bed maintenance, arboriculture services, soft and hard landscaping and pitch/playing field markings.

Cleaning Services

The team provide a building cleaning service to offices and industrial units and specialise in the cleaning and clearance of void/empty properties for housing associations and district councils.

Playgrounds

The team offer a playground inspection and repair service and can project manage refurbishments and replacement projects.



5.0 Vision, Mission and Values and Charters

In order to meet its long-term aim, The Community Housing Group Ltd has adopted a clear vision, mission and set of core values and ten key business themes which have been adopted by each of its subsidiaries.

Group Vision

Growth, Progress, Strength

Growth - 5% in our housing stock, commercial and community activities

Progress - continuous improvement in all areas of our business

Strength - lean efficiency, continued external recognition for excellence and long term sustainability

Mission

“Working together to deliver excellent homes and thriving communities”

Values

We have three core values that drive our business forward. These are:

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

To build on our core values and ethos we have developed 3 Charters:



Our People Charter

'We're great to work with'

- We'll treat you fairly, with dignity and respect
- We'll encourage you to maximise your potential
- We'll provide a safe, secure and healthy working environment
- We'll encourage innovation and creativity
- We'll ensure effective and open communications throughout the organisation
- We'll support you to achieve work life balance
- We'll provide competitive pay and benefits
- We'll expect good performance, recognised your contribution and celebrate success

Our Customer Charter

'We provide great service'

- We'll be honest with you
- We'll care for you and your home
- We'll manage change and growth without compromising services to you
- We'll support communities and neighbourhoods
- We'll listen to you
- When you need help, ask
- We'll provide value for money
- We'll learn from our mistakes

Our Business Charter

'We're great to do business with'

- We'll manage change and growth without compromising our customers
- We'll invest wisely in our people and resources to ensure long term sustainability
- We'll support the local community and voluntary sector
- We'll work openly and fairly with our partners
- We'll manage and control risks appropriately
- We'll invest in the local economy
- We'll responsibly manage our environmental impact
- We'll operate within our business plan
- We'll expect similar high standards from our partners

Corporate Themes 2010 – 2015

1. Customer & Community Involvement

Our customer and community involvement activities will be:

- Delivered in a 'joined up' way with our partners
- Accessible and used by all our diverse customer groups
- Innovative and engaging
- Effective
- Leading best practice

2. Customer Service

Our customers will:

- Choose us first
- Rate us amongst the best
- Recommend our products and services to others
- Be implementing Neighbourhood Agreements with us and setting and monitoring local standards and targets
- Be regularly scrutinising our services and helping us drive continuous improvement

3. Homes & Services

We will have developed our Asset Management Strategy to:

- Deliver a new Decent Homes Plus Programme of works to residents
- Modernise remaining PRC homes
- Maximise grant funding to deliver the Group's Energy Strategy and install renewable technologies where possible
- Carry out a sample stock condition survey
- Delivered right first time repairs

4. Continuous Improvement

We will have:

- Demonstrated year on year improvements in our standards across all homes, products and services
- Increased our score against the Business Excellence Model
- Reviewed our staff terms and conditions

5. Development of safe and sustainable communities

We will have:

- Reviewed our structure and working practices to align with Tenant Consultation and Housing Management Areas
- Supported the development and implementation of Total Place
- Worked with our partners, contractors and suppliers to provide local employment opportunities
- Contributed to the local economy by procuring goods and services locally and employing local people wherever possible
- Re-invested surpluses from our commercial activity for the benefit of the community

6. Training and Development

We will be recognised for excellence in the provision of training and development services to:-

- Board Members
- Employees
- Tenant Representatives
- Apprentices, students and graduates
- Communities
- Introduce multi skilling accreditation across the department
- Trained Oakleaf operatives to NVQ horticulture standards
- Employed and trained at least a further 5 apprentices
- Created a succession plan for managers

7. Effective Governance

We will build on our current good practice to ensure we continue to have governance arrangements that are:

- Modern and flexible
- Meet the requirements of our regulators
- Maximise the use of technology
- Are value for money
- Recognised for excellence

8. Excellence

We will have:

- Achieved appropriate industry quality standards for all areas of our business
- Increased our score against the Business Excellence Model
- Been externally recognised as one of the best providers within our key business areas

9. Efficiency & Sustainability

We will have:

- Developed new long term partnerships for stores, gas servicing, decorations, waste management and vehicle servicing
- Developed our Open Contractor computer system
- Introduced mobile working and a repairs scheduling system
- Upgraded our stock condition IT systems
- Introduced GIS systems
- Reinvested surpluses into replacement fleet and plant
- Ensured 100% of our green waste is recycled
- Ensured 90% of our construction waste is recycled

10. Expansion & Diversification.

We will have:

Achieved growth within our three trading brands as follows:

- 3% CHG Property Services
- 70% Oakleaf Grounds Services
- 10% Bespoke Joinery Services

Details of the objectives and targets for each year are contained in annual plans produced by each service.

6.0 Aiming for Excellence

The EFQM (European Foundation of Quality Management) Excellence Model was adopted by the Group in 2001 and is used as its primary development tool. The model has been successful in helping to deliver year on year sustained improvement across the business.

We were the first organisation to obtain the Investors in Excellence quality standard in 2004, finalists at the Midlands Regional Excellence Awards 2005 and the first Registered Social Landlord to win the large company Regional Excellence Award in 2006.

The principles of excellence are now embedded across our business and are ensuring continuous improvement and planned and sustainable business development.

We continue to subject ourselves to periodic external assessment to drive improvements in our business and to ensure we remain amongst the best.

Continuous improvement is also ensured through the setting of challenging targets, cross sector benchmarking with leading providers, a robust internal and external audit programme and attainment of industry quality standards.

7.0 What Makes CHG Property Services Unique and Exclusive?

CHG Property Services has a range of competitive advantages which include:

- A modern and robust governance structure
- A positive reputation
- A strong financial position
- Excellent facilities and resources
- Strong and productive partnerships
- A high skilled and motivated workforce
- A strong record in health and safety
- Accreditations for Excellence

8.0 How we will grow

The property and environmental maintenance market is extremely competitive. To ensure profitability within this market, the service must be able to offer quality of service and value for money to a wide range of customer groups.

Each trading brand has completed its own market analysis and developed a 3 year Marketing Strategy focusing on the following key area:

CHG Property Services

The key focus for growth:

- Disabled Facility Grant Work
- Schools
- Community Repairs Scheme
- Small works in the Private Sector
- Local business maintenance
- Private landlords
- Wyre Forest District Council
- Existing Customer Base
- Exploring the opportunities for extensions and small new build housing developments

Oakleaf Grounds Services

The key focus for growth will be:

- Organic growth via existing projects and inter company developments
- External tendering including Facility Management Organisations, Schools, Defence Market, NHS Trusts, Housing Providers and Business Parks
- Acquisitions
- Diversification including a Community Garden Scheme
- Existing customer base

Bespoke Joinery Services

The key focus for growth will be:

- Churches
- Local builders
- Specialist private sector work
- Specialist mouldings sold via the website
- Existing customer base.

9.0 How we work

Marketing Objectives

Our marketing objectives are to:

- Continue to build the CHG Property Services, Oakleaf Grounds Services and Bespoke Joinery Services brands.
- Raise our profile in the Worcestershire and West Midlands area.
- Continue to research to improve our understanding of our target markets.

Website Strategy

Our website strategy is to:

- Maximise our websites for customers to interact with our sites and to purchase products and services
- Provide regular news stories to maximise PR opportunities through our websites.

Communication Strategy

We have recently reviewed our communication strategy and aligned it with our new business plan.

Key elements include:

- Continuing to ensure we have effective and regular communication with all our key stakeholder groups.
- Maximising efficiency and value for money in our communications
- Working with our partners to streamline and 'join up' communications to customers
- Ensuring our communications are tailored to meet the needs of our diverse customer base
- Maximising the use of new technology to improve our communications
- Supporting customers and partners to communicate with us via technology

Property Services Technology & Resources

As part of the new 5 year plan we need to continue to invest in IT. A large investment in Open Contractor has been completed in the last two years, but we need to continue to develop the system to maximise the management information the system can provide. A Super Users Group has been established to refine and enhance the system.

A two year strategy has been developed from 2010 for new investment in Property Services IT Systems at a capital cost of circa £200k.

The projects and timescale are set out below:-

PRODUCT	YEAR	Brief Description
PIMMS 4 Communities	2010/11	An upgrade to the stock condition database together with new modules for servicing records, asbestos and EPC production etc.
Geographical Information System	2011/12	An upgrade to the existing system.
Mobile Working / Scheduling System	2010 – 12	Advanced diary system for repairs organisation together with mobile handhelds for trade staff to receive and complete job tickets, order materials and complete timesheets.
Screens for Fleet Management System	2010 – 11	To provide more visibility to vehicle locations within offices to aid resource, planning and to support lean working / safety of remote staff.

10.0 Meet the team

Organisation Structure

As an organisation we recognise that our most valuable asset is our people.

We employ 471 employees.

We invest heavily in training programs to develop our employees, Committee Members and those that work in partnership with us, to ensure that their skills, attitudes and aspirations are in synergy with our business objectives.

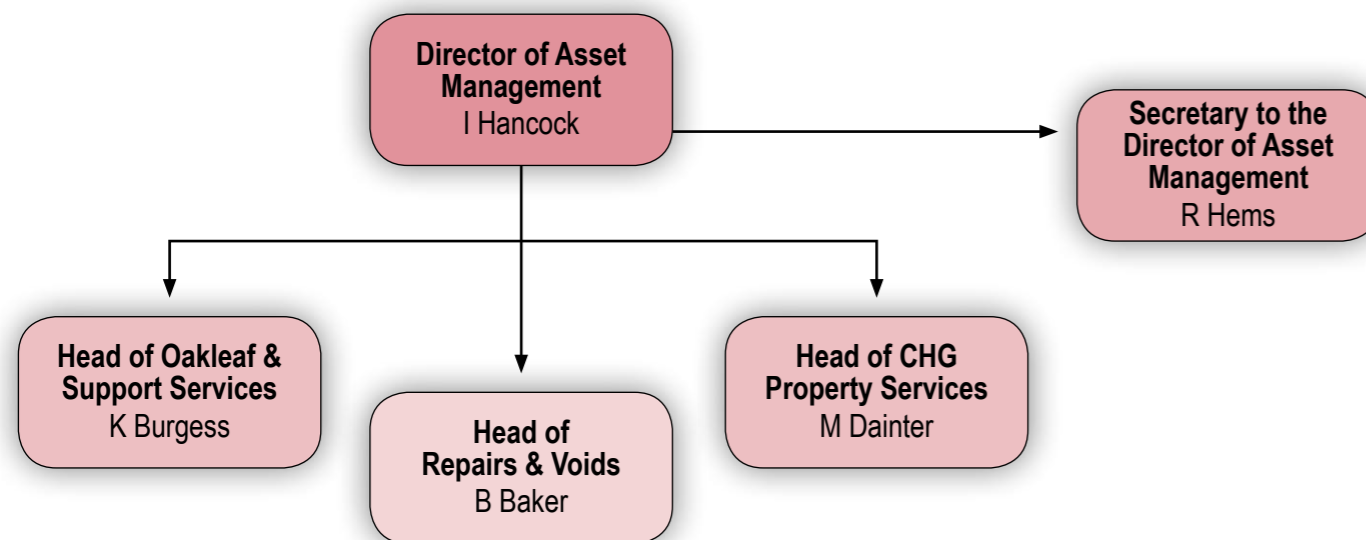
The Total Staffing structure of CHG Property Services is 181 posts
The total number of full time equivalents is 188.

Gender: Male 145, Female 36

Race: White 172 (9 Unknown)

Management Team

The Management Team is detailed in the structure chart below.



Human Resources Plan

The company has a good reputation and is well placed geographically to attract staff. Turnover is generally low and we have not experienced any difficulties in attracting new staff in the recent past. Salary levels, benefits and terms and conditions are very competitive.

In 2010/11 we plan to:

- Continue to attract people from a variety of backgrounds and use a range of recruitment techniques.
- Maximise use of our websites to attract future candidates and manage the recruitment and selection and training of employees.
- Maximise opportunities for work placement and volunteering.
- Develop our trade staff with accredited multi skilling courses.
- Create succession and training plans for our trade and first time managers.
- Create an Apprenticeship Training Strategy for the ongoing development of our young people.

11.0 How we manage risk

The Community Housing Group (TCHG) has set in place a system of internal financial control in accordance with the National Housing Federation Code of Governance. We have established a risk management framework as required by the Code of Governance in which the Directors; Officers; and Board of Management review priority risks on a regular basis.

The framework is based on the approach laid out in recognised risk management standards. It provides guidance on the Group's approach to establishing a 'risk managed culture' which enables the group to operate a consistent approach to risk mitigation throughout its subsidiaries and activities.

We have identified six key risk areas which impact on our ability to meet the business objectives of the Group:-

1. External (financial, economic and legal conditions) ;
2. Leadership and Strategy (Effective Corporate Governance);
3. Expansion and Diversification ;
4. Technical and Operational ;
5. People
6. Reputation

CHG PS has adopted the Group's Risk Management Framework and has identified the key risks which could impact on its ability to meet its own business objectives and those of the group.

The specific risks that are currently affecting the Social Housing sector and TCHG relate to:-

1. The continuing recession
2. Uncertainty of regulatory requirements
3. Ability to attract future funding
4. Key partnering arrangements
5. Customer service expectations

12.0 Corporate Social Responsibility (CSR)

Our Corporate Social Responsibility (CSR) strategy has been a key driver in the Group strategic and operational plans from the outset and has ensured each subsidiary Board and Committee considers all aspects of stakeholder requirements, whether they be those of employees, partners, suppliers, tenants, voluntary groups and local businesses resident in the communities in which we work. Achievements in this area to date are well documented in Company Annual Reports and have received regional and national recognition for excellence.

The Company will continue to implement its CSR strategy and in so doing will focus its attention on the following areas:

Vision and Values

Managing the business with respect and integrity, contributing to the delivery of safe and sustainable communities, striving to enhance our reputation by exceeding customer's expectations in the timely delivery and quality of products and services.

People

Valuing our people, investing in their personal and professional development respecting individuality, promoting diversity and actively encouraging cooperation and a team spirit within the workplace

Health and Safety

Ensuring the health, safety and well being of our employees, partners, contractors, suppliers, residents and customers at all times.

Community

Engaging and consulting with local communities and where practicable employing local people, offering local training opportunities, utilising local suppliers, contractors and materials, providing support to community based projects and initiatives through staff participation, sponsorship, charitable donations and the provision of other resources.

Environment

Mitigating the impact of our activities upon the environment by implementing an environmental management system in compliance with and beyond the requirements of ISO 14001 and focussing on the internationally agreed 3Rs of Reduce, Reuse and Recycle.

Marketplace

Behaving as a responsible, honest and professional organisation with ethical business values; continue to establish long term partnerships with Customers and the local statutory, voluntary and business community to achieve shared aspirations and goals



13.0 Key Performance Indicators

Key Theme	Measure of Success	Responsible Subsidiary
2. Customer Focus	<ul style="list-style-type: none"> Percentage of Repairs within priority for WFDC Contract (Emergency) Percentage of Repairs within priority for WFDC Contract (Urgent) Percentage of Repairs within priority for WFDC Contract (Routine & Planned) Percentage of Appointments made and kept for WFDC Contract BDHT Cyclical grass cutting average round time in days 	<p>CHG Property Services</p> <p>Oakleaf Grounds Services</p>
3. Homes & Services	<ul style="list-style-type: none"> Repairs within Priority (Emergency) Repairs within Priority (Urgent) Repairs within Priority (Routine) Appointments made and kept Percentage of Equipment and Adaptations completed on time from order WFDC DFG work – average days on site Average Cost per QTR Void 2009 – 10 Average Period Void and under repair 2009 – 2010 Shared ownership : Average snagging items per Property at handover Shared ownership: Average weeks on site Mods Year 9 Average Snagging items per property at handover Mods Year 9 Average weeks on site PRC Year 9 Average snagging items per property at handover PRC Year 9 Average weeks on site. TCHG cyclical grass cutting average round time in days Cyclical cleaning average round time in days Percentage of waste material recycled and recovered 	<p>CHG Property Services</p> <p>Oakleaf Grounds Services</p>

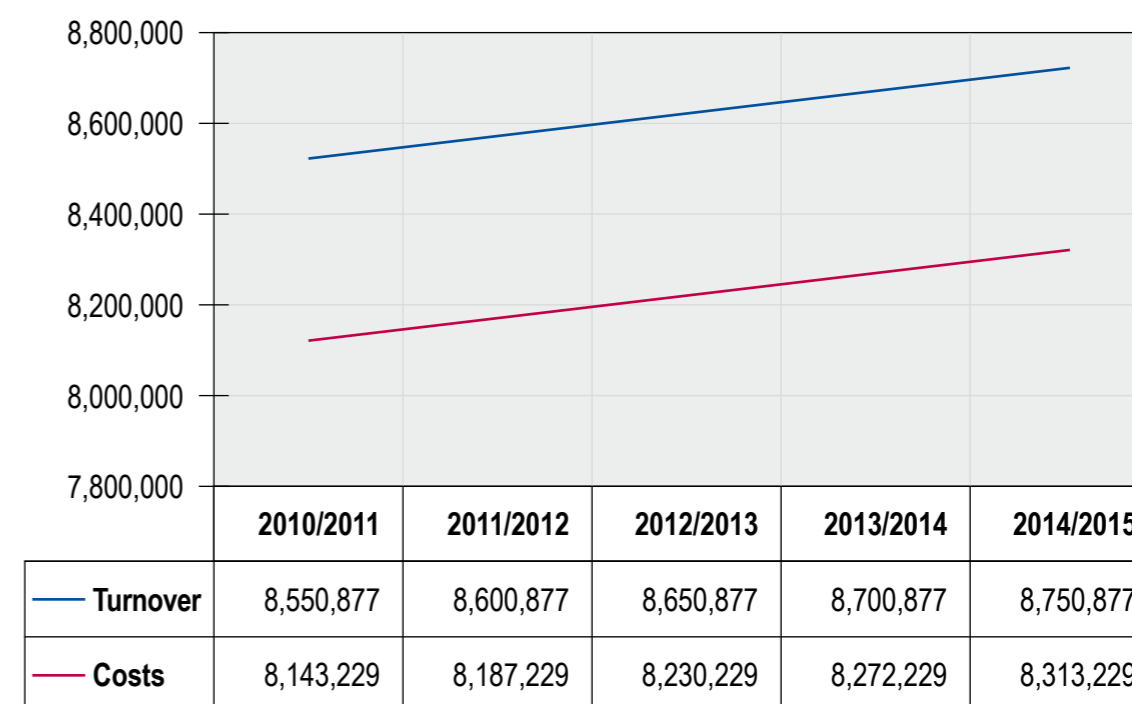
Key Theme	Measure of Success	Responsible Subsidiary
4. Continuous Improvement & 9. Efficiency & Sustainability	<ul style="list-style-type: none"> Services completed within 12 hours of the scheduled time Inspections carried out within 12 hours of the scheduled time MOT Passes at first attempt Response to emergencies within 90 minutes Vehicle available to use at 8.00 a.m. Mowers available to use at 8.00 a.m. Vehicles presented for servicing and inspections Vehicles with current MOT certificate Quality control inspections carried out Percentage of days on which the site is open for its full opening hours as required by this agreement Management report received within agreed timescales 	CHG Property Services
9. Efficiency & Sustainability	<ul style="list-style-type: none"> Property Services Operating Surplus Percentage Property Services Income Per Operative 2009 - 2010 	All

14.0 Financial Projections

Growth Targets

CHG PS CHG PROPERTY SERVICES 5 YEAR STRATEGY

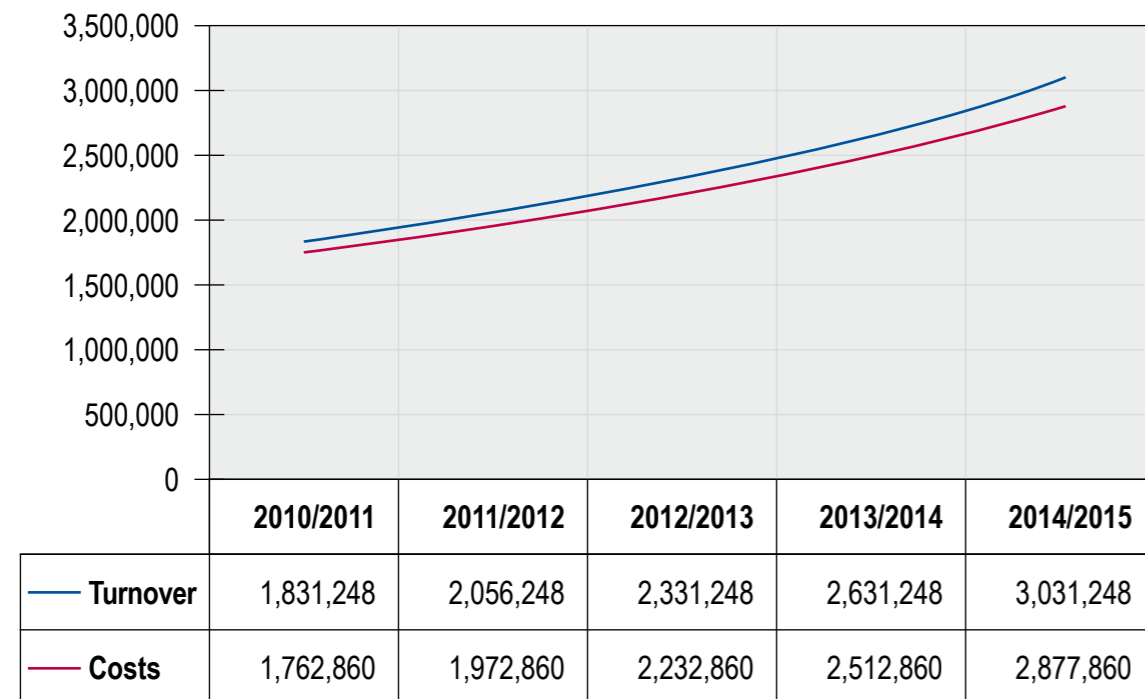
Summary	2010/11	2011/12	2012/13	2013/14	2014/15
Turnover	8,550,877	8,600,877	8,650,877	8,700,877	8,750,877
Costs	8,143,229	8,187,229	8,230,229	8,272,229	8,313,229
Surplus	407,648	413,648	420,648	428,648	437,648
Return	4.77%	4.81%	4.86%	4.93%	5.00%



Growth Targets

OGS OAKLEAF 5 YEAR STRATEGY

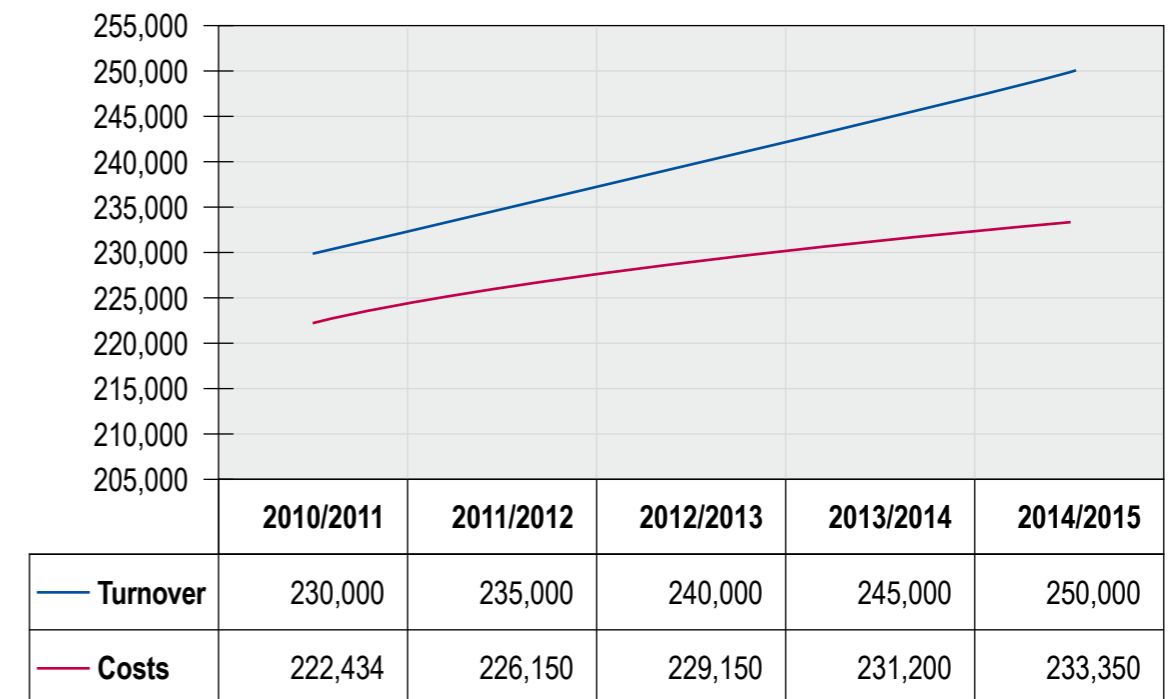
Summary	2010/11	2011/12	2012/13	2013/14	2014/15
Turnover	1,831,248	2,056,248	2,331,248	2,631,248	3,031,248
Costs	1,762,860	1,972,860	2,232,860	2,512,860	2,877,860
Surplus	68,388	83,388	98,388	118,388	153,388
Return	3.73%	4.06%	4.22%	4.50%	5.06%



Growth Targets

BJS BJS 5 YEAR STRATEGY

Summary	2010/11	2011/12	2012/13	2013/14	2014/15
Turnover	230,000	235,000	240,000	245,000	250,000
Costs	222,434	226,150	229,150	231,200	233,350
Surplus	7,566	8,850	10,850	13,800	16,650
Return	3.29%	3.77%	4.52%	5.63%	6.66%



15.0 Monitoring and Review Structure

ITEM	REVIEW BODY	FREQUENCY
TCHG Purpose Way Forward Vision Mission Core Values Management Framework Aims Five Year Objectives Annual Objectives	Board/ Senior Management Team	Annually
Organisational and Board Self Assessment	Board/ Senior Management Team	Annually
New Business	Board/ Senior Management Team	Monthly
Service Plans	Board/ Senior Management Team Customers Service Committees Group and Subsidiary Boards	Quarterly
Performance Results (Including financial returns)	Section Managers	Monthly
	Business Innovation Group Service Committees Group and Subsidiary Boards	Quarterly
Risk Assessment (of all of the above)	Staff/Managers	Ongoing
	Risk Management Group	Quarterly

16.0 How to find out more

- Policies & Procedures
- Service Plans
- Risk Logs
- Strategies

- Repairs Strategy
- Asset Management Strategy
- Energy Strategy

Websites:

www.pschg.com
www.joineryspecialist.co.uk
www.oakleafgs.co.uk
www.communityhg.com

