

## Appendix A

### HTS (Property & Environment) Ltd Balanced Scorecard Review 2018

2017/18	2018/19	2019/20	2020/21	2021/22
<b>Finance</b>				
Objective:				
1. Achieve pre-tax profit margin of 4.5% by end of FY 2017/18. (With a min of 50% return to Shareholder)	4.75%	5.0%	5.0%	5.0%
2. Borrowing ratio of less than 60% by end of FY 2018/19.	Alex to review based upon planned investment requirement			
3. Acid ratio in excess of 1.00.	1.00	1.00	1.00	1.00
4. Minimum cash reserve of £0.5m by end of year FY 2018/19.	£0.5m	£0.5m	£0.5m	£0.5m
5. Deliver cashable and non-cashable year on year efficiencies (As demonstrated by case studies) NB: Linked to growth in profit.	-	-	-	-
6. Deliver a competitive and profitable (minimum margin of 4.5%) £5.8m capital works programme by end of FY 2017/18.	£5.8m @ 5.0%	£5.8m + index uplift @ 5.0%	£5.8m + index uplift @ 5.0%	£5.8m + index uplift @ 5.0%

2017/18	2018/19	2019/20	2020/21	2021/22
<b>Operational Performance</b>				
Objective:				
1. Achieve an overall success rate of 95% against the major and minor KPI suite.	95%	95%	95%	95%
2. Sickness absence rate below 4% annualised.	3.9%	3.8%	3.7%	3.5%
3. Health and safety performance below HSE accident incident rate. Attain 500,000 hours reportable accident free.	ditto	ditto	ditto	ditto
4. 100% compliance with regulatory requirements.	ditto	ditto	ditto	ditto
5. Value of spend on subcontractors on the ASC to be no greater than 10% of the ASC budget.	9.5%	9.0%	8.5%	8.0%
6. To achieve an overall success rate of 95% of customer repairs dealt with Right First Time.	95.25%	95.5%	95.75%	96%

2017/18	2018/19	2019/20	2020/21	2021/22
<b>Culture</b>				
Objective:				
1. Invest 500 working days (£60K) in corporate social responsibility.				
2. To ensure that employees on average receive three days training per annum.				
3. Recruit apprentices to fill one in three leaver vacancies (in line with business needs) to a maximum of 10 apprentices by the end of FY 2017/18.				
4. An agreed-upon succession plan.				
5. Minimum 60% return rate of staff satisfaction surveys with a satisfaction rate >60%				
6. Place the customer experience at the heart of how HTS operates.				
7. Illustrate an innovation driven and entrepreneurial culture.				
8. Equality and diversity targets to monitor: <ul style="list-style-type: none"> <li>• Social Inclusion - quarterly</li> <li>• Gender</li> </ul>				

<ul style="list-style-type: none"> <li>• Gender Pay Gap – statutory annual requirement</li> <li>• Full time/Part time/Flexible working - quarterly</li> <li>• Age</li> <li>• Possible Milestone achievements – <ul style="list-style-type: none"> <li>➤ Introduction of social inclusion model (CIC)/partnerships with local community organisations</li> <li>➤ Achievement of Disability Confident Champion (level 3 status)</li> </ul> </li> </ul>				
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2017/18	2018/19	2019/20	2020/21	2021/22
<b>Business Growth</b>				
Objective				
1. By end of FY 2018/19 deliver external third-party profit of £22.5k before tax.	£22.5k	-	-	-
2. By end of FY 2019/20 deliver external third-party profit of £67.5k before tax	-	£67.5k	-	-
3. By end of FY 2020/21 deliver external third-party profit of £135k before tax	-	-	£135k	-

Note: A formal Best Value review of the contract will occur in Year 4 (2020/21). The key outcome of this review will be based upon all balanced score card performance up to and including year 3 (2019/20)