



HTS (Property & Environment) Limited

• Proudly serving Harlow •

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Balanced Scorecard 2018/19

Update: September 2018

'Proudly Serving Harlow'

HTS Balanced Scorecard - Objectives

- ❖ Achieve Pre-tax profit margin of 4.75% by end of FY 2018/19. (50% to shareholder as dividend subject to corporation tax)
- ❖ Borrowing ratio of less than 70% by end of FY 2018/19.
- ❖ Acid ratio in excess of 1.00.
- ❖ Minimum cash reserve of £0.5m by end of FY2018/19.
- ❖ Deliver cashable and non-cashable year on year efficiencies.
- ❖ Deliver a competitive and profitable (minimum margin of 5%) £5.8m capital works programme by end of FY 2018/19.

- ❖ By end of FY 2018/19 deliver external third-party profit of £22.5k before tax.
- ❖ By end of FY 2019/20 deliver external third-party profit of £67.5k before tax.
- ❖ By end of FY 2020/21 deliver external third-party profit of £135k before tax.



- ❖ Invest 500 working days (60k) per annum in corporate social responsibility.
- ❖ To ensure that employees on average receive three days training per annum.
- ❖ Recruit a maximum of 10 apprentices in line with business needs..
- ❖ An agreed-upon succession plan.
- ❖ Minimum 60% return rate of staff satisfaction surveys with a satisfaction rate >60%.
- ❖ Place the customer experience at the heart of how HTS operates.
- ❖ Illustrate an innovation driven and entrepreneurial culture.
- ❖ Equality and diversity targets to monitor:
 - Gender Pay Gap
 - Social inclusion model (CIC)/partnerships with local community organisations
 - Disability Confident Champion (level 3 status)

- ❖ Achieve overall success rate of 95% against the Major & Minor KPI Suite.
- ❖ Sickness absence rate below 3.9% annualised.
- ❖ Health and safety performance below HSE accident incident rate. Attain 500,000 hours reportable accident free.
 - ❖ 100% compliance with regulatory requirements.
- ❖ Value of spend on subcontractors on the ASC to be no greater than 9.5% of the ASC budget.
- ❖ To achieve an overall success rate of 95.25% of customer repairs dealt with Right First Time.



Balanced Scorecard performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
Operational Performance	100%	All objectives are on projected to be on target.
Financial Performance	100%	All objectives are on projected to be on target.
Business Growth	100%	All objectives are on projected to be on target.
Culture	100%	All objectives are on projected to be on target.

Operational Performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
To achieve an overall success rate of 95% against the Major & Minor KPI Suite	✓	HTS has successfully achieved this target.
Sickness absence rate below 3.9% annualised	✓	Sickness rate has just marginally exceeded target at 3.96%.
Health and safety performance below HSE accident incident rate. Attain 500,000 hours reportable accident free.	✓	HTS AIR rating is well below HSE breach level.
100% compliance with regulatory requirements	✓	LGSR compliance has been at 100% every month.
Value of spend on subcontractors on the ASC to be no greater than 9.5% of the ASC budget	✓	Subcontractor spend has remained within target of 10%.
To achieve an overall success rate of 95.25% of customer repairs dealt with Right First Time	✓	Customers' feedback from satisfaction surveys has illustrated repairs carried out Right First Time at above target level.




Financial
Performance

Financial Performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
Achieve pre-tax profit margin of 4.75% by end of FY 2018/19. (With a min of 50% return to Shareholder)	✓	HTS is projected to achieve 4.75% Pre-tax profit by end of FY 2018/19
Borrowing ratio of less than 70% by end of FY 2018/19	✓	Borrowing ratio has consistently remained below 70%.
Acid ratio in excess of 1.00	✓	Acid ratio is above target.
Minimum cash reserve of £0.5m by end of FY2018/19	✓	Projected cash reserve is on track to achieve target.
Deliver cashable and non-cashable year on year efficiencies	✓	On target to achieve Objective
Deliver a competitive and profitable (minimum margin of 5%) £5.8m capital works programme by end of FY 2018/19	✓	On target to achieve Objective based on projection

Business Growth

Business Growth Summary

OBJECTIVES	PERFORMANCE	COMMENTS
By end of FY 2018/19 deliver external third-party profit of £22.5k before tax.		HTS has actively pursued a number of initiatives thus securing profit from external third-party to achieve target by period end.
By end of FY 2019/20 deliver external third-party profit of £67.5k before tax.		Data to be provided when information available
By end of FY 2020/21 deliver external third-party profit of £135k before tax.		Data to be provided when information available

Culture Performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
Invest 500 working days (60k) per annum in corporate social responsibility	✓	HTS is on target to achieve this with planned activities.
To ensure that employees on average receive three days training per annum	✓	On target to achieve Objective
Recruit a maximum of 10 apprentices in line with business needs.	✓	On target to achieve Objective
An agreed-upon succession plan	✓	On target to achieve Objective
Minimum 60% return rate of staff satisfaction surveys with a satisfaction rate >60%.	⌚	Staff satisfaction surveys to be carried out in the 2018 Q3.
Place the customer experience at the heart of how HTS operates	✓	On target to achieve Objective
Illustrate an innovation driven and entrepreneurial culture	✓	On target to achieve Objective
Equality and diversity: <ul style="list-style-type: none"> • Gender Pay Gap • Social inclusion model (CIC)/partnerships with local community organisations • Disability Confident Champion (level 3 status) 	✓	On target to achieve Objective