
HTS (Property & Environment) Limited

Balanced Scorecard 2019/20

Update: September 2019

HTS Balanced Scorecard - Objectives

- ❖ Achieve Pre-tax profit margin of 5% by end of FY 2019/20. (50% to shareholder as dividend subject to corporation tax)
- ❖ Borrowing ratio of less than 43% by end of FY 2019/20.
- ❖ Acid ratio in excess of 1.00.
- ❖ Minimum cash reserve of £0.5m by end of FY2019/20.
- ❖ Deliver cashable and non-cashable year on year efficiencies.
- ❖ Deliver a competitive and profitable (minimum margin of 5%) £7.3m capital works programme by end of FY 2019/20.

- ❖ 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 3.8% 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% of the ASC budget.
- ❖ To achieve an overall success rate of 95.50% of customer repairs dealt with Right First Time.



Balanced Scorecard performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
Operational Performance	66%	Sickness rate is below target at 4.12%. H&S AIR rating has dropped below HSE rate.
Financial Performance	100%	Objectives on target to achieve performance.
Business Growth	100%	Objectives on target to achieve performance.
Culture	100%	Objectives on target to achieve performance.

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 across the suite of KPIs.
Sickness absence rate below 3.8% annualised	✗	Sickness rate is below target at 4.12%.
Health and safety performance below HSE accident incident rate. Attain 500,000 hours reportable accident free.	✗	HTS AIR rating has increased to 515 following an incident in August.
100% compliance with regulatory requirements	✓	LGSR compliance performance has been at 100%.
Value of spend on subcontractors on the ASC to be no greater than 9% of the ASC budget	✓	Subcontractor spend has remained within target.
To achieve an overall success rate of 95.50% 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 5% by end of FY 2019/20. (With a min of 50% return to Shareholder)	✓	HTS remains within target.
Borrowing ratio of less than 43% by end of FY 2019/20	✓	Borrowing ratio is within target.
Acid ratio in excess of 1.00	✓	Acid ratio is in excess of target required.
Minimum cash reserve of £0.5m by end of FY2019/20	✓	HTS are on target to achieve the minimum cash reserve.
Deliver cashable and non-cashable year on year efficiencies	✓	On target to achieve efficiencies.
Deliver a competitive and profitable (minimum margin of 5%) £7.3m capital works programme by end of FY 2019/20	✓	On target to achieve objective.

**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 have exceeded this target at £119k before tax.
By end of FY 2019/20 deliver external third-party profit of £67.5k before tax.		HTS is on target to achieve this objective.
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 are on target to achieve the investment.
To ensure that employees on average receive three days training per annum	✓	On target to achieve the staff training.
Recruit a maximum of 10 apprentices in line with business needs.	✓	HTS on target to achieve.
An agreed-upon succession plan	✓	Achieved Objective
Minimum 60% return rate of staff satisfaction surveys with a satisfaction rate >60%.	✓	Staff satisfaction surveys carried out in February 2019 with 72% returns whilst achieving 65% satisfaction.
Place the customer experience at the heart of how HTS operates	✓	Continual monitoring of plaudits and complaints.
Illustrate an innovation driven and entrepreneurial culture	✓	Achieved 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) 	✓	Achieved Objective