
HTS (Property & Environment) Limited

Balanced Scorecard 2020/21

Update: March 2021

HTS Balanced Scorecard - Objectives

- ❖ Achieve Pre-tax profit margin of 5% by end of FY 2020/21. (50% to shareholder as dividend subject to corporation tax)
- ❖ Borrowing ratio of less than 60% by end of FY 2020/21.
- ❖ Acid ratio in excess of 1.00.
- ❖ Minimum cash reserve of £0.5m by end of FY2020/21.
- ❖ 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 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, Age, Flexible working
 - 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 3.7% 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 8.5% of the ASC budget.
- ❖ To achieve an overall success rate of 95.75% of customer repairs dealt with Right First Time.



Balanced Scorecard performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
Operational Performance	100%	Objectives on target to achieve performance.
Financial Performance	83%	Reduced profit margin due to additional covid costs.
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 performance dropped in March 2021 to 87% however the year-to-date average remains at 95%.
Sickness absence rate below 3.7% annualised	✓	Sickness rate is currently 3.11%.
Health and safety performance below HSE accident incident rate. Attain 500,000 hours reportable accident free.	✓	HTS AIR rating has reduced to ZERO with over 1,313,100 hours of accident-free operations.
100% compliance with regulatory requirements	✓	HTS has maintained 100% compliance with Harlow Council policy of achieving gas compliance.
Value of spend on subcontractors on the ASC to be no greater than 8.5% of the ASC budget	✓	Subcontractor spend has remained within target.
To achieve an overall success rate of 95.75% 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 2020/21. (With a min of 50% return to Shareholder)	✘	Profit reduced to 3.9% due to the impact additional covid related costs.
Borrowing ratio of less than 43% by end of FY 2020/21	✔	Borrowing ratio has increased to 23%.
Acid ratio in excess of 1.00	✔	Acid ratio has remained high at 1.41
Minimum cash reserve of £0.5m by end of FY2020/21	✔	Achieved target.
Deliver cashable and non-cashable year on year efficiencies	✔	Achieved target.
Deliver a competitive and profitable (minimum margin of 5%) £5.8m capital works programme by end of FY 2020/21	✔	Achieved target.

**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 £103k before tax.
By end of FY 2019/20 deliver external third-party profit of £67.5k before tax.	✓	HTS have achieved target.
By end of FY 2020/21 deliver external third-party profit of £135k before tax.	✓	HTS on target to achieved objective.

Culture Performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
Invest 500 working days (60k) per annum in corporate social responsibility	✓	Complete data not available due to Covid-19 situation.
To ensure that employees on average receive three days training per annum	✓	Complete data not available due to Covid-19 situation.
Recruit a maximum of 10 apprentices in line with business needs.	✓	HTS on target to achieve objective.
An agreed-upon succession plan	✓	HTS on target to achieve objective.
Minimum 60% return rate of staff satisfaction surveys with a satisfaction rate > 60%.	✓	Complete data not available due to Covid-19 situation.
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