

Newington

Housing Association
(1975) Ltd.

BUSINESS PLAN



2005 - 2008

Newington Housing
Association.

Revised November
2004.

Introduction

The NHA Management Committee has prepared a business plan that outlines the areas of Housing Association Management that require attention over the forthcoming 3 years. This business plan is subject to annual review and the NHA Management Committee shall monitor and review performance progress against the forecast. By its nature a forecast or plan is a prophecy, dependent on variables for the delivery of accuracy. The NHA Management Committee are aware of this fact (particularly in the current Public Housing environment), however where possible we aim to set reasonable goals and objectives against appropriate resources.

The purpose of the Business Plan is to offer

- A just housing management plan of the association for the forthcoming 3 years.
- An effective tool in the internal control and management of systems that exist between NHA and its staff.
- A forecast on the economy, effectiveness and efficiency of the Association's activities in relation to the future direction to be taken by the association.
- An opportunity to promote and develop relationships with the NHA Management Committee and its staff, its tenants, its future tenants and its associates and partners in the pursuit of direction to be taken in the future by the association.
- A management instrument to offer advice, direction and motivation to its staff and members.
- A key standard of management expected from a 'publicly accountable' housing association by the DSD, NIHE and the general public.
- A pro-active response to housing management matters concerning NHA.

In fulfilling the above responsibilities, the NHA Management Committee shall review

- The DSD Development Programme 2005 -2008.
- DSD Housing Association Circulars and documents from NIFHA relating to general housing association policy.
- The law of NI relating to Housing Associations.
- The political environment of NI.
- The performance (success/failure) of existing NHA management systems and policies.
- The requirements of existing and future personnel.
- The opinions/views/expectations/ambitions (perceived or real) of the NHA Management Committee, Sub-Committees', tenants, community groups, staff, lobby groups, businesses, in the area of occupation NHA

NHA Management Committee Brief

Associations must have suitably skilled and experienced Management Committees and Sub-Committee's to control, plan and oversee all aspects of the work of associations in an effective and responsible way.

Associations must comply with the statutory and other requirements of the Department for Social Development (DSD) relating to housing management matters.

In particular they must:

- Provide any required disclosures to the DSD on request.
- Ensure that all expenditure represents value for money.
- The NHA Management Committee must comply with the requirements of their own rules, Statutes, statutory bodies, Government Departments and of their other funders relating to housing management matters.

The NHA Management Committee must conduct their affairs to the highest standards of probity.

- It must comply with the letter and spirit of Articles 30 and 31 of the Housing (Northern Ireland) Order 1992, and avoid any statutory or unacceptable conflicts or dualities of interest.

FINANCIAL IMPLICATIONS OF BUSINESS PLAN

The NHA Management Committee hold the view that the traditional NHA audit performance shall be maintained over the next 3 years with recorded surplus's being the norm from management activities. Income derived from investments is expected to reduce as a result of the reserve balances being utilised in the development activity. The Association's borrowing requirements will grow also through the financing of development activity.

The NHA Management Committee hold the view that the immediate staffing requirements have been met through the recent staffing review. Financing the staffing requirements shall be from Development, Management and Maintenance Allowances derived from Schemes in Development and Rent Receivable from Units in Management. Staffing requirements in the technical assistance area will be reviewed in 2005, with the current buying-in arrangement of the services of a consultant remaining in place for the foreseeable future.

It is incumbent on Staff and Committee Members to allocate their time to develop in the pursuit of policies and service standards. No major expenses are expected in the pursuit of Committee Membership, DSD, and NIHE aspirations.

The planned condition surveys on existing stock will be conducted 'In House' with additional financial burden to NHA. This are will be reviewed in 2005 pending the

outcome of the continuing Parkside URA study and the proposed NIHE managed Group Repairs Scheme for the wider Newington area.
Adaptations for tenants who become disabled will be financed fully by the DSD and shall have no cost implication to NHA.

The pursuit of NHA development aspirations in conjunction with the North Belfast Housing Strategy is expected to cause NHA its major financial concern. The published DSD Development Programme in 2005 will indicate the development potential for NHA in the forthcoming years. NHA have made arrangements for private sector borrowing and it is advised that NHA maintain negotiations with the private sector finance markets to prepare for the raising of future loan facilities as a result of the development timetable.

The NHA Finance Sub-Committee will endeavour to consider the implications of the financial arrangements in advance of agreement to take out loans.

The Association can attest to the following in terms of its development portfolio:

1. We have **completed** a 3 Unit scheme for General Applicants at **38 Kansas Avenue**.
Est. cost: £ 226,290.00
HAG: £ 186,689.25
Loan: £ 39,600.75
Completion – April 2004.
Additional rental income per annum (excl Rates) = £ 7,250.00

2. We have **completed** the acquisition of a 9 Unit scheme for General Applicants at **Deerpark Mews**.
Est. cost: £ 1,117,800.00
HAG: £ 774,635.40
Loan: £ 343,164.60
Completion – May 2004.
Additional rental income per annum (excl Rates) = £ 37,000.00

3. We have **completed** with a 17 Unit scheme for the elderly at **216-220 Limestone Road**.
Est. cost: £ 1,552,500.00
HAG: £ 1,338,255.00
Loan: £ 214,245.00
Completion – July 2004.
Additional rental income per annum (excl Rates) = £ 43,500.00

NHA Current Rent Roll per annum (excl Rates) = £ 781,000.00 for 329 units of housing stock.

4. We are **currently procuring** a 15 Unit acquisition scheme for General Applicants 'Off The Shelf' during 2004.
 Est. cost: £ 1,275,000.00
 HAG: £ 1,058,250.00
 Loan: £ 216,750.00
 Estimated Completion – March 2005.
 Approximate additional rental income per annum (excl Rates) = £ 46,800.00

5. We are **currently procuring** a 15 Unit acquisition scheme for General Applicants 'Off The Shelf' during 2005.
 Est. cost: £ 1,350,000.00
 HAG: £ 1,120,500.00
 Loan: £ 229,500.00
 Estimated Completion – March 2006.
 Approximate additional rental income per annum (excl Rates) = £ 50,700.00

6. We are **currently procuring** a 32 Unit scheme for General Families at Coulters Site.
 Est. cost: £ 4,117,065.00
 HAG: £ 2,972,521.00
 Loan: £ 1,144,544.00
 On Site – January 2004.
 Estimated Completion – March 2006.
 Approximate additional rental income per annum (excl Rates) = £ 108,250.00

7. We are **currently procuring** a 13 Bed space scheme for Homeless Families at Mater Dei Hostel (Planning)
 Est. cost: £ 1,700,000.00
 HAG: £ 1,700,000.00
 Loan: £ nil
 Estimated On Site – January 2005.
 Estimated Completion – March 2006.
 Approximate additional rental income per annum (excl Rates) = £ 44,000.00

8. We are **currently procuring** a 21 Unit scheme for General Families at New Lodge Ph 4.
 Est. cost: £ 2,324,150.00
 HAG: £ 1,665,021.00
 Loan: £ 659,129.00
 On Site – March 2004.
 Estimated Completion – June 2005.
 Approximate additional rental income per annum (excl Rates) = £ 71,000.00

9. We are **currently procuring** a 15 Unit acquisition scheme for General Applicants 'Off The Shelf' during 2006.
 Est. cost: £ 1,425,000.00
 HAG: £ 1,182,750.00

Loan: £ 242,250.00
Estimated Completion – March 2007.
Approximate additional rental income per annum (excl Rates) = £ 54,600.00

10. We are **currently in negotiation** with a contractor to provide a 13-15 Unit scheme of flats for General Applicants ‘design and build’ at 371-375 Antrim Road during 2006. Although discussions are at an early stage the Association remains confident that this can be delivered to an On Site Stage. Costs remain to be determined.

Further Development Aspirations for the Parkside Regeneration Plan have yet to be confirmed but will have a consequential effect on the current Business Plan during the period 2005-08. NHA have acquired, let and manage the property at 1 The Glen which has the potential to be included in the Regeneration Plan when a decision is finally made.

Further development opportunities are expected to arise on an ad hoc basis and will have a consequential effect on the current Business Plan during the period 2005-08.

The above schemes have been programmed and are genuine targets for delivery. On this basis NHA are anticipating the following consequences.

Current NHA income per annum from rent receivable November 2004 - (excluding Rates and Service Charges) = £ 781,000.00

2004 NHA have 329 units in management.

2005 NHA will have 397 units in management = increased rental income pa Est. £ 226,050 during 2005.

2006 NHA will have 425 units in management = increased rental income pa Est. £ 94,700 during 2006.

2007 NHA will have 440 units in management = increased rental income pa Est. £ 54,600 during 2007.

2008 NHA will have TBC units in management = increased rental income pa Est. £ TBC during 2008.

NB. House sales to tenants and Voluntary Purchase Grant acquisitions are not included in these figures. Figures reflect schemes proposed and included in current NHA Development Programme.

Management Committee

- To continue to recruit suitably skilled volunteers to continue the 'objects' of the association.
- To remain as constituted - a small community based housing association, remain self-sufficient and resist the pressure to amalgamate with another housing association.
- To delegate powers of accountability to association's sub-committees' thus meeting 'Governance' criteria.
- To attend seminars and training courses that educates members in the management responsibilities of NHA.
- To strive to meet the 'Key Standards' (issued by the DSD) expected of a registered housing association.
- To consider and initiate the first NHA Annual Conference for members.
- To motivate, direct and support NHA staff in the pursuit of the aspirations of the Management Committee.
- To adapt to changes in Public Housing Environment - Initiatives that may arise from the NIHE document 'North Belfast Strategy Review'.
- To conform, monitor and adhere to Section 75 of the Northern Ireland Act 1998 regarding the implementation of the Associations 'Equality' scheme.

General Housing Management

- To promote the NHA approved policies with its tenants (e.g. 'Complaints', 'Right to Know, 'Right to Buy'), through the NHA Newsletter, Information sheets and booklets, Annual Report and counter service.
- To continue a 'customer based' housing service to tenants, applicants and the general public.
- To maximise NHA resources to achieve 'Value for Money' in accordance with the NHA Best Value Action Plan 2001-2006, in particular with regard to the implementation of recommendations in the Best Value service areas of housing management, tenant participation and elderly services.
- To ensure best value compliance of NHA repairs and maintenance service to tenants.
- To maintain the Equality Scheme obligation with the Equality Commission.
- To maintain and review Tenant Compact initiatives and tenant participation generally.
- To review housing management procedures that allows NHA to comply with legislative changes, which are anticipated in future years.
- To adapt and implement 'Supporting People' procedures that allows NHA to comply with legislative changes, which are anticipated in future years.

Development

- To pursue the aims and objectives of the North Belfast Housing Partnership with those selected to deliver the objects of the NIHE North Belfast Housing Strategy Review document and in accordance with the signed partnership agreement.
- To achieve Completion Stage with Off the Shelf (15 units), for General Family housing provision.

To achieve completion of Coulters Site (32 units), an NIHE transfer scheme for General Family housing provision.

To achieve completion of New Lodge Phase 4 (21 units), an NIHE transfer scheme for General Family housing provision.

To achieve On Site Stage with Mater Dei Hostel (13 bed spaces), for Homelessness Provision.

To progress work and consultation on the need to regenerate the Parkside/Limestone Road interface area, as a result of the Parkside URA initiative.

To progress work and consultation on the need to continue regeneration of the Long Streets in the New Lodge.

To pursue development proposals and opportunities that may arise on an 'ad hoc' basis.

To motivate, direct and support the Development Manager in the pursuit of the aspirations of the Management Committee.

To review, approve and implement Development Standards and Procedures.

To continue the NHA Planned 5 Year External Cyclical Maintenance Programme.

To pursue partnerships with other agencies (e.g. North & West Belfast Trust).

To encourage 'Tenant Participation' through a Community Association (Tenant Compacts) or on an individual basis.

To offer adaptation facilities to residents in accordance with the procedural document 'Tenants who become disabled'.

To examine and review NHA service contracts.

To begin the implementation of recommendations from the Best Vale service review of the area of development.

To commence internal stock condition surveys on NHA properties subject to the outcomes of the Parkside Regeneration initiative and NIHE -led Group Repairs Scheme.

Finance

To expand the NHA arrangements for Internal Audit in accordance with the direction of the Treasurer and Finance Sub-Committee.

To review and monitor the performance of the External Auditor.

To review, enhance the financial management of NHA affairs through computerised and manual systems of accounting and internal audit.

To complete quarterly returns to the DSD in accordance with HAC 13/97.

To implement financial policies and procedures.

To review, approve and implement financial requirements of the NHA development function.

To minimise tenant debt (past and present) and voids.

To examine the principles of 'Value for Money' (Best Value) and maintain NHA Policy in accordance with the NHA Best Value Action Plan 2001-2006.

To ensure the Best Value review area of "Governance" is conducted.

To monitor financial performance against budget forecast.

To monitor performance against business plan.

To maintain links with the 'Private Sector' finance markets for possible future loan arrangements.

Allocations

To retain the 'Terms of Connection' agreement for the use of NIHE management systems.

To continue to support the NIHE in the function of compilation of the common waiting list.

To continue to support the checks and balance nature of work by the Allocations Sub-Committee and ensure staff make proper use of knowledge on the use of the Common Selection Scheme.

To implement the policies and procedures of the allocation function of NHA in accordance with the NIHE Common Selection Scheme and Common Waiting List as administered through the P.R.A.W.L. system.

To allocate as required with Relets and Newlets as a result of Changes in Tenancy and additions to Stock as a result of Development Handovers.

To implement the changes required from the review of the procedural operation of the allocations function.

Staffing

To encourage, approve, support and motivate staff in the pursuit of personal development through seminars, training and further education.

To implement health and safety policies in the pursuit of the welfare of all NHA staff.

To implement housing management policies and procedures for all NHA staff.

To review the need for the appointment of Clerk of Works in accordance with recruitment and selection policies and criteria, to replace the existing contracted out arrangement.

To support all staff in the execution of their duties and to ensure that the staffing resources of the Association are sufficient to meet the demands of the service.

To review arrangements and seek to produce a comprehensive staff handbook in conjunction with committee, staff and appropriate outside agencies where necessary.

Joint Management Projects

To revise and maintain the Joint Management Agreement with Joint Management Partners SVP for Atlantic House Hostel for the Homeless.

To pursue development aspirations to expand homeless provision at the old 'Mater Dei' site with a Joint Management Partner..

To pursue future development aspirations to expand the 'Rosemount House' facility.

To assist in the delivery of all parties 'objects'.

To conduct a Best Value review of the area of "joint management partnerships.

DSD

To meet all requirements expected and requested from the DSD.

To meet all targets set in accordance with application of Bids, APR, ¼ly returns.

To fulfil and conform to any requirement or request from the DSD in respect of Scheme Audit or Monitoring.
To adhere to and monitor the recommendations detailed in the DSD report on their findings relating to Minor Works and Validation Audit.
To adhere to Legislative changes as a result of the progress of the formation of the 'Northern Ireland Assembly'.

NIHE

To fulfil and conform to any requirement or request from the NIHE in respect of Scheme Audit or Monitoring.
To liaise as required with Central and district offices in the delivery of housing services (e.g. programme planning, Common Selection Scheme, returns).
To increase the respect and relationship between parties.

General Public

To promote the services offered by NHA to the local community and the general public.
To endeavour to supply housing facilities to meet demand as identified on the CWL.
To provide quality, low cost, low maintenance housing.
To encourage and support local cross community projects that will educate and diminish the sectarian divide that exists in the community NHA serves.
To issue an Annual Report and Newsletter to those interested in NHA activities.
To update and maintain a replacement NHA Web-Site.
To review, revise and reproduce a comprehensive tenants handbook.

Management Committee

- To continue to recruit suitably skilled volunteers to continue the 'objects' of the association.
- To remain as constituted - a small community based housing association, remain self-sufficient and resist the pressure to amalgamate with another housing association.
- To delegate powers of accountability to association's sub-committees' thus meeting 'Governance' criteria.
- To attend seminars and training courses that educates members in the management responsibilities of NHA.
- To strive to meet the 'Key Standards' (issued by the DSD) expected of a registered housing association.
- To organise a NHA Annual Conference for members.
- To motivate, direct and support NHA staff in the pursuit of the aspirations of the Management Committee.
- To adapt to changes in Public Housing Environment - Initiatives that may arise from the NIHE document 'North Belfast Strategy Review'.
- To conform, monitor and adhere to Section 75 of the Northern Ireland Act 1998 regarding the Associations 'Equality' scheme.

General Housing Management

- To promote the NHA approved policies with its tenants (e.g. 'Complaints', 'Right to Know, 'Right to Buy'), through the NHA Newsletter, Information sheets and booklets, Annual Report and counter service.
- To continue a 'customer based' housing service to tenants, applicants and the general public.
- To maximise NHA resources to achieve 'Value for Money' in accordance with the NHA Best Value Action Plan 2001-2006.
- To ensure best value compliance of NHA repairs and maintenance service to tenants.
- To maintain the Equality Scheme obligation with the Equality Commission.
- To maintain and review Tenant Compact initiatives and tenant participation generally.
- To adapt and implement management procedures that allows NHA to comply with legislative changes, which are anticipated in future years.
- To adapt and implement 'Supporting People' procedures that allows NHA to comply with legislative changes, which are anticipated in future years.

Development

- To pursue the aims and objectives of the North Belfast Housing Partnership with those selected to deliver the objects of the NIHE North Belfast Housing Strategy Review document and in accordance with the signed partnership agreement.
- To achieve Completion Stage with Off the Shelf (15 units), for General Family housing provision.
- To achieve Completion Stage with Mater Dei Hostel (13 bed spaces), for Homelessness Provision.

To pursue development proposals and opportunities that may arise on an 'ad hoc' basis.

To motivate, direct and support the Development Manager in the pursuit of the aspirations of the Management Committee.

To achieve On Site stage with regeneration works to Parkside/Limestone Road interface area, as a result of successful implementation of the Parkside URA.

To progress work and consultation on the need to continue regeneration of the Long Streets in the New Lodge.

To implement Development Standards and Procedures.

To continue the NHA Planned 5 Year External Cyclical Maintenance Programme.

To pursue partnerships with other agencies (e.g. North & West Belfast Trust).

To encourage 'Tenant Participation' through a Community Association or on an individual basis.

To offer adaptation facilities to residents in accordance with the procedural document 'Tenants who become disabled'.

To examine and review NHA service contracts.

To ensure the recommendations from the Best Vale service review of the area of development have been implemented and are practiced.

To commence a Major Repairs scheme on NHA properties as a result of the stock condition surveys' final report.

Finance

To expand the NHA arrangements for Internal Audit in accordance with the direction of the Treasurer and Finance Sub-Committee.

To review and monitor the performance of the External Auditor.

To review, enhance the financial management of NHA affairs through computerised and manual systems of accounting and internal audit.

To complete quarterly returns to the DSD in accordance with HAC 13/97.

To review, approve and implement financial policies and procedures.

To review, approve and implement financial requirements of the NHA development function.

To minimise tenant debt (past and present) and voids.

To examine the principles of 'Value for Money' (Best Value) and initiate NHA Policy in accordance with the NHA Best Value Action Plan 2001-2006.

To ensure the Best Value review area of "Governance" is implemented and that any cross cutting issues are addressed.

To monitor financial performance against budget forecast.

To monitor performance against business plan.

To maintain links with the 'Private Sector' finance markets for possible future loan arrangements.

Allocations

To retain the 'Terms of Connection' agreement for the use of NIHE management systems.

To continue to support the NIHE in the function of compilation of the common waiting list.

To continue to support the checks and balance nature of work by the Allocations Sub-Committee and ensure staff make proper use of knowledge on the use of the Common Selection Scheme.

To implement the policies and procedures of the allocation function of NHA in accordance with the NIHE Common Selection Scheme and Common Waiting List as administered through the P.R.A.W.L. system.

To allocate as required with Relets and Newlets as a result of Changes in Tenancy and additions to Stock as a result of Development Handovers.

Staffing

To encourage, approve, support and motivate staff in the pursuit of personal development through seminars, training and further education.

To implement health and safety policies in the pursuit of the welfare of all NHA staff.

To implement housing management policies and procedures for all NHA staff.

To support all staff in the execution of their duties and to ensure that the staffing resources of the Association are sufficient to meet the demands of the service.

Joint Management Project at Atlantic House

To revise the Joint Management Agreement with Joint Management Partners SVP for Atlantic House and Mater Dai Hostels for the Homeless (est. March 2005).

To maintain the Joint Management Agreement with Joint Management Partners at the Mater Dei Hostel for the homeless.

To pursue future development aspirations to expand the 'Rosemount House' facility.

To assist in the delivery of all parties 'objects'.

To ensure the Best Value review of the area of "joint management partnerships" is implemented.

DSD

To meet all requirements expected and requested from the DSD.

To meet all targets set in accordance with application of Bids, APR, ¼ly returns.

To fulfil and conform to any requirement or request from the DSD in respect of Scheme Audit or Monitoring.

To adhere to and monitor the recommendations detailed in the DSD report on their findings relating to Minor Works and Validation Audit.

To adhere to Legislative changes as a result of the progress of the formation of the 'Northern Ireland Assembly'.

NIHE

To fulfil and conform to any requirement or request from the NIHE in respect of Scheme Audit or Monitoring.

To liaise as required with Central and district offices in the delivery of housing services (e.g. programme planning, Common Selection Scheme, returns).

To increase the respect and relationship between parties.

General Public

To promote the services offered by NHA to the local community and the general public.

To endeavour to supply housing facilities to meet demand as identified on the CWL.

To provide quality, low cost, low maintenance housing.

To encourage and support local cross community projects that will educate and diminish the sectarian divide that exists in the community NHA serves.

To issue an Annual Report and Newsletter to those interested in NHA activities.

To update and maintain the NHA Web-Site.

To update and revise as necessary a Tenants Handbook.

2007

Management Committee

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- To delegate powers of accountability to association's sub-committees' thus meeting 'Governance' criteria.
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- To strive to meet the 'Key Standards' (issued by the DSD) expected of a registered housing association.
- To organise a NHA Annual Conference for members.
- To motivate, direct and support NHA staff in the pursuit of the aspirations of the Management Committee.
- To adapt to changes in Public Housing Environment - Initiatives that may arise from the NIHE document 'North Belfast Strategy Review'.
- To conform, monitor and adhere to Section 75 of the Northern Ireland Act 1998 regarding the Associations 'Equality' scheme.

General Housing Management

- To promote the NHA approved policies with its tenants (e.g. 'Complaints', 'Right to Know, 'Right to Buy'), through the NHA Newsletter, Information sheets and booklets, Annual Report and counter service.
- To continue a 'customer based' housing service to tenants, applicants and the general public.
- To maximise NHA resources to achieve 'Value for Money' in accordance with the NHA Best Value Action Plan 2001-2006 and to initiate an updated Best Value Action Plan for the next 5 years.
- To ensure best value compliance of NHA repairs and maintenance service to tenants.
- To maintain the Equality Scheme obligation with the Equality Commission.
- To maintain and review Tenant Compact initiatives and tenant participation generally.
- To adapt and implement management procedures that allows NHA to comply with legislative changes, which are anticipated in future years.
- To adapt and implement 'Supporting People' procedures that allows NHA to comply with legislative changes, which are anticipated in future years.

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To progress work and consultation on the need to continue regeneration of the Long Streets in the New Lodge.

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To pursue future development aspirations to expand the 'Rosemount House' facility.

To assist in the delivery of all parties 'objects'.

DSD

To meet all requirements expected and requested from the DSD.

To meet all targets set in accordance with application of Bids, APR, ¼ly returns.

To fulfil and conform to any requirement or request from the DSD in respect of Scheme Audit or Monitoring.

To adhere to and monitor the recommendations detailed in the DSD report on their findings relating to Minor Works and Validation Audit.

To adhere to Legislative changes as a result of the progress of the formation of the 'Northern Ireland Assembly'.

NIHE

To fulfil and conform to any requirement or request from the NIHE in respect of Scheme Audit or Monitoring.

To liaise as required with Central and district offices in the delivery of housing services (e.g. programme planning, Common Selection Scheme, returns).

To increase the respect and relationship between parties.

General Public

To promote the services offered by NHA to the local community and the general public.

To endeavour to supply housing facilities to meet demand as identified on the CWL.

To provide quality, low cost, low maintenance housing.

To encourage and support local cross community projects that will educate and diminish the sectarian divide that exists in the community NHA serves.

To issue an Annual Report and Newsletter to those interested in NHA activities.

To update and maintain the NHA Web-Site.

To update and revise as necessary a Tenants handbook.