

# Solon Business Plan 2017-20

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## 1. Introduction

- 1.1 This Business Plan describes Solon's values, ambition and key strategic objectives for the next three years, and sets out the high level actions we will take to achieve them. The Plan has been developed by the Board and staff, and reflects residents' views and priorities, expressed through customer surveys, meetings and other engagement.
- 1.2 Our overriding ambition is to be *a local provider of exceptional housing*. We will achieve seven key strategic objectives to realise this. High level actions will be implemented to deliver each of these objectives. This will depend in turn on the identification and implementation of a larger number of other actions at an operational level. These actions will be set out in a delivery plan by and for the teams.
- 1.3 Housing associations' work is governed by the Homes and Communities Agency's Economic and Consumer Standards. The key strategic objectives, and high level actions will ensure compliance with the HCA's requirements.
- 1.4 Progress will be monitored regularly at strategic and operational level. Progress reporting to residents will take place through a variety of media. Corrective action will be taken to ensure we stay on track. Our ultimate success will be demonstrated by good and improving performance against robust targets, and great customer satisfaction with our services.
- 1.5 An important part of our ambition is to be *expertly led and a great place to work, with an effective Board and developed and motivated staff team*. Our people are key to delivering our objectives. We will be guided in this by the principles described by the Solon Behaviours, and 'Investors in People'. The skills required to deliver the objectives will drive the staff development and training programme. Individuals will be encouraged to gain associated skills and knowledge and able to see how their work contributes to our overall direction and success.
- 1.6 The Business Plan has been developed in conjunction with the 30-year Financial Plan. This tests the financial implications of the principal plans and assumptions - including proposed investment in new and existing homes - and demonstrates that they are affordable and deliverable.

## **2. Where we are now – a position of strength**

- 2.1 Solon works mainly in the inner-city, providing homes and services to customers who have low incomes, and many of whom suffer multiple-deprivation. Our stock profile largely comprises older properties, with 63% built before or circa 1900.
- 2.2 Managing older accommodation in the inner-city is labour and resource intensive and, like many inner-city based housing associations, we face an increasingly difficult operating environment and considerable challenges. However, we do so from a position of relative strength.
- 2.3 We have taken action to contain overall costs, including asset management expenditure, while continuing to improve the repairs service and the quality of our homes. Our operating costs compared with our peers now represent much better value for money and are in line with the average for all housing providers with over 1,000 homes.
- 2.4 Our stock continues to meet the Decent Homes Standard. Customer satisfaction with most aspects of the repairs service has increased. Satisfaction levels with the quality and condition of the home have risen significantly.
- 2.5 A wide range of improvements in other services has also been achieved and overall satisfaction with our services and the value for money of rent have also seen significant increases.
- 2.6 Cost efficiencies have improved financial viability, compliance with loan covenants, and lenders' confidence in Solon. This, together with the relaxation of our gearing covenant, has enabled us to increase our borrowing facilities to provide new housing. We acquired and developed 125 new homes between 2014 and 2017 and brought another 37 into the development pipeline. Most of these were developed for affordable rent, and therefore make an important contribution to meeting local housing need and tackling homelessness. Significant further growth is proposed in this business plan to continue to meet this objective.
- 2.8 Solon has maintained top ratings for viability and governance (V1 and G1) following a recent 'in depth assessment' by the regulator.
- 2.9 Our services and our success depends on our experienced, skilled and committed staff team. We continue to strive to have the right level of staff resources in the places where they are needed, and that they are developed and supported, and can deliver the very best customer service.

### **3. Solon's Values**

3.1 We want Solon to uphold the following values:

- Respect – we treat everyone with respect.
- Empowerment – we will empower people to succeed in life.
- Community – we will work with local communities to make better places to live.
- Integrity – we will be people who can be trusted.
- Teamwork – we will be a good partner.
- Equality – we will make sure people are treated fairly and given fair chances.

3.2 These values are reflected in the key strategic objectives, and high level actions set out below, and they will guide how we work and conduct ourselves at all times.

## **4. Risk - the challenges ahead**

- 4.1 The PESTLE and SWOT analysis at Appendix A identify the challenges and threats presented by the current environment. The main risks facing Solon, (and much of the housing association sector), are set out at Appendix B.
- 4.2 We will face up to, and overcome these risks. We need to do this without compromising our values. This will necessitate work already in progress to tackle our weaknesses, decide on our appetite for risk and take mitigating action where appropriate. We will also need to have the foresight and proactivity to take advantage of new opportunities, and be prepared to invest to achieve them. The Business Plan directs and equips Solon to do this.
- 4.3 We must be well governed and well led. We have a duty to achieve value for money and make the best use of our financial strength and assets to ensure that our stock is safe and up to standard, and to develop many more new homes. We want our performance and customer satisfaction to be in the upper quartile for all housing associations. We need to offset the disadvantages of our stock profile by improving repairs services. We want better contact and communication with customers, listening to them and always helping them with their queries.
- 4.4 The analyses at Appendix A and B show which of the strategic objectives (and associated actions) will tackle the various risks, weaknesses and threats, and take advantage of opportunities.

## 5. Solon's Ambition and Key Strategic Objectives

- 5.1 Our ambition and objectives reflect our values.
- 5.2 Our overriding ambition is to be a ***local provider of exceptional housing***
- 5.3 We will deliver the following strategic objectives during the Business Plan period to achieve this:
  - 1. Provide homes that people want to live in.
  - 2. Provide great customer service.
  - 3. Maintain strong financial viability and deliver excellent value for money.
  - 4. Be a modern and responsive business.
  - 5. Work with residents to sustain tenancies, enhance their quality of life and contribute to the development of desirable communities.
  - 6. Be expertly led and a great place to work, with an effective Board and developed and motivated staff.
  - 7. Work in partnership to achieve the best results for our existing and future customers.
- 5.4 We will support and develop our staff to enable them to achieve the actions required to deliver these strategic objectives.
- 5.5 We will monitor progress with achieving the actions and keep it under regular review, taking action to keep progress on track.

## **6. Achieving the Ambition and Strategic Objectives**

### **Strategic Objective 1 – Provide homes that people want to live in**

We will implement the following high level actions to achieve this strategic objective:

#### **Asset management – existing homes:**

- 1. Invest £6.8 million in the maintenance and improvement of existing homes between 2017-2020, with a ratio of 70:30, planned maintenance to responsive repairs expenditure.**
- 2. Ensure that our homes are safe and secure, and fully compliant with statutory health and safety requirements.**
- 3. Maintain full compliance with the Decent Homes Standard. Improve the condition of, and increase customer satisfaction with the quality of the home.**
- 4. Repair and let empty homes as quickly as possible.**
- 5. Continually improve performance and communication with residents and eliminate customer dissatisfaction with responsive and planned maintenance.**
- 6. Appraise and dispose of underperforming stock which is no longer suitable for social housing use.**
- 7. Set and achieve a minimum acceptable average sap level of equal or more than 70 for all properties.**
- 8. Deliver the Local Offer for aids and adaptations.**

#### **Development of new affordable homes:**

- 1. Invest £18.2 million in new homes in Bristol and South Gloucestershire - primarily for 'affordable' rent – completing 37 homes currently in development and identifying and delivering 100 more by March 2020.**
- 2. Ensure that new homes are well-designed, well-built, located in suitable areas with sufficient infrastructure and that there is increased customer satisfaction with the quality of the home**
- 3. Maintain status as a partner of the West of England Housing Delivery Panel, and pro-active membership and participation in its work.**
- 4. Working with the Finance Department, and funders, investigate and realise opportunities to provide additional new homes via alternative means of funding including private rented accommodation and private leasing.**

## **Solon Strategic Objective 2 - Provide great customer service**

**We will implement the following high level actions to achieve great customer service:**

- 1. Embed a customer service culture, developing Solon's four pillars of great customer service (*'can do' attitude, do what we say we are going to do, service tailored to customer needs, ensuring a positive experience for customer*).**
- 2. Introduce new front line customer service models and contact technology which improve the customer journey, meet customers' needs and deliver great service.**
- 3. Ensure that the SMT maintains a customer service focus through performance management and regular review of processes and methods of working to improve quality of and satisfaction with services.**
- 4. Annually review performance objectives and targets, setting realistic and challenging stretch targets and milestones to drive improvement of customer service, care and satisfaction.**
- 5. Develop knowledge and training to support the delivery of great customer service.**

## **Solon Strategic Objective 3 – Maintain strong financial viability and deliver excellent value for money**

**We will implement the following high level actions to achieve this strategic objective:**

- 1. Regular review of the 30-year Financial Plan and performance against annual budgets, ensuring adherence to Solon’s golden rules on financial viability, liquidity and asset sales.**
- 2. Comprehensive stress testing of the 30-year Financial Plan, and appropriate reaction to newly identified risks and changes to the operating environment.**
- 3. Arrange sufficient loan facilities to deliver the growth strategy identified by the Business Plan, ensuring that financial commitment is in line with Solon’s golden rules on capital expenditure for new homes.**
- 4. Re-invest the receipts from planned disposals of under-performing stock in the development of new homes.**
- 5. Regular review of scope to change/relax covenants and increase borrowing and growth capacity.**
- 6. Achieve sufficient (realistic) annual cost savings to deliver the planned growth and maintain necessary financial headroom.**
- 7. Comply with the HCA Value for Money Standard, implementing the VFM Strategy, including maintaining appropriate benchmarking arrangements and acting on output data.**
- 8. Annually review finance and VFM performance targets, setting realistic but challenging stretch targets with annual targets and milestones.**

## **Objective 4 – Be a modern and responsive business**

**We will implement the following high level actions to be a modern and responsive business:**

- 1. Assess the potential to adopt new customer service models and associated ICT to deliver efficient and effective services which reduce costs and best meet customers' needs.**
- 2. Procure and implement suitable customer service models and associated ICT, keeping subsequent performance under review.**
- 3. Replace Solon's office accommodation by December 2018 with an accessible, cost effective and comfortable environment which facilitates team working and great customer service.**
- 4. Review scope for flexible working/home/mobile working arrangements which are cost effective and facilitate team working and great customer service.**
- 5. Develop and maintain up-to-date and efficient document management systems and full compliance with the Data Protection Act.**
- 6. Keep abreast of developments and changes in the funding system/housing provision, adjusting strategies and priorities to reflect government policy changes and maintain income in line with Solon's values and objects.**
- 7. Identify scope to develop new business and new income streams to maximise income and develop Solon's resilience and capacity to offset loss of traditional income.**
- 8. Review and modernise Solon's approach to PR, promotion and influencing stakeholders.**

## **Solon Strategic Objective 5 – Work with residents to sustain tenancies, enhance their quality of life and contribute to the development of desirable communities**

**We will implement the following high level actions to achieve this strategic objective:**

- 1. Maintain a consistent, robust, engaged and caring approach to all income management.**
- 2. Maximise income and use of accommodation by letting empty homes more quickly.**
- 3. Maintain a consistent, pro-active and robust approach to tackling neighbour nuisance, harassment and anti-social behaviour.**
- 4. Effective management and good upkeep of estates, HMOs and other properties to ensure that environmental, security, safety and other property-based issues are identified early and tackled promptly.**
- 5. Communicate effectively with residents on issues which concern them, particularly with ASB and other estate management issues.**
- 6. Review the supported housing operation, including costs and income so that it continues to be strategically relevant and continues to cover its costs.**
- 7. Maximise tenancy sustainment support, consistently and pro-actively identifying residents who need support and assistance and making referrals to external or internal support services, benefits and budgeting advisors.**
- 8. Ensure that Rackfield House Hostel, and supported housing managed by agents continue to provide cost effective and quality services which meet the Supporting People QAF and other performance requirements.**
- 9. Annual review of housing performance targets, setting realistic and challenging stretch targets and milestones to drive improvement of performance and customer satisfaction.**
- 10. Active collaboration with other associations/organisations in local initiatives and activities to improve the local environment, tackle neighbourhood issues, develop stronger communities and enable residents to access other services such as education, health etc.**

## **Solon Strategic Objective 6 – Be expertly led and a great place to work, with an effective Board and developed and motivated staff**

To achieve this strategic objective, we will implement and keep under review, a set of actions, identified, and overseen by specific Board and SMT task groups, to ensure that the Board and the Senior Management Team:

- 1. Are clear about their respective roles, and their principal roles, with distinct terms of reference.**
- 2. Have appropriate mix of knowledge, skills, experience, and personalities including a full understanding of Solon’s business, and housing associations’ wider political and operating environment.**
- 3. Develop and demonstrate appropriate behaviours including: confidence, decisiveness, trust, mutual respect, team working, challenge and engagement with residents and colleagues.**
- 4. Develop a positive organisational culture which promotes equality and diversity, involves residents, and staff, motivates and brings out the best in everyone, develops team spirit, and delivers great customer service.**
- 5. Operate at the appropriate level with the Board focusing on thinking and planning strategically, stepping back from the detail and operational.**
- 6. Determine, embed and ensure compliance with Solon’s ambition, values, objectives, behaviours, statutory, legal and regulatory obligations.**
- 7. Are ambitious and visionary about Solon and social housing, and work to inspire teams to share this passion, engage and succeed.**
- 8. Make appropriate decisions around allocation of resources and delivery of value for money.**
- 9. Keep abreast of developments and changes in the funding system/housing provision, adjusting strategies and priorities to reflect government policy changes and maintain income where this is in line with Solon’s values and objects.**
- 10. Adequately assess and mitigate business risks.**
- 11. Ensure that all of our people are developed and have the right skills and opportunities for career progression.**
- 12. Promote Solon and its work to external stakeholders.**

## **Solon Strategic Objective 7 – Work in partnership to achieve the best results for our existing and future customers**

**We will implement the following high level actions to achieve this strategic objective:**

**Regular and consistent engagement, collaboration and partnership working with other housing associations/organisations, and development of subsequent actions to:**

- 1. Compare costs to ensure they are competitive and represent value for money.**
- 2. Keep up-to-date with changes in new technology, customer service models, and service delivery models for all services.**
- 3. Identify opportunities to achieve VFM by sharing services, best practice etc.**
- 4. Maximise access to suitable development opportunities, unlock capacity and share resources to achieve VFM in development delivery.**
- 5. Facilitate participation in local initiatives and activities to improve the local environment, develop stronger communities and tackle neighbourhood issues.**
- 6. Identify and implement opportunities to signpost residents to community activities, facilities, education and training opportunities, health and welfare services.**
- 7. Identify and share best practice in housing association governance.**

## **7 Appendices**

- A PESTLE and SWOT analysis**
- B The main risks facing Solon**
- C Smart action plan including proposed means of measuring progress and success with implementation (Once BP approved).**
- D Performance targets, benchmarking information and performance indicators. To be attached on completion**

## Appendix A

### Solon PESTLE analysis

<p><b>Political</b>  <b>3,7</b> A right leaning government for another 10 years.  <b>1,7</b> Devolution and local devo deals.  <b>3,5,7</b> Welfare reforms. Benefit cuts. LHA caps.  <b>6</b> Changes to HA regulatory system.  <b>3,5,7</b> Housing reforms - rent capping.  <b>1,7</b> Housing White Paper and new legislation. Government proposals for investment in housing.  <b>1,7</b> Changes to grant regime. Grant available for rent again, with possible requirement to deliver more rented homes for rent settlement.  <b>1,5,7</b> Local authority strategies and policies.  <b>6</b> Quality of local leadership and organisation.  <b>1,7</b> Solon's desire to work in Bristol.  <b>1</b> Right to buy and need for replacements.  <b>1,3</b> Local political opposition to sale of street property in Bristol.</p>	<p><b>Economic</b>  <b>3,5,7</b> Welfare reforms. Benefit cuts will continue to threaten tenants' (and Solon's) income.  <b>3,5,7</b> Housing market and employment uncertainty due to Brexit.  <b>1,3,5,7</b> Government deficit problems.  <b>1,3,5,7</b> Increasing cuts in public sector funding.  <b>3,5,7</b> Increasing cuts to supporting people grant.  <b>3</b> Impact of increasing inflation.  <b>3</b> Impact of cost increases on ability to pay rent.  <b>1,3</b> Impact of increasing construction costs.  <b>3</b> Wage inflation in response to increasing costs.  <b>3</b> Interest rate increases  <b>1,3</b> Financial stability of suppliers.  <b>1,3</b> Housing supply and demand issues.  <b>1,3</b> Impact of housing demand on development opportunities for housing associations.</p>
<p><b>Sociological</b>  <b>3,5,7</b> Increasing poverty and deprivation.  <b>1,3,5,7</b> Increasing family and street homelessness, social inclusion.  <b>5,7</b> Social unrest.  <b>5,7</b> Ageing population.  <b>1,5</b> Tenure shift from owner occupation to rent.  <b>4,6,7</b> Future likelihood of shift in willingness or scope to accept radical or reactionary ideas.  <b>1,6,7</b> Agreement of the areas Solon should work in. Bristol v South Glos., inner city v suburbs, other areas?  <b>1,3,5</b> Right to buy.  <b>3,5,7</b> Supported housing. Need for more support to individuals, particularly after reduction in LHA &amp; SP funding and more complex needs/mental illness etc.  <b>3,5,7</b> Issue of how to provide support when funding is being reduced.  <b>2,4,7</b> Rising customer expectations for engagement, communication &amp; service provision. Particularly better access to services that can be delivered with new ICT.  <b>1,7</b> Changes in lifestyles (people staying at home longer &amp; larger mixed generation families).</p>	<p><b>Technological</b>  <b>2,4</b> Changes in ICT/technology. Increasing opportunities for application of ICT. Scope for channel shift.  <b>2,4</b> Digitisation.  <b>1,2,4,,5</b> Increasing scope for remote/mobile working.  <b>6</b> Changes in use of, and increasing influence of social media.  <b>2,4</b> Expectations from customers regarding new ways of communicating and requesting services.  <b>3</b> Scope for efficiencies &amp; improved service provision through the use of new technology &amp; systems.  <b>1</b> Changes/improvements in modern methods of construction.  <b>4</b> Potential loss of current offices in &lt; three years.</p>
<p><b>Legal</b>  <b>6</b> Changes in HA regulation. Deregulation.  <b>1,4,6</b> Statutory compliance. Health &amp; safety, data protection etc.  <b>6</b> Implications of the Housing Act.</p>	<p><b>Environmental</b>  <b>1,3</b> Energy efficiency – increasing requirements and expectations. Issue due to age of Solon's stock.  <b>1,3</b> Increased risk of flooding.  <b>1</b> Issues with refuse disposal. Regularity of collection, recycling needs etc.  <b>1</b> Restrictions on use of private transport.</p>

## Solon SWOT analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>6 Strong governance. Board and Chair performing well.</li> <li>6 Regulator view of governance is positive. G1/V1 confirmed by 2016 IDA.</li> <li>6 Stable experienced executive and management team.</li> <li>6 Solon is a popular employer and place to work. Staff turnover has fallen. Able to attract new staff.</li> <li>3 Current financial strength. Financial resources to take advantage of opportunities and overcome threats and weaknesses.</li> <li>3 Further borrowing capacity. Offers received. Strong liquidity.</li> <li>1 Likely future receipts from sale of existing stock for reinvestment. Disposals justified by asset management strategy and VFM.</li> <li>1 Limited exposure to fall in residential sales values.</li> <li>1 Not currently reliant on building for sale to cross-subsidise new developments.</li> <li>1 Stock condition improving. Decent Homes Standard compliance.</li> <li>1 Track record of development delivery.</li> <li>1 Current development pipeline.</li> <li>6 Small size. Can move quickly.</li> <li>6 Clear strategy - focused on landlord's obligations.</li> <li>6 Local community focus.</li> <li>1,5,6,7 Good reputation with stakeholders. Open, honest, provides rented homes, welfare ethos.</li> <li>1 Improving customer satisfaction.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>1 Small size. Resources and capacity more limited than some larger associations.</li> <li>1 Age of housing stock in Bristol. Higher asset management costs. Management and maintenance of stock is labour intensive.</li> <li>1 Older stock less popular with residents.</li> <li>1 Shortage of development opportunities in inner Bristol where disposals are taking place.</li> <li>1, 3 Limited number of income streams. Reliance on social and affordable rent. Some supported housing.</li> <li>4 Traditional (old fashioned) methods of communication and interaction with customers.</li> <li>2,4 Are we using housing management system to full capacity?</li> <li>2,4 Are taking advantage of available ICT.</li> <li>6 Board and executive sometimes not seen as quick to act or make decisions.</li> <li>6 Succession planning – Board profile. Do we have the range of skills we will need to deliver opportunities and counter threats?</li> <li>2,4 Are we open to new ideas in the way services are delivered?</li> <li>1,2 Customer satisfaction poor in some areas – response repair service, communication, helpfulness etc. Often related to age of stock.</li> <li>5 Current capacity to achieve tenancy sustainment limited. i.e. limited support funding and designated staff.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>1 Changes to grant regime. Grant available for rented housing again.</li> <li>1 HCA Grant for Low cost home ownership.</li> <li>1,7 New Bristol administration, keen to support rented housing provision, provide land and LA grant etc.</li> <li>1 Availability of future 106 schemes – particularly in South Glos.</li> <li>1,7 Appetite for partnership working, collaboration amongst housing associations – i.e. in Bristol.</li> <li>4 Availability of new ICT and social media and funding for this, giving scope to innovate, improve communication, responsiveness, quality of service and cost effectiveness.</li> <li>5,6 Opportunities to provide training for residents.</li> <li>1,4,5,6,7 Opportunities to raise/improve Solon's profile.</li> <li>3,5 Opportunities to manage stock of other landlords/property owners.</li> <li>1,3 Scope to develop other forms of tenure. PRS etc.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>3,5,7 Welfare reforms impacting residents and Solon's income.</li> <li>3,5,7 State/LA withdrawal from service provision. Increasing deprivation, and tenancy sustainment issues. Increasing tenancy breakdown.</li> <li>1,3 Risk of further rent reductions. Especially if we don't develop new homes.</li> <li>3 Inflation.</li> <li>1,3 Shortfall in funding. Generally, new development?</li> <li>3,5,7 Shortfall in funding. Supported housing?</li> <li>6,7 Merger, particularly where partner doesn't share Solon's values.</li> <li>6 Risk of future staff turnover. Loss of key staff.</li> <li>6 Staff profile. Maintaining the right range of skills.</li> <li>1,3 Contractor failure.</li> <li>1,3, Right to buy – if 100% compensation is not provided.</li> <li>6 Losing of sight of our roots.</li> <li>2,6 Losing sight of our customers and their needs.</li> <li>1,3 Housing price falls – difficulty selling LCHO.</li> </ul>

<p><b>1,2</b> Scope to improve customer satisfaction without increasing costs by improving repair service, communication, helpfulness etc.</p> <p><b>4</b> Longer-term scope to review structure to reduce costs or reallocate staff resources.</p> <p><b>1</b> Scope to increase disposals, reduce costs and raise additional finance to fund additional new homes.</p> <p><b>3,5,7</b> Opportunities to diversify – take over other services or facilities.</p> <p><b>2,4,5,7</b> Scope to encourage/use volunteering to improve services and reduce costs.</p> <p><b>4</b> Potential loss of current offices in &lt; three years.</p>	<p><b>6</b>, Regulation – Need to continue to work to comply with regulator’s standards.</p> <p><b>1,7</b> Bristol Council culture and barriers to growth and replacement of stock in Bristol.</p> <p><b>1</b> Difficulty of finding development opportunities, land etc. particularly in Bristol.</p> <p><b>1,7</b> Risk of emerging local political pressure against disposals of Bristol street property.</p> <p><b>1,2,3,4,5</b> Peers providing better services than Solon, and better VFM and pressure from regulator or other stakeholders to improve or merge.</p> <p><b>1,3</b> Risks with developing other forms of tenure. PRS etc.</p> <p><b>1,3</b> Difficulty resourcing health &amp; safety compliance.</p> <p><b>3,6</b> Failure to get risk management and stress testing right.</p> <p><b>4</b> Potential loss of current offices in &lt; three years.</p>
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## Appendix B

### Key risks 2017

<b>Financial viability and excellent value for money:</b>
<b>Financial viability issues including issues caused by political environment and Brexit.</b> Insufficient financial capacity to meet key business plan objectives/financial plan does not stack up - Failure to meet/breach of income covenant as costs rise and income falls.
<i>Impact of rent reduction</i>
<i>Impact of welfare reform/cuts and bad debts</i> – Failure to tackle welfare cuts and collect sufficient rent.
<i>Void</i> s Poor void turnaround performance from Housing and Asset Management - includes failure to deliver voids repairs in a timely and cost effective manner and speed of lettings.
<i>Impact of cost inflation</i> Failure to recognise and plan for differential inflation rates in business plan - where cost inflationary pressures exceed rent growth.
<i>Development programme.</i> Over commitment. Large cost overruns and losses.
<i>Lack of demand.</i> For LCHO, market sales, PS rentals. Market sales shortfall.
<b>Liquidity crisis</b> Difficulties raising additional private finance or refinancing loans due to tightening covenants, high cost of borrowing or shortage of lenders. Loan recall. Leading to cashflow problems.
<b>Value for money</b> Failure to control costs and achieve VFM savings. Failure to comply with the Value for Money Standard.
<b>Expertly led and a great place to work:</b>

<b>Issues with strategic leadership:</b>
<i>Ineffective Board:</i> Failure to control & direct activities – at a strategic level, inc. agreeing vision & mission. Board not sufficiently focused on strategic issues/too much focus on operational processes.
<i>Failure of SMT</i> to operate effectively. Breakdown in team working.
<i>High staff turnover</i> causing instability and inconsistent service.
<i>Failure to recruit good key staff</i> including BME staff and people with disabilities. Leading to instability and inconsistent service.
<b>Asset management:</b>
<b>Health &amp; Safety failure</b>
<b>Failure to achieve disposals and receipts</b>
<b>Contractor failure</b>
<b>Great customer service:</b>
Failure to deliver outstanding service and satisfaction – damage to reputation and perception of value for money. Asset Management. Hitting performance targets. Achieving better customer satisfaction.
<b>Sustainable tenancies, enhanced quality of life and desirable communities:</b>
<b>Supported Housing:</b> SH operation not covering cost due to loss of Supporting People Grant.
<b>A modern and responsive business:</b>
ICT system/ICT resources not being used to full potential.
Integrity of data held on ICT system
Cyber security – data loss.
Breach of Data Protection Act (GDPR)