

# Solon Business Plan 2014-17

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## 1. Introduction

- 1.1 The Business Plan has been developed by the Board, residents and staff. It describes our ambition for Solon, and intentions for our future direction. It sets out the key strategic objectives that we will deliver over the next three years to fulfil our ambition, and the action that we will take to achieve them.
- 1.2 The Business Plan has been developed in conjunction with the 30-year Financial Plan. This tests the financial implications and viability of the main proposals and assumptions, and demonstrates that they are affordable and deliverable. The Financial Plan, including the key proposals surrounding investment in new and existing homes and disposal of unsuitable properties was approved by the Audit & Finance Committee on 5 March 2014.
- 1.3 Solon's overriding ambition is to be *a local provider of exceptional housing*. We will deliver seven key strategic objectives to achieve this. Our ultimate success will be demonstrated by the achievement of high performance against robust targets, and high levels of customer satisfaction with our services.
- 1.4 Housing associations' work is governed by the Homes and Communities Agency's National Standards and Local Offers. The key strategic objectives, and actions to deliver them will ensure compliance with the HCA's requirements.
- 1.5 The key strategic objectives and actions also reflect the requirements of service standards and strategies which are already in place.
- 1.6 The Business Plan, service standards and strategies generate a number of actions. These are drawn into a single consolidated 'Giant Action Plan' (GAP). Progress with the GAP will be monitored regularly by the Senior Management Team (SMT), Customer Service Improvement Committee (CSIC), Audit & Finance Committee (AFC) and the Board. Progress reporting to residents will take place via the Residents Forum, Maintenance Action Group, CSIC and other media.
- 1.7 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*. Solon's people are key to delivering the objectives. We will be guided at all times 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 will be able to see how their work contributes to our overall direction and success.
- 1.8 Critically, the Business Plan also reflects the views of our residents, expressed through customer surveys, meetings and other engagement. Residents' highest priorities are reflected in our ambition, key strategic objectives and priorities for investment and

service improvement.

### **Layout of the Business Plan**

- 1.9 Section 2 comprises a brief statement on Solon's current position and critical strengths and weaknesses.
- 1.10 Solon's Values are set out in section 3.
- 1.11 Solon's Ambition and Key Strategic Objectives are set out in section 4.
- 1.12 Section 5 sets out the higher level (most important) actions that we need to take to achieve the Ambition and each of the Key Strategic Objectives
- 1.13 The strategic objectives and the majority of actions set out in the Plan to achieve them will be completed within the 3-year Business Plan period. However Section 6 sets out Solon's longer-term objectives.
- 1.14 The Appendices comprises:
  - Smart action plan including proposed means of measuring progress and success with implementation.
  - Performance targets, benchmarking information and performance indicators for the Business Plan period. These are to be agreed at the Board meeting on 18 May.
  - The 30-year Financial Plan, including income and expenditure account, balance sheet and cash flow over 30 years.

## **2. Where are we now – strengths and weaknesses**

- 2.1 The current three-year Business Plan period concludes on 31 March 2014. There have been a number of successes and achievements over the last three years of which we are proud:
- 2.1.1 Concerted action has reduced overall costs, including asset management expenditure, while improving the repairs service and the quality of our homes. Solon's asset management and other costs now represent much better value for money. The stock continues to meet the Decent Homes Standard. Customer satisfaction with the quality of the home has increased from 71% to 79%, and satisfaction has increased with a number of aspects of the repairs service.
  - 2.1.2 Cost savings of approximately £345k pa were achieved by the end of 2011/12, increasing to £400k pa in 2012/13 and projected to increase to £460k by 2013/14. These efficiencies will also be achieved during the new three-year Business Plan period.
  - 2.1.3 Cost efficiencies have significantly improved financial viability, compliance with loan covenants, and lenders' confidence in Solon. Initially, this facilitated the extension of borrowing facilities by £7.2m, enabling the provision of 70 additional new homes by 2015. Ongoing cost control, better financial results, efficiencies and income have subsequently encouraged the lenders to relax our gearing covenant, enabling additional borrowing of £7m to produce another 65 homes by 2017.
  - 2.1.4 Solon works mainly in the inner-city, providing homes and services to a large number of customers with low incomes, and suffering multiple-deprivation. Our stock profile largely comprises older properties, (>65% built circa 1900), which require a relatively high proportion of resources invested annually in asset management. Despite the higher costs, our current operating costs are in line with, or only marginally higher than the average for all housing providers with over 1,000 homes. Solon is therefore a value for money provider.
  - 2.1.5 A wide range of improvements in service quality and customer satisfaction with services have been achieved during the current Business Plan period. Overall satisfaction with our services has increased from 74% to 83%. Satisfaction with value for money of the rent has increased from 65% to 80%. Satisfaction with our ability to deal with queries quickly and efficiently has increased from 73% to 80%, and helpfulness of staff to 85%.
  - 2.1.6 We have successfully completed a 3-year performance improvement programme which has resulted in 3 star excellence, or close to 3-star excellence across all of our services.
  - 2.1.7 We have continued to develop much needed new housing in the face of significant competition, and a challenging economic environment. This has increased the proportion of new-build homes which are more sustainable and cost effective to occupy

and maintain, and that residents are happier with. The programme has made an important contribution to meeting local housing need and tackling homelessness. We are also pleased to have been awarded a new investment contract with the HCA. This will reduce our development costs and streamline our future development programme.

- 2.1.8 Our regulator has given Solon top scores for viability and governance for a number of years and is positive about the Association, how we are run and what we are doing.
- 2.1.9 Our services and success depends on our experienced, skilled and committed staff team. We continue to ensure that we have the right level of staff resources in the places where they are needed, that they are developed and supported, and can deliver the very best customer service.
- 2.2 Whilst there were a wide range of improvements in the previous business plan period, we don't rest on our laurels. We want all of our performance and satisfaction with all of our services to be in the upper quartile for all housing associations. Our highest priorities are to continue to work to offset the disadvantages of our stock profile by improving our repairs services. We will also improve performance on income collection, turnaround of empty homes and customer satisfaction that views are taken into account.
- 2.3 We have a duty to continue to make the maximum use of our financial strength and assets to continue with our work, improving services, maintaining existing homes to high standards and developing new homes for people in housing need. The new Business Plan reflects this and shows how this will be done over the next three years.

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

3.1 We want Solon to uphold the following values:

- Provide affordable, quality homes for people on low incomes.
- Help meet housing need to support our partners.
- Make better places to live and create happy and safe neighbourhoods.
- Provide excellent customer service.
- Put customers first and treat them with respect.
- Involve existing and potential customers.
- Empower people to succeed in life.
- Be a good partner.
- Maintain a 'can do' approach.
- Remain independent.
- Stay small and local, friendly and approachable.
- Be ethical, open, inclusive, reliable and honest. People who can be trusted.

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

4.1 Our ambition and objectives reflect our values.

4.2 Our overriding ambition is to be a ***local provider of exceptional housing***

4.3 We will deliver the following strategic objectives during the Business Plan period to achieve this:

1. Provide outstanding service.
2. Maintain strong financial viability and deliver excellent value for money.
3. Provide superb homes.
4. Work with residents to enhance their quality of life and develop desirable communities.
5. Increase residents' influence in decision making at all levels.
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.

4.4 We will support and develop our staff to enable them to achieve the actions required to deliver these strategic objectives.

4.5 We will monitor progress with achieving the actions and keep it under regular review, taking action to keep progress on track.

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

### **Objective 1: Provide outstanding service**

#### **1.1 We will implement a set of actions, identified, and overseen by specific staff task groups, to ensure that:**

- We are very accessible to customers.
- We are interested, enthusiastic, friendly, pro-active and keen to go the extra mile.
- We are knowledgeable, experienced and trained.
- Managers have a pro-active approach to the strategic planning of services and resources.
- There is always ownership of queries and problems, and responsibility is taken for ensuring that they are resolved.
- Customers are always kept updated and informed about queries, issues and matters of concern.
- Customers only have to give information/contact us once.

## **Objective 2: Maintain strong financial viability and deliver excellent value for money**

### **2.1 We will implement the following high level actions to ensure that Solon maintains strong financial viability and delivers excellent value for money.**

- Implementation of the VFM Strategy action plan and targets.
- Regular review of the 30-year Financial Plan and performance against annual budgets.
- Regular review of gearing and future capacity to increase borrowing within existing covenants. To unlock approx. £3m additional borrowing, and generate up to £3m for new homes from cashflow.
- Investigation of the scope to increase borrowing capacity further by changing/relaxing lending covenants.
- Implementation of the Procurement Strategy action plan and targets.
- Achievement of annual cost efficiencies of £450k pa for the 3 year period from 2014/15 via
  - Completion of the review of organisational and staffing structure to ensure that priority areas are resourced whilst maintaining control over costs. This will entail maintaining existing staff resources but ensuring they are in the right place.
  - Implementation of further asset management re-procurement – cyclical and Decent Homes programmes.
  - Identification and implementation of asset management programme cost reductions at budget setting stage.
  - Identification and implementation of ‘other’ budget cost reductions at budget setting stage
- Maintenance of a strong cash-flow from current stock via target setting and pro-active control over income (rent arrears, service charges, re-chargeable items, SH income).

- Maintenance of a strong cash-flow from current stock via target setting & pro-active management of disposals (identification, decanting and sales).
- Production of a robust and compliant annual Value for Money statement to the HCA.
- Implementation of the ICT Strategy action plan and targets.

## **Objective 3a: Providing superb homes - Maintaining existing homes in superb condition**

### **3a.1 Existing homes maintained in superb condition have the following characteristics:**

- They are free from damp and structurally sound.
- They meet and generally exceed the Decent Homes Standard, with good quality kitchens and bathrooms.
- Full compliance with building and environmental regulations.
- Energy efficient with effective heating systems and low running costs.
- Adequate sound insulation. Residents have quiet, peaceful enjoyment.
- They are maintained via an outstanding repairs service.
- They are properly made good after repair. The look and feel of the building is maintained.
- Sufficient storage.
- Good space standards.
- Access to gardens/space to play.
- Close to parking and/or public transport.
- Close to local amenities/facilities.
- Aids and adaptations are carried out when this is requested by residents.
- They are safe and secure, and located with a safe and secure environment.
- They are located in areas where people wish to live.
- Attractive exteriors and communal areas.

### **3a.2 We will implement the following actions to ensure that we maintain existing homes in superb condition.**

- Implementation of all actions identified by the staff to remove barriers to maintaining superb homes, and outstanding asset management services. The highest priority high level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.
- Delivering the Asset Management Strategy, action plan and targets.

- Investment of **£6.36m** in the maintenance and improvement of existing homes between 2014 - 2017, based on stock condition surveys and assessments from the Asset Management Department.
- Effective management of the re-procurement of cyclical and DHS contracts and subsequent effective mobilisation.
- Improvements to access and customer care and the quality of the repairs service by:
  - Achieving top quartile performance for arranging appointments for repairs and inspections at first point of contact.
  - Achieving top quartile performance for first time fix by improving the quality of repairs diagnosis by Solon and contractors, and expediting work.
  - Achieving top quartile completions performance.
  - Investigating the scope to carry out asset management jobs at a time/date convenient for customers – involving moving away from traditional priorities for repairs to fix at resident’s convenience.
  - Improving staff ownership of jobs, and communication with residents on progress with repairs, ensuring they are kept informed at all stages, particularly with complex repairs and repairs which go past target completion date.
- Achievement of top quartile performance for void repairs and turnaround in asset management.
- Maintenance of the proportion of responsive repairs to planned repairs at < 30:70, i.e. maintaining investment in planned programmes. Continuing to invest to comply with the Decent Homes Standard.
- Setting targets for the disposal of properties which are no longer suitable for social housing. Identifying and appraising properties for disposal, against disposal criteria and obtaining approval to dispose, promptly and effectively.
- Developing and viring funds to deliver a programme of targeted retro-fitting of sound insulation where required.

- Continuing to deliver the Local Offer for Aids and Adaptations in partnership with local housing providers, and as a member of the Operational Management Group.
- Implementing the energy efficiency and affordable warmth (sustainability) Strategy and action plan.
- Monitoring, and regularly reporting progress with implementation of the Repairs and Maintenance Service Standards.
- Reviewing, and delivering customer care in accordance with the Solon staff Behaviours.

## **Objective 3b: Providing superb homes - Developing superb new homes**

### **3b.1 Superb new homes have the following characteristics:**

- They are well designed. Attractive. Good space standards.
- They are well built. Good energy efficiency. Good sound insulation.
- Access to gardens/space to play.
- Close to parking and/or public transport nearby.
- Close to local amenities/facilities.
- They are safe and secure, and located with a safe and secure environment.
- They are located in areas where people wish to live.

### **3b.2 We will implement the following actions to ensure that we develop superb new homes:**

- Implementation of all actions identified by the staff to remove barriers to developing superb new homes. The highest priority high level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.
- Delivering the Development Strategy action plan and targets, regularly reporting progress to SMT and Board.
- Identification and bidding for HCA/LA funding for a forward programme of up to **90** new homes for affordable rent to be delivered between 2015 – 2018 funded via HCA AHP 2015 – 2018. To be designed and developed directly by Solon. Borrowing/development capacity currently allocated for 33 homes. Remainder of bid subject to capacity.
- Completion of the development of **16** new homes in the current HCA AHP 2011-2015 contract. Borrowing/development capacity previously allocated.
- Working up, acquiring and entering into contract and complete development of **50** new homes. Funded via HCA AHP 2013-2017. Borrowing/development capacity previously allocated.

- Acquiring 24 homes for social rent and 13 homes for low cost sale (**37** in total) from Curo Housing. The homes are already managed by Solon.
- Developing Solon design and construction brief to ensure that new homes are well-designed, well-built, located in suitable areas with sufficient infrastructure.
- Achieving sale of unsuitable properties identified for disposal by Asset Management Strategy and AM staff. As programmed.
- Regularly lobbying local authorities for free or discounted sites.
- Regularly searching the market for development/land opportunities, in conjunction with Solon colleagues and other partners. Bidding pro-actively for sites.
- Working with community representatives to change perception of areas via active participation in local neighbourhood management initiatives etc.
- Maintaining partnership status as a partner of the West of England Housing Delivery Panel and pro-active membership and participation in the work of the Panel.
- Maintaining and developing appropriate partnerships with other local housing providers to maximise access to good development opportunities.
- Working with the Finance Department, investigate opportunities to provide new homes via institutional finance and private sector leasing.

## **Objective 4: Working with residents to enhance their quality of life and develop desirable communities**

### **4.1 The following factors will enhance residents' quality of life and contribute to the creation of desirable communities:**

- Superb new and existing homes.
- Outstanding services provided by Solon.
- Residents influence decision making. Regular contact with residents to establish what they need from Solon. Regular local consultation and input.
- Elimination of anti-social behaviour. Resources are provided and action is taken to tackle ASB effectively and promptly.
- Good relationships amongst neighbours, friendly neighbours, local support networks.
- Social cohesion, tolerance and belonging.
- Safe and secure environment and housing.
- Clean environment. Clear of waste.
- Attractive local environment.
- Access to open space, gardens, communal areas.
- Residents are regularly and consistently signposted to a wide range of services provided by other agencies.
- Residents are aware of, and have access to opportunities for education and training.
- Residents have access to support services where needed.
- Residents have access to community projects/events/social activities.
- Residents have access to appropriate health and welfare services.
- Residents have access to employment opportunities.
- Access to local amenities/facilities. Shops, schools, health services, cafes.
- Access to transport links.

### **4.2 We will implement the following actions to enhance residents' quality of life and contribute to the creation of desirable communities:**

- Implementing all actions identified by the staff to remove barriers to enhanced quality of life and desirable communities. Implementation will be overseen by Housing Services Department. The highest priority high level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.
- Implementing the Housing Management Strategy, (including Community Cohesion Strategy) action plan and targets, regularly reporting progress to CSIC and the Residents Forum.
- Generally ensuring that staff are actively involved in promoting wider solutions to enhancing quality of life and creating desirable communities.
- Maintaining and implementing consistent, pro-active and robust policies, procedures and approach to tackling neighbour nuisance, harassment and anti-social behaviour, including setting targets for reducing complaints incorporating best practice, and use of SABRE ASB software.
- Communicating effectively with residents on issues which concern them, ensuring they are kept informed at all stages, particularly with ASB and other estate management issues. Via regular estate walkabouts and inspections and property inspections, in conjunction with residents.
- Maintaining and developing a consistent and pro-active policy and approach to the management and upkeep of estates and homes to ensure that property-based issues are identified early and tackled promptly.
- Maximising security and secure by design on existing estates and individual properties, via measures such as production and implementation of a security specification.
- Influencing the lettings and allocations process to take account of local needs and connections.
- Monitoring and regularly reporting progress with the implementation of the 'Living in the Home' Service Standards to CSIC and Residents' Forum:

- Implementing the Housing Support Strategy action plan and targets.
- Consistently and pro-actively identifying residents who need or may benefit from support and assistance. Maximising referrals to local floating support services. Service will be delivered by Estate Management Officers, BDAC and LA support services.
- Ensuring that supported housing agencies/managing agents continue to provide cost effective and quality services which meet SP QAF requirements and housing performance standards.
- Ensuring that Rackfield House Hostel continues to provide a cost effective, quality service meeting the strategic aims and QAF requirements of Supporting People and all SP housing performance requirements.
- Actively participating in local neighbourhood management initiatives in partnership with residents, local authorities, agencies and other housing providers to improve the local environment and tackle neighbourhood issues, where Solon is active.
- Signposting residents to community activities, facilities, education and training opportunities, health and welfare services to ensure they can take advantage of them.
- Promoting activities for Solon and other local residents in conjunction with residents, local authorities and other housing providers to improve access.
- Assisting and contributing to local neighbourhood management initiatives to increase local employment opportunities. Participate in implementation of the basic HCA Local Offer for worklessness in partnership with local housing providers and other agencies, and review scope to deliver the enhanced Local

## **Objective 5: Increasing residents' influence in decision making at all levels**

### **5.1 The following factors increase residents' influence in decision making at all levels:**

- Regular estate walkabouts and scheme inspections, well attended by residents who are engaged and raise issues and concerns. Residents have an opportunity for 121 contact with Solon staff.
- Action is taken following walkabouts and scheme inspections. Residents see things being done.
- Drop-in maintenance and housing surgeries on site, attended by residents. An on-line surgery, where residents can ask questions and get answers.
- Good level of communication with residents on a full range of operational matters i.e. work likely to affect them, change of personnel, planned maintenance proposals, invitations to walkabouts etc.
- Regular communication with residents via wide range of media.
- Active and productive Scrutiny Panel where residents are involved in comparing services with other associations, checking best practice and challenging Solon to improve performance.
- Regular consultation events.
- Regular surveys on service areas and bi-annual comprehensive customer survey.
- Newsletter and a newsletter editorial panel.
- Active Residents' Association/Forum.
- Residents well represented at regular regional Forums (resident forum/maintenance action group).
- Residents involved in contractor selection, and subsequent reviews.
- An estate/environmental improvement budget. Residents influence expenditure decisions.

### **5.2 We will implement the following actions to increase residents' influence in decision making at all levels:**

- Implementation of all actions identified by the staff to remove barriers to increasing residents' influence in decision making at all levels. Implementation will be overseen by Housing Services Department. The highest priority high level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.

- Implementation of the Resident Involvement Strategy, action plan and targets, regularly reporting progress to CSIC and the Residents' Forum
- Re-design of Solon's approach to resident scrutiny, involving residents, and CSIC and review of what high performing peers are doing. Scrutiny projects will be shorter, less complex, and focus on issues of concern to residents. Projects will compare services with others, check best practice and improve performance.
- Operation of Residents' Scrutiny Panel, producing > four reports per year, and reporting programme, progress and action plans to CSIC and the Residents' Forum.
- Improving contact and engagement with residents via regular, structured interactive estate walkabouts and inspections, local surgeries and property inspections, by new Estate Management Officers, in conjunction with residents. See Objective 4.
- Ensuring that issues raised by residents at estate walkabouts, inspections and surgeries are tackled promptly.
- Generally ensuring that staff actively engage with residents, advocate for them and intervene pro-actively to resolve problems with any services.
- Reviewing role, effectiveness, planning, timing and promotion of the Residents' Forum, and refresh/re-launch with regional forums.
- Promoting action taken and successes in response to residents' engagement.
- Supporting and promoting resident involvement in wider community issues and activities. in conjunction with local authorities and other housing providers.
- Holding regular consultation events such as the Zoo event and family fun-days to consult and involve residents.

- Carrying out bi-annual comprehensive customer satisfaction survey, and other regular surveys, analysing outcomes and developing action to improve satisfaction.
- Maintaining the current level of three resident Board Members.
- Maintaining and developing communication via regular newsletters, website, facebook and Twitter.
- Monitoring and regularly reporting progress with the implementation of the Resident Involvement Service Standard to CSIC and Residents' Forum/Resident Scrutiny Panel.

**Objective 6: Expertly led and a great place to work, with an effective Board and developed and motivated staff.**

**6.1 We will finalise and implement a set of actions, identified, and overseen by specific Board and SMT task groups, to ensure that the Board, CEO and SMT:**

- Have clarity about their roles.
- Always plan and think strategically.
- Are visionary, and inspire teams to engage and succeed.
- Fully understand the business and its operating environment.
- Are clear and act decisively, in the interests of the business.
- Work together to drive the business towards high performance.
- Develop a positive organisational culture which brings out the best in everyone.
- Maintain good communications between the Board, SMT and staff.
- Act ethically and lead by example.
- Ensure that our people are developed and have the right skills.

**Objective 7: Work in partnership to achieve the best results for our existing and future customers**

**7.1 Partnership working will achieve the best results for Solon's customers when it is conducted in line with the following principles:**

- Acting with honesty, integrity, openness and flexibility.
- Partnering with those who share our values or whose values complement our own.
- Being clear about the partnerships that deliver the best results.
- Investing in partnerships that deliver the best results.
- Celebrating success and recognising areas for improvements.
- Monitoring progress and agreeing corrective action if needed.

**7.2 We will implement the following actions to ensure that we achieve the best results from our partnership arrangements:**

- Review existing partnerships in line with the above principles, and the extent to which they benefit Solon and residents.
- Explore how we can make our existing partnerships even better.
- Withdraw from existing partnerships which aren't expected to benefit Solon and residents, and therefore don't warrant allocation of resources.
- Explore what additional partnerships could exist that may benefit our residents.
- Develop new/additional partnerships which are likely to benefit Solon and residents.

## 6. Long-term strategic outcomes – Vision 2020

### Solon's desired outcomes/ what success will look like in 2020:

- Excellent services, demonstrated by best in class performance and resident satisfaction, as agreed with residents.
- Services scrutinised and influenced by residents.
- Financially viable/strong, based on robust income management and cost control, and value for money with cost savings and lower management costs, benchmarked against peers.
- Solon's brand and identity maintained, in line with our niche role.
- Brand and identity widely promoted and recognised.
- Superb quality homes – variety of age and type.
- Continuing production of superb new homes to house more people and replace poorer, unsuitable stock.
- Continuing investment in existing stock where feasible.
- Value for money services with robust cost control and lower management costs, benchmarked against peers.
- Community focused – investing in, and helping communities to continue to be strong.
- An excellent housing support provider.
- Expertly led and a great place to work.
- Focussed on financial inclusion.
- In control of our own destiny.

- Geographically focussed. Local – Bristol and South Gloucestershire. Clear about where we work within these areas.
- ICT ensures that services and information are accessible to everyone and generally contributes significantly to service delivery and performance.
- Better engagement with and outcomes for young people.

## Appendix 1

### Achieving the objectives and measuring our progress

#### Objective 1: Provide outstanding service

Our definition of outstanding service	Current barriers to delivering outstanding service
Services and staff are very accessible to customers.	Limits on staff resources. Are there enough people to answer phones, meet customers and process requests?
Staff are interested, enthusiastic, friendly, and willing to go the extra mile.	Planning of workload and resources. Effective use of staff resources. Sufficient cooperation and mutual assistance within teams.
Staff are knowledgeable, experienced and trained.	Clarity of responsibility and ownership. Everyone knowing what they are responsible for and that they should take ownership to resolve issues, see them through and follow-up.
Someone always takes ownership of queries and problems, and responsibility for ensuring that they are resolved.	Need for consistency in taking responsibility for handling calls and requests.
Staff who take ownership and responsibility for resolving a problem always communicate well with customers and keep them updated and informed.	Need for consistency in taking ownership and resolving issues.
Staff are pro-active.	Weaknesses with the phone system and/or not making best use of functionality
Managers take a pro-active approach to strategic planning of services.	Weaknesses with IT system. and/or not making best use of functionality.
Jobs are done at times which are convenient for customers.	Recognition of the need to communicate and feedback to customers.
Our staff do what they say they will do and when they say they will do it.	Over-reliance on and trust of third parties i.e. contractors delivering.
Customers only have to contact Solon about an issue once.	Developing a sense of urgency/prompt response.
	Understanding why customers have to call more than once.
	Limitations on resources/budgets to achieve the above.

High level actions to achieve Objective 1				Measure of success – how will we know we have been successful
Ref.	Action	Who?	When?	Outputs
1	<b>Implement all actions identified in the new performance framework (to remove</b>	CEO, CSM, staff working groups	Q4, 2014/15 Q4, 2015/16 Q2, 2017/18	Regular reporting of overall progress to Board meetings. Regular internal progress reporting within staff working

	<p><b>barriers to providing outstanding service).</b> Implementation will be overseen by specific staff working groups.</p> <p>The highest priority and higher level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.</p>			<p>groups and from working groups to SMT.</p> <p>Delivery of performance framework actions.</p> <p>Customer satisfaction with Solon service overall, repairs and other services, contact, communication and information, to be in the top quartile (best 25% of all housing associations), via new comprehensive customer survey, and other more frequent targeted surveys.</p> <p>Significant reduction in complaints. Increased compliments.</p>
1A	Identify and implement performance framework actions to ensure that services and staff are very <b>accessible</b> to customers.	Staff working group - accessibility	Q2, 2017/18 (30.09.17)	<p>As above.</p> <p>Top quartile customer satisfaction. Reduction in complaints.</p>
1B	Identify and implement performance framework actions to ensure that there is always <b>ownership</b> of queries and problems, and responsibility is taken for ensuring that they are resolved.	Staff working group - ownership	Q2, 2017/18 (30.09.17)	<p>As above.</p> <p>Top quartile customer satisfaction. Reduction in complaints</p>
1C	Identify and implement performance framework actions to increase <b>pro-activity</b> amongst staff and ensure that managers are pro-active and strategic.	Staff working group - pro-activity	Q2, 2017/18 (30.09.17)	<p>As above.</p> <p>Top quartile customer satisfaction.</p> <p>Reduction in complaints</p>
1D	Identify and implement performance framework actions to ensure that <b>customers are kept updated and informed</b> about queries, issues and matters of concern.	Staff working group - keeping customers informed	Q2, 2017/18 (30.09.17)	<p>As above.</p> <p>Top quartile customer satisfaction.</p> <p>Reduction in complaints</p>
1E	Identify and implement performance framework actions to ensure that customers <b>only have to give information/contact us</b>	Staff working group – customers give	Q2, 2017/18 (30.09.17)	<p>As above.</p> <p>Top quartile customer satisfaction.</p>

	<b>once</b>	information and contact Solon once.		Reduction in complaints
2	Review Housing Management and Asset Management staffing structures and workload to ensure that there are adequate staffing levels to provide outstanding service, and handle and process calls and queries – review will include reception duties.	HoAM, HoHS	Q1, 2014/15 (31.05.14)	Identification of proposed structure by Q1, 2014/15 (31.05.14)  Implementation of proposed structure by Q3, 2014/15 (31.12.14) or earlier.
2A	Review effectiveness of the new structure and take action to improve where necessary.	HoAM, HoHS	Q1, 2015/16	Proposed revision of structure agreed at SMT.
3	Agree a pro-active approach to planning workload and resources and encouraging cooperation and mutual assistance to cope with workload peaks and troughs.	HoAM, HoHS and Managers	Q1, 2014/15 (30.04.14)	HoAM, HoHS and Managers meeting regularly to review workload and planning resources to cope with peaks and troughs. Progress reporting to SMT.
4	Refresh and implement strategy to minimise sickness absence, and ensure staff are available to provide the services.	CSM, SMT	Q2, 2014/15	CSM development and presentation of strategy to SMT.  Roll out to staff. Regular review of sickness absence at SMT and staff meetings.
5	Develop and implement strategy to minimise staff turnover.	CSM, SMT	Q2, 2014/15	CSM development and presentation of strategy to SMT.  Regular review of staff morale and turnover at SMT.
6	Ensure that teams define responsibilities and all staff are clear about their responsibilities, the areas they own, and the need to take ownership.  Regularly review and promote ownership and responsibility, prompt feedback etc.	HoAM, HoHS and Managers	Q1, 2014/15 (30.04.14) Q1, 2015/16 Q1, 2016/17	Regular discussion of team and staff responsibilities and ownership at 121s and team meetings.  Review of complaints and learning points at SMT, CSIC, team and staff meetings.  Review of compliments and promotion of ownership and responsibility facilitating good work.

7	Ensure that ownership is followed through with good communication with/feedback to customers.	HoAM, HoHS and Managers	From Q1, 2014/15	Regular complaints reporting to CSIC and SMT demonstrates reduction in complaints caused by poor communication.  Positive outcome from mystery shopping and surveys related to communication reported to CSIC.
8	Tailor communication to meet the identified needs and preferences of all residents (established via review of tenancy audit data and regular engagement).	HoAM, HoHS and Managers	From Q1, 2014/15	Regular reporting of examples of consistent and comprehensive use of tenancy audit data to tailor communication to preferences to Equality Champions Group (ECG) and CSIC.  Occasional manager audit to check communication methods against identified needs.  Complaints reporting to CSIC and SMT demonstrates reduction in complaints caused by poor communication.
8A	Review Tenancy Audit data to establish best means of communication with residents, and overcome communication barriers.	HoHS (Lead)	From Q1, 2014/15	Clear record of preferred method of contact on UH2.  Evidence that UH2 information is being used.  Accessibility reports to SMT.
8B	Ask residents how they wish to give feedback, and preferred method of communication to improve access and overcome communication/language barriers.	HoHS		Clear record of preferred method of contact on UH2.  Evidence that UH2 information is being used.  Accessibility reports to SMT.
9	Review ICT system and services to increase capability and functionality and support office and estate based/mobile working: Includes. front desk query, blanket texts, email, use of new media to improve communication, ICT for remote and mobile working. Prioritise at ICT Working Group.	FD, ICT Working Group, Departmental Heads and Managers.	Q2, 2014/15	Regular meetings of ICT Working Group, and discussions, and agreement of proposals and business cases to increase capability and functionality.  Subsequent tracking of projects and review of outputs.

9A	Review staff ICT skills to increase capability and functionality and support office and estate based/mobile working. Prioritise at ICT Working Group.	FD, ICT WG, Departmental Heads and Managers. CSM.	Q2, 2014/15	Regular meetings of ICT Working Group, and discussions, and agreement of proposals and business cases to increase/improve ICT skills.  Subsequent tracking of projects and review of outputs.
10	Review telephone system, call volumes and cause of calls, and identify possible solutions. Includes reducing dropped calls, reducing callers, solving problems to prevent calls etc.	CSM, SMT, Departmental Heads and Managers	Q1, 2014/15 (31.05.14)	Report on outcome of review to SMT and agreement of proposals to reduce dropped calls.
11	Take action to improve access to information from ICT and other sources for residents. Prioritise at ICT Working Group. I.e. Web Portal initiative.	FD, ICT WG, Departmental Heads and Managers.	Q3, 2014/15	Regular meetings of ICT Working Group, and discussions, and agreement of proposals and business cases to increase access. Subsequent tracking of projects.
12	Maintain robust management of third parties to ensure they also take responsibility for resolving issues, and communicating with customers and Solon staff. <b>Also see objective 3</b>	SMT, Departmental Heads and Managers	From Q1, 2014/15	Notes of meetings with contractors. Actions agreed to improve performance noted in performance management action plans reported to Board.
13	Provide clear and up-to-date guidance on residents' rights and the full range of services available via a wide range of media.	CSM, HoAM, HoHS,	Q1, 2014/15 Q1, 2015/16 Q1, 2016/17	Residents handbook is kept up to date and circulated.  Regular mailing and use of new media to guide residents.
14	Ensure that all residents are accessing services and take action to remove barriers and assist access. Monitor, and regularly report progress with implementation to CSIC	CSM, HoAM, HoHS,	Q1, 2014/15 Q1, 2015/16 Q1, 2016/17	Positive outcome from mystery shopping re access to services reported to Equality Champions Group and CSIC.  Surveys reported to Equality Champions Group and CSIC demonstrate that all groups are accessing services. Reports on action taken to remove barriers and assist access.  Accessibility reports to SMT.

15	Tailor support and engagement to meet the needs of all residents, using resources and Tenancy Audit data pro-actively to seek out and identify residents who need or may benefit from support and assistance. <b>See 7, Objective 4.</b>	HoHS, Supported Housing & Hostels Manager (SHHM)	From start Q1, 2014/15.	Reports to CSIC demonstrate increased number of residents receiving support, greater resident awareness of available services and satisfaction with support available/provided.
16	Publish all performance information in relation to customer service via a wide range of media, and report performance to Residents' Forum (RF)/Scrutiny Panel.	CSM, RIC	From start Q1, 2014/15.	Information published regularly in Residents' Newsletter, website, facebook, annual report to resident, Twitter etc.
	<b><i>Compliance with strategies, standards, guidance and best practice</i></b>			
17	Implement Solon's Customer Service & Choice Strategy action plan and targets, regularly reporting progress to CSIC.	HoAM, HoHS, Managers	From Q1 – Q4, 2014/15.	Reports to CSIC demonstrate evidence of implementation/completion of Customer Service & Choice Strategy action plan and targets.
18	Review performance targets for Solon's <b>Customer Care</b> Service Standard and deliver services in line with the Standard.	CSM, HoAM, HoHS, Managers	Q1, 2014/15. (31.05.14)	Production of revised targets and agreement at CSIC. Reports to CSIC and RF/Scrutiny Panel demonstrate good performance against the targets of the Customer Care Service Standard.
18A	Monitor, and regularly report progress with implementation of the <b>Customer Care</b> Service Standard to CSIC and RF/Scrutiny Panel.	CSM, HoAM, HoHS,	From Q1, 2014/15	Reports to CSIC and RF/Scrutiny Panel demonstrate good performance against the targets of the Customer Care Service Standard
19	Review performance targets for Solon's <b>Complaints</b> Service Standard and deliver services and process complaints in line with the Standard, and Feedback Policy.	CSM, HoAM, HoHS, Managers	Q1, 2014/15. (31.05.14)	Production of revised targets and agreement at CSIC Reports to CSIC and RF/Scrutiny Panel demonstrate good performance against the targets of the Complaints Service Standard.

				PI reporting to CSIC demonstrates high level of satisfaction with management of complaints/feedback.
19A	Monitor, and regularly report progress with implementation of the <b>Complaints</b> Service Standard and Feedback Policy, including nature of complaints and learning points to CSIC and RF/Scrutiny Panel.	CSM, HoAM, HoHS,	From Q1, 2014/15	PI reporting to CSIC demonstrates reduction in number of complaints relating to all services.  Complaints report demonstrates analysis of cause of complaints and action taken to ensure they don't recur.
20	Monitor compliance with all Solon service standards annually and ensure actions are agreed to improve compliance year on year.	CSM	Q4, 2014/15	General service standards compliance report demonstrates compliance, or action taken where there is non-compliance.
21	Review, and deliver customer care in accordance with, the Solon staff Behaviours. To ensure that all staff are friendly, professional and helpful.	CSM, HoAM, HoHS,	From start Q1, 2014/15.	Evidence of implementation/completion of Solon staff Behaviours in relation to customer care via mystery shopping, surveys etc.
21A	Tailor customer care training to ensure that all staff are friendly, professional and helpful.	CSM, HoAM, HoHS,	Q2, 2014/15.	Tailored customer care training delivered.

**Objective 2: Maintain strong financial viability to achieve the Business Plan objectives and achieve value for money.**

High level actions to achieve Objective 2				Measure of success – how will we know we have been successful
	Action	Who?	When?	Outputs
1	Regularly review the 30-year Financial Plan, incorporating new expenditure and income forecasts and assumptions on growth, asset management, staffing and disposal of unsuitable properties.	Finance Director, (FD)	Annually Q3 – Q4 and as circumstances change	Updated 30-year Financial Plan and assumptions, demonstrating financial viability and covenant compliance, reviewed and approved by Audit & Finance Committee (AFC), independently validated and agreed by the regulator.
2	Review gearing and future capacity to increase borrowing within existing covenants. To unlock approx.. £3m additional borrowing, and generate up to £3m for new homes from cashflow. Required before bids for future HCA grant. <b>See 12, Objective 6.</b>	FD	Q1 2014/15 (30.4.14)	Maximum current capacity identified and agreed by AFC members 20.04.14.
<b>3</b>	<b>Maintain annual cost efficiencies of £450k pa for the 3 year period from 2014/15 as follows:</b>	Chief Executive (CEO) FD	Q4 2014/15 Q4 2015/16 Q4 2016/17	
3A	<ul style="list-style-type: none"> <li>Finalise review of organisational and staffing structure to identify efficiencies and resource priority areas. This will largely comprise maintaining existing staff resources but ensuring they are in the right place.</li> </ul>	CEO, Head of Asset Management (HoAM), Head of Housing Services (HoHS)	Q3 2014/15.	<p>Identification of proposed structure by Q1, 2014/15 (31.05.14)</p> <p>Proposed changes to the organisational structure and any restructuring completed and signed-off by the Board</p> <p>Implementation of proposed structure by Q3, 2014/15 (31.12.14) or earlier.</p>
3B	<ul style="list-style-type: none"> <li>Implement further asset management procurement – cyclical and DHS</li> </ul>	HoAM	Q2 2014/15	Board approval of new cyclical and DHS contracts 23 July 2014.

	programmes. <b>See Objective 3.</b>			
3C	<ul style="list-style-type: none"> <li>Identify and implement asset management programme cost reductions @ budget setting stage.</li> </ul>	HoAM	Q4 2014/15. Q4 2015/16. Q4 2016/17.	Updated 30-year Financial Plan and annual budgets agreed in March by AFC incorporate cost efficiencies from asset management programme cost reductions.
3D	<ul style="list-style-type: none"> <li>Identify and implement 'other' budget cost reductions. @ budget setting stage.</li> </ul>	FD	Q4 2014/15. Q4 2015/16. Q4 2016/17.	Updated 30-year Financial Plan and annual budgets incorporate 'other' cost efficiencies.
4	Develop budgets with budget holders and maintain regular, consistent and robust budgetary control via production of monthly and quarterly management accounts and monthly budget meetings to discuss progress.	Finance Manager (FM)	Annually Q3 – Q4	Annual budgets produced for budget holders. Regular budget meetings lead by Finance Manager.  Monthly & quarterly management accounts demonstrating income and expenditure within budget and savings being delivered.
5	Secure and charge additional £7m private borrowing from Triodos to fund current and future development, taking gearing to approx. 63%. To fund approx. <b>60</b> new homes (27 homes on BCC land, currently committed, 3 identified elsewhere and 30 unidentified).	FD	Q4 2014/15.	Private finance facility Loan Agreement signed.  £7m private finance charged/secured.  Subsequent draw-down as required by development programme.
6	Negotiate additional borrowing of up to £5m within existing covenants with prospective lenders. To fund approx. 50 new homes. Probable participation in a bond issue.	FD	Q4 2014/15	Source of additional private finance identified by FD and agreed with by AFC.  Private finance facility Loan Agreement signed.
8	Secure and charge up to £5m additional private borrowing taking gearing to approx. 68%.	FD	Q2 2015/16	£5m private finance charged/secured. Subsequent draw-down taking place as required by development programme.
9	Unlock up to £3m from cash-flow. To fund approx. 30 new homes.	FD	Q1 2015/16	Subsequent draw-down taking place as required by development programme.

10	Conduct negotiations with lenders to investigate scope to increase gearing covenant to 80% to secure sufficient additional borrowing.	FD	Q2 2015/16.	Proposals including demonstration of capacity in 30-year Financial Plan agreed by the AFC and Board. Progress reports on negotiations.
11	Maintain good cash-flow from current stock via target setting & pro-active management of disposals (identification, decanting and sales).	HoAM	Review quarterly.	PIs and management accounts reviewed by AFC demonstrate that disposal targets being achieved.
12	Maintain a healthy cash-flow from current stock via target setting and pro-active control over income (rent arrears, service charges, re-chargeable items, SH income).	HoHS	Review quarterly.	PIs reviewed by the Board demonstrate that targets for rental income, arrears, FTAs etc are being met.
12A	Assist residents to meet their commitment to pay rent and service charges, whilst maintaining a firm but fair approach to income management and maximising income (inc. Sundry debts, FTAs, recharges).	HoHS	From start Q1, 2014/15.	PI reporting to SMT and Board demonstrate top quartile performance for control of rent arrears and former tenant arrears.  Reports of outcome of manager audits to assess the extent of a firm but fair approach to rent arrears.
12B	Review rent collection policy and procedures.	HoHS	By end Q1, 2014/15.	SMT and Residents' Forum approval to new rent collection policy and procedures
12C	Review service charges policy and procedures, including continuing move towards accurate variable service charges.	HoHS/FD	Q3, 2014/15. (31.10.14)	SMT and Residents' Forum approval to new rent collection policy and procedures
13	Review and implement action plan for Solon's Financial Inclusion Strategy.	HoHS	By end Q1, 2014/15.	Evidence of implementation of Strategy action plan and targets reported to CSIC and SMT.
14	Provide comprehensive welfare benefit advice to households affected by the benefit changes and cuts in support. Includes in-house support.	HoHS (Lead)	Q3, 2014/15. (31.10.14)	Evidence of implementation of action to ensure residents have sufficient support and advice. Regular reports on impact of benefit changes to AFC.
15	Coordinate the collection and interpretation of	FD	From start Q1	Completion of data input by deadline reported to SMT.

	appropriate benchmarking information. (Housemark)		2014/15	Receipt of Solon populated reports.
16	Coordinate and service the Value for Money – Performance Information Committee.	FD, FM	From start Q1 2014/15	FD and FM coordinating and servicing the Value for Money – PIC. FD reporting outcomes to AFC.
17	Review progress with delivery of VFM and Financial Viability Standards and report to Audit & Finance Committee and Board.	CEO	Q2, 2014/15 Q2, 2015/16. Q2, 2016/17	Evidence of implementation/completion of VFM Strategy action plan and targets.
18	Produce the annual Value for Money statement to HCA including obtaining AFC and Board approval. .	CEO	Annually from 31.7.14	VFM statement approved by the AFC and Board annually in July. VFM statement summary incorporated in annual financial statements. Full VFM statement sent to regulator by 30.09.14.
19	Promote achievements with delivering value for money to residents via a variety of media including Annual Report, Facebook etc.	Corporate Services Manager (CSM).	Annually from 31.7.14	VFM achievements are posted on the website and in newsletters.
	<b><i>Compliance with strategies, guidance and best practice</i></b>			
20	Deliver VFM Strategy action plan and targets, regularly reporting progress to Audit & Finance Committee.	FD, CEO, SMT	Q4 2014/15. Q4 2015/16. Q4 2016/17.	Evidence of implementation/completion of VFM Strategy action plan and targets, via progress reporting to AFC.
21	Review VFM Strategy, action plan and targets with Audit & Finance Committee.	FD, CEO	Q3 2014/15.	Review and approval of VFM Strategy, action plan and targets at Audit & Finance Committee.
22	Deliver Procurement Strategy action plan and targets regularly reporting progress to Audit & Finance Committee.	HoAM	Q4 2014/15. Q4 2015/16. Q4 2016/17.	Evidence of implementation/completion of Procurement Strategy action plan and targets, via progress reporting to AFC.
23	Deliver ICT Strategy action plan and targets, regularly reporting progress to Audit & Finance Committee.	FD	Q4 2014/15. Q4 2015/16. Q4 2016/17.	Evidence of implementation/completion of ICT Strategy action plan and targets, via progress reporting to Audit & Finance Committee.

24	Review ICT Strategy action plan and targets with Audit & Finance Committee and SMT.	FD	Q3 2014/15.	Review and approval of ICT Strategy, action plan and targets at SMT and Audit & Finance Committee
25	Review performance targets for the <b>Rent collection</b> Service Standards and deliver services in accordance with the Standards.	HoHS (Lead),	Q1, 2014/15 (31.05.14)	Review and agreement of performance targets for the 'Living in the Home' Service Standards at CSIC and Residents' Forum.
25A	Monitor and regularly report progress with the implementation of the <b>Rent collection</b> Service Standards to CSIC and Residents' Forum/Resident Scrutiny Panel:	HoHS (Lead),	From Q1, 2014/15.	Reports to CSIC and Residents' Forum demonstrate good performance against the performance targets of the <b>Rent collection</b> Service Standards.

### Objective 3a: Provide superb homes - Maintain existing homes in superb condition

Our definition of superb existing homes	Current barriers to delivering superb existing homes
Free from damp, structurally sound. Decent Homes compliant. DHS is generally exceeded. Good quality kitchen and bathroom.	Age of stock. >65% built circa 1900. Greater need for major repairs, higher void and responsive maintenance costs.
Compliance with building and environmental regulations.	Original conversions/rehabilitation low cost and poor quality. Many homes require expensive remodelling. Many have inadequate sound insulation and poor energy efficiency.
Energy efficient. Low running costs. Gas CH. Effective boiler.	High cost of maintenance against availability of funding for asset management. Budgets constrained. Programmes can be tight.
Adequate sound insulation. Quiet, peaceful enjoyment.	Limited scope for expensive remodelling. Some properties no longer suitable as social housing.
Sufficient storage.	Some stock located in less desirable areas.
Repairs are made good. Look and feel of property is maintained.	Many customers suffer fuel poverty.
Good space standards.	ASB and noise nuisance more of an issue in badly sound insulated properties.
Gardens/Space to play.	High cost of remedial work due to customer neglect.
Parking and/or public transport nearby.	Listed building or conservation area status can constrain asset management.
Close to local amenities/facilities.	
Availability of, and scope to provide adaptations.	
Safe, secure homes and environment.	
Located in areas where people wish to live.	
Building and communal areas look attractive.	

High level actions to achieve Objective 3a				Measure of success – how will we know we have been successful
Ref.	Outputs	Who?	When?	Outputs
1	<b>Implement all actions identified in the new performance framework (to remove barriers to maintaining superb homes,</b>	CEO, HoAM, Staff Working Groups	Q4, 2014/15 Q4, 2015/16 Q2, 2017/18	Regular reporting of overall progress to Board meetings.  Regular internal progress reporting within staff working group and from working group to SMT.

	<p><b>and outstanding asset management services.</b></p> <p>The highest priority high level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.</p>			<p>Delivery of performance framework actions.</p> <p>Customer satisfaction with Solon service overall, repairs service and quality and condition of the home to be in the top quartile (best 25% of all housing associations), via new comprehensive customer survey, and other more frequent targeted surveys.</p> <p>Significant reduction in complaints with the repairs service. Top quartile performance. Increase in compliments.</p>
2	Allocate <b>£6.36m</b> for investment in the maintenance and improvement of existing homes between 2014 - 2017, based on stock condition surveys and assessments from the Asset Management Department.	FD	By Q4, 2013/14. (31.3.14)	Annual review of 30-year Financial Plan demonstrates sufficient allocation of annual funding for asset management investment.
3	Commit annual asset management budgets up to <b>£6.36m</b> on maintenance and improvement of existing homes between 2014–2017. Spending in line with budget.	HoAM, Asset Manager Response & Voids Manager	Q4 2014/15. Q4 2015/16. Q4 2016/17.	Quarterly management accounts and annual accounts reported to AFC demonstrate expenditure in line with budget.
4	Deliver better value for money by keeping asset management costs under control and within annual budget.	HoAM, AM, RVM	From Q1, 2014/15.	Efficiency reports, quarterly management accounts and annual accounts reported to AFC demonstrate expenditure in line with budget. VFM savings reported in annual VFM self-assessment report.
<b>5</b>	<b>Management of the procurement process</b>	HoAM (Lead)		
5A	Re-procure cyclical/planned contract in Q1, 2014/15, in-house, with full involvement of residents. HoAM is proposing procurement via Westworks mini competition. This is likely to be a 3-year contract.	HoAM, AM	Q1, 2014/15. (30.06.14)	Regular reports to Board on progress with, and outcome of completion of re-procurement of contract. Board approval to new contract.

5B	Mobilise cyclical/planned contract in Q2, 2014/15 for a start in Q2, with robust performance management of contractors and resident scrutiny of performance.	HoAM, AM	Q2, 2014/15. (31.07.14)	Progress reports to Board, CSIC and Maintenance Action Group on mobilisation of cyclical contract in Q2, 2014/15 for a start in Q2, and update on arrangements for performance management of contractors and resident scrutiny of performance.
5C	Re-procure cyclical/planned contract in Q4, 2016/17 – at end of 3-year contract noted at 5A.	HoAM, AM	Q4, 2016/17. (31.03.17)	Regular reports to Board on progress with, and outcome of completion of re-procurement of contract, and Board approval to new contract.
5D	Re-procure Decent Homes contract in Q1 2014/15, in-house, with full involvement of residents.	HoAM, AM	Q2, 2014/15. (31.07.14)	Regular reports to Board on progress with, and outcome of completion of re-procurement of contract, and Board approval to new contract
5E	Mobilise Decent Homes contract in Q2, 2014/15 for a start in Q2, with robust performance management of contractors and resident scrutiny of performance.	HoAM, AM	Q2, 2014/15. (31.08.14)	Progress reports to Board, CSIC and Maintenance Action Group (MAG) on mobilisation of DHS contract in Q2, 2014/15 for a start in Q2, and update on arrangements for performance management of contractors and resident scrutiny of performance.
5F	Review progress with 10-year (5+5) response repair and voids contract before 5-year stage. Make recommendations on retention or re-procurement.	HoAM, RVM	Q1, 2016/17. (30.06.16)	Report to Board, CSIC and MAG on review of the 10-year (5+5) response repair and voids contract. Board approval to resulting proposals.
5G	Review progress with Gas contract before 5-year stage. Make recommendations on retention or re-procurement.	HoAM, RVM, Customer Service Coordinator	Q1, 2016/17. (30.06.16)	Report to Board, CSIC and MAG on review of gas contract. Board approval to resulting proposals.
5E	Investigate opportunities to make VFM savings by using Westworks or other procurement routes.	HoAM, AM	Q1, 2014/15.	Attendance of Westworks meetings and reports and business cases to VFM-PIC to use Westworks where VFM can be demonstrated.
<b>6</b>	<b>Improve access and customer care and the quality of the repairs service by:</b>			

6A	<ul style="list-style-type: none"> <li>Top quartile performance for ensuring residents are given appointments for repairs works and inspections when they first report a repair.</li> </ul>	RVM, CSC	From Q1, 2014/15	<p>PI reporting to MAG demonstrates delivery of targets for ensuring appointments at first point of contact.</p> <p>Mystery shopping and manager audit finding that appointments given at first point of contact.</p>
6B	<ul style="list-style-type: none"> <li>Top quartile performance for first time fix by improving the quality of repairs diagnosis by Solon and contractors, and expediting action by contractors and operatives.</li> </ul>	RVM, CSC	From Q1, 2014/15	<p>Confirmation that training in repairs diagnosis delivered.</p> <p>PI reporting to MAG and Board demonstrates delivery of targets to increase first time fix.</p> <p>Mystery shopping and manager audit findings that repairs are properly diagnosed.</p>
6C	<ul style="list-style-type: none"> <li>Top quartile completions performance.</li> </ul>	RVM, AM, CSC	From Q1, 2014/15	PI reporting to Maintenance Action Group and Board demonstrates delivery of targets.
6D	<ul style="list-style-type: none"> <li>Investigating scope to carry out asset management jobs at a time/date convenient for customers – involving moving away from traditional priorities for repairs to fix at resident’s convenience.</li> </ul>	HoAM and Managers	Q4, 2014/15	Proposal, rationale and business case submitted to and agreed by SMT, Board and MAG.
6E	<ul style="list-style-type: none"> <li>Improving staff ownership of jobs, and communication with residents on progress with repairs, ensuring they are kept informed at all stages, particularly with complex repairs and repairs which go past target completion date.</li> </ul>	HoAM and Managers	Q1, 2014/15	<p>PI reporting demonstrates reduction in complaints relating to repairs, particularly caused by communication issues.</p> <p>Manager audit, mystery shopping and surveys confirm that communication with residents on progress with repairs is improving.</p>
7	Ensure the development and maintenance of a robust and comprehensive approach to health & safety – gas and alarm servicing, fire risk assessments, asbestos etc. which complies with all regulations and maximises	HoAM and Managers	Q2, 2014/15	<p>HoAM reporting to SMT, CEO, Board and MAG on action to ensure a robust and comprehensive approach to health &amp; safety – gas and alarm servicing, asbestos etc.</p> <p>Regular review of Health &amp; Safety policies and procedures by internal audit and reported to Board.</p>

	resident safety.			
8	Top quartile performance for void repairs and turnaround in asset management.	HoAM and Managers	Q4, 2014/15	PI reporting to MAG and Board demonstrates delivery of targets to hit top quartile for void turnaround.  Evidence that void turnaround is a high priority within the teams.
9	Set and deliver challenging targets for improving the return rates for satisfaction surveys.	AM,	Q2, 2014/15	PI reporting to Board and MAG demonstrates delivery of targets for improving the return rates for satisfaction surveys.
10	Ensure robust performance management of asset management contractors to ensure timely and good quality work, and that they take responsibility for resolving issues, and communicating with customers and Solon staff.	HoAM and Managers	Q1, 2014/15	Action plans reported to Board, and manager reports to HoAM and CEO demonstrate consistent robust performance management of current asset management contractors.  PIs, surveys and complaints demonstrate improving contractor performance, with responsibility taken for resolving issues, and communicating with customers and Solon staff.
11	Complete rolling stock condition survey of 20% stock per year and keep Estate-Pro data and cost projection system up-to-date.	AM	Q4 2014/15. Q4 2015/16. Q4 2016/17	PI evidence of completion of rolling stock condition survey of 20% stock per year and keeping Estate-Pro data and cost projection system up-to-date.  Evidence that Estate-Pro data and cost projection system kept up-to-date from manager audit and report to SMT.
12	Maintain proportion of responsive repairs to planned repairs at < 30:70, i.e. maintain investment in forward planning with planned programmes – 5-year plans etc. for asset management. Continuing to invest to comply with the Decent Homes Standard.	HoAM and Managers	From Q1, 2014/15	PI evidence that proportion of responsive repairs to planned repairs is at < 30:70 reported to SMT and VFM-PIC.  Evidence of continued compliance with the Decent Homes Standard reported to SMT and Maintenance Action Group.
13	Set targets for the disposal of properties which are no longer suitable for social housing. Identify and appraise properties for	HoAM and Managers	Q2, 2014/15 (31.07.14)	Proposed disposal targets agreed by the SMT and Board.  Subsequent disposals in line with targets.

	disposal, against disposal criteria and obtain approval to dispose, promptly and effectively.			
14	Identify opportunities to swap stock with other local housing providers.	HoAM and Managers	From Q1, 2014/15	Proposals to swap stock to SMT and Board.
15	Develop and vire funds to deliver a programme of targeted retro-fitting of sound insulation where required.	HoAM, AM	By Q4, 2014/15.	Budget proposals agreed by SMT prior to annual approval of the budget.
16	Continue to deliver the Local Offer for Aids and Adaptations in partnership with local housing providers, and as a member of the Operational Management Group.	CSC	Q4 2014/15. Q4 2015/16. Q4 2016/17	SMT and Board approval of annual budget for A&A as part of overall budget setting process, based on Asset Management assessment of needs.  Reports of take-up of allocated budget to SMT and CSIC demonstrating delivery of TSA local offer for aids and adaptations. Funds not available to be vired to other budgets.
17	Review the energy efficiency and affordable warmth (sustainability) Strategy and action plan.	HoAM, AM	By Q3, 2014/15.	Review and approval of Strategy, action plan and targets at CSIC or Board.
17A	Deliver the energy efficiency and affordable warmth (sustainability) Strategy and action plan. Include highlighting fuel comparison services for residents, installation of easy to manage heating systems. .	HoAM, AM	By Q1, 2015/16.	Budget proposals agreed by SMT prior to annual approval of the budget.  Reports to SMT and CSIC demonstrate evidence of implementation/completion of Strategy action plan and targets.
	<b><i>Compliance with strategies, standards, guidance and best practice</i></b>			
18	Review the Asset Management Strategy, action plan and targets, with the involvement of the Maintenance Action Group and CSIC.	HoAM, Managers	Q2, 2014/15 31.07.14	Review and approval of Asset Management Strategy, action plan and targets at Maintenance Action Group and CSIC.

19	Implement the Asset Management Strategy action plan and targets, regularly reporting progress to CSIC and the Maintenance Action Group/Resident Scrutiny Panel.	HoAM, Managers	Q1 2014/15. Q1 2015/16. Q1 2016/17.	Reports to MAG and CSIC demonstrate implementation of Asset Management Strategy action plan and targets.
20	Review performance targets for the Repairs and Maintenance Service Standards and deliver services in accordance with the Standards.	HoAM, Managers	Q1, 2014/15 31.05.14	Review and agreement of performance targets for the Repairs and Maintenance Service Standards at CSIC and MAG.  Reports to CSIC and MAG demonstrate good performance against the performance targets of the repairs and maintenance Service Standards.
20A	Monitor, and regularly report progress with implementation of the Repairs and Maintenance Service Standards to CSIC and the Maintenance Action Group.	HoAM, Managers	From Q1, 2014/15	Reports to CSIC and MAG demonstrate good performance against the performance targets of the repairs and maintenance Service Standards.
21	Review, and deliver customer care in accordance with, the Solon staff Behaviours. To ensure that all staff are friendly, professional and helpful.	CSM, HoAM,	From start Q1, 2014/15.	Evidence of implementation of Behaviours from mystery shopping and manager audit.
22	Review previous recommendations from specialist procurement consultants – Echelon – to deliver a 3 star asset management service in tandem with re-procurement of asset management contracts.	HoAM, Managers	Q1, 2014/15 31.05.14	Report including proposals to adopt recommendations to SMT.

### Objective 3b: Provide superb homes - Develop superb new homes

Our definition of superb new homes	Current barriers to developing superb new homes
Well designed. Attractive. Good space standards.	High cost of land, particularly in areas where people want to live.
Well built. Energy efficient. Sound insulation.	Difficulty finding land in the right location for the right price.
Gardens/Space to play.	Availability of funding for new development schemes. Public funding, Solon borrowing capacity, Solon capacity to subsidise.
Parking and/or public transport nearby.	Limited control over design on S106 schemes.
Close to local amenities/facilities.	Poor design. No thought going into design of new homes.
Safe, secure environment, secure by design.	Some existing stock in less desirable locations.
Located in areas where people wish to live.	

High level actions to achieve Objective 3b				Measure of success – how will we know we have been successful
Ref.	Outputs	Who?	When?	Outputs
1	<p><b>Implement all actions identified in the new performance framework (to remove barriers to providing superb new homes).</b> Implementation will be overseen by Development Department.</p> <p>The highest priority high level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.</p>	Development & New Business Manager (DNBM)	Q4, 2014/15 Q4, 2015/16 Q2, 2017/18	<p>Regular reporting of overall progress to Board meetings.</p> <p>Regular internal progress reporting within staff working group and from working group to SMT.</p> <p>Delivery of performance framework actions.</p> <p>Top quartile customer satisfaction with Solon service overall, quality and condition of the home. Satisfaction with new homes.</p>
2	Identify and bid for HCA/LA funding for a forward programme of <b>44</b> new homes for affordable rent to be delivered between 2015 – 2018 funded via HCA AHP 2015 – 2018.	DNBM	Q1, 2014/15 (30.4.14)	<p>Board approval to proposed bid.</p> <p>HCA allocation to produce proposed number of homes.</p>

	<p>To be designed and developed directly by Solon.</p> <p>Development of this programme will take up 49% of current maximum unallocated borrowing capacity (90 homes assuming approx. £6m additional funding is available)  <b>See 2,9 Objective 1.</b></p>			Reporting to the Board on the outcome of the HCA bid for funding for forward programme of new homes.
3	<p>Complete the development of <b>12</b> new homes currently in building contracts. Funded via HCA AHP 2011-2015. Borrowing/development capacity previously allocated.</p>	DNBM	Q4, 2014/15 (31.3.15)	<p>Evidence of handovers of committed development programme achieved in line with projections, reported to Board.</p> <p>Annual accounts demonstrate that Solon is achieving net growth.</p>
4	<p>Acquire 24 homes for social rent and 13 homes for low cost sale (<b>37</b> in total) from Curo Housing. The homes are already managed by Solon.</p>	DNBM	Q1, 2015/16 (02.04.15)	<p>Payment for new homes made in April 2015.</p> <p>Annual accounts demonstrate that Solon is achieving net growth.</p>
5	<p>Identify and bid for HCA/LA funding for a forward programme of <b>46</b> new homes for affordable rent to be delivered between 2015 – 2018 funded via HCA AHP 2015-2018. Through <u>HCA continuous engagement process</u>. Development will take up remainder of current maximum unallocated borrowing capacity (90 homes assuming £6m additional funding available) These units held back until firm advice available on actual forward capacity. <b>See 2,9, Objective 1.</b></p>	DNBM	Q1, 2015/16	<p>Board approval to proposed bid.</p> <p>HCA allocation to produce proposed number of homes.</p> <p>Reporting to the Board on the outcome of the HCA bid for funding for forward programme of new homes.</p>
6	<p>Develop Solon design and construction brief to ensure homes are well-designed, well-built,</p>	DNBM	Q1, 2014/15 (31.5.14)	SMT approval to design and construction brief.

	located in suitable areas with sufficient infrastructure. Ensure the brief is followed by consultants.			
6A	Consult residents on the development of the design and construction brief.	DNBM	Q1, 2014/15 (31.5.14)	Consultation of residents demonstrated prior to SMT approval to design and construction brief.
7	Work up, acquire and enter into contract and complete development of <b>50</b> new homes. Funded via HCA AHP 2013-2017. Borrowing/development capacity previously allocated.	DNBM	Q3, 2015/16 (31.12.15)	Acquisition and entry into contract.  Evidence of handovers of committed development programme achieved in line with projections, reported to Board. Annual accounts demonstrate that Solon is achieving net growth.
8	Identify, work up, acquire and enter into contract and complete development of 44 of 90 new homes identified at 12 above. HCA AHP 2015-2018.	DNBM	Q4, 2015/16 (31.3.16)	Acquisition and entry into contract.  Evidence of handovers of committed development programme achieved in line with projections, reported to Board. Annual accounts demonstrate that Solon is achieving net growth.
9	Identify, work up, acquire and enter into contract and complete development of 46 of 86 new homes identified at 12 above. HCA AHP 2015-2018.	DNBM	Q4, 2017/18 (31.3.18)	Acquisition and entry into contract.  Evidence of handovers of committed development programme achieved in line with projections, reported to Board. Annual accounts demonstrate that Solon is achieving net growth.
10	Achieve sale of unsuitable properties identified for disposal by Asset Management Strategy and AM staff. As programmed.	DNBM/ Development Assistant (DA)	Q4, 2014/15 Q4, 2015/16. Q4, 2016/17	Evidence of achievement of disposal targets set out in disposal and Financial plans and disposals tracking, reported to Board.
11	Review Solon's Development Strategy, action plan and targets in the light of changes and actions proposed by the new performance framework, and the Business Plan.	DNBM/CEO	Q1, 2014/15 (31.7.14)	Request for Board approval to revised Development Strategy.
12	Keep the Development Strategy, action plan and targets under regular review, particularly	DNBM/CEO	From Q1, 2014/15	Request for Board approval to revised Development Strategy.

	in the light of changes to borrowing and development capacity.			
13	Review Development Department staffing arrangements as part of the wider review of organisational and staffing structure.	CEO/DNBM	Q1 2014/15	Identification of proposed structure by Q1, 2014/15 (31.05.14)  Implementation of proposed structure by Q3, 2014/15 (31.12.14) or earlier.
14	Deliver the Development Strategy action plan and targets, regularly reporting progress to SMT and Board.	DNBM	Q3, 2014/15 Q3, 2015/16 Q3, 2016/17	Reports to SMT and Board demonstrate delivery of Development Strategy action plan and targets.
15	Review geographical locations/target areas to open up additional development opportunities. All new developments will be located in Bristol and South Gloucestershire.	DNBM/HoHS	Q1, 2014/15	Request for Board approval to revised Development Strategy.
16	Regularly lobby local authorities for free or discounted sites.	DNBM	From Q1, 2014/15	Identification and agreement of lower cost and better VFM sites.
17	Regularly search the market for development/land opportunities, in conjunction with Solon colleagues and other partners. Bid pro-actively for sites.	DNBM	From Q1, 2014/15	Identification and agreement of lower cost sites and better VFM development opportunities.
18	Work with community representatives to change perception of areas via active participation in local neighbourhood management initiatives etc.	DNBM/HoHS	From Q1, 2014/15	Reports to SMT on extent of active participation in local neighbourhood management (Kingswood, Easton, Barton Hill, Bedminster).
19	Maximise opportunities for Local Authority capital funding, for new developments and major repairs in properties which would otherwise be included in the disposal	DNBM	From Q1, 2014/15	Receipt of Local Authority capital funding for new developments and major repairs.

	programme.			
20	Maintain partnership status as a partner of the West of England Housing Delivery Panel or equivalent. Via pro-active membership and participation in the work of the Panel.	DNBM	From Q1, 2014/15	Regular attendance at, and active participation in the West of England Housing Delivery Panel.
21	Maintain and develop appropriate partnerships with other local housing providers where this will maximise access to good development opportunities.	DNBM	From Q1, 2014/15.	Regular liaison with other local housing providers. Identification of new/additional development opportunities.
22	Withdraw from the Sovereign Development Consortium partnership arrangements to achieve VFM savings, and in the light of Solon obtaining its own investment contract with the HCA.	CEO	Q2, 2014/15.	Notice given of termination of agreement.
23	Working with the Finance Department, investigate opportunities to provide new homes via institutional finance and private sector leasing.	DNBM/CEO/FD	From Q1, 2014/15.	Progress reports to SMT.
24	Assist the Finance Department to maintain negotiations with prospective lenders to raise additional borrowing within existing covenants, and investigate scope to increase gearing covenant to 80% to secure significant additional borrowing.		Q4, 2014/15 Q2, 2015/16	Additional borrowing raised from current capacity. AFC review of proposals to increase gearing covenant.
25	Ensure take-up of Recycled Capital Grant Fund (RCGF) generated by property disposals. As programmed.	DNBM	Q4, 2014/15 Q4, 2015/16. Q4, 2016/17	Annual accounts demonstrate take-up of RCGF generated by property disposals, via annual accounts.

26	Seek HCA approval to the principle of converting units currently identified for disposal to Affordable Rent without committing to providing new AR homes with the proceeds.	DNBM	Q4, 2014/15.	HCA approval obtained.
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#### Objective 4: Work with residents to enhance their quality of life and develop desirable communities

Our definition of enhanced quality of life and desirable communities	Current barriers to delivering enhanced quality of life and desirable communities
Superb new and existing homes and environment.	Prevalence of anti-social behaviour. Currently a significant issue.
Services – particularly repairs services are outstanding.	Some peoples beliefs or prejudices, ignorance of different faiths, culture etc.
Residents influence decision making. Regular contact with residents to establish what they need from Solon. Regular local consultation and input.	Time available for Solon staff to work on and facilitate enhanced quality of life and desirable communities. Seen to be limited, due to other higher priorities.
No anti-social behaviour. Resources are provided and action is taken to tackle ASB when it arises. ASB is tackled effectively and promptly.	Staff buy-in to range of 'additional' work required to enhance quality of life etc, influenced by limitations on staff resources.
Good relationships amongst neighbours, friendly neighbours, local support networks.	Difficulty accessing/reaching residents. Communication barriers.
Social cohesion, tolerance and belonging.	High turnover of residents. Solon works in transient areas.
The environment and housing is safe and secure.	Limited local employment opportunities.
Clean environment. Clear of waste.	Lettings and allocations process takes no account of local needs and connections.
Attractive local environment.	Limited scope to provide open space.
Access to open space, gardens, communal areas.	Solon's lack of knowledge of communities.
Residents regularly and consistently signposted to a wide range of services provided by other agencies.	Residents' reluctance to become involved.
Residents aware of, and have access to opportunities for education and training.	Lack of pride in an area, residents not looking after property, gardens etc.
Residents have access to support services where needed.	
Residents have access to community projects/events/social activities.	
Residents have access to appropriate health and welfare services.	
Residents have access to employment opportunities.	
Access to local amenities/facilities. Shops, schools, health services, cafes.	
Access to transport links.	

High level actions to achieve Objective 4				Measure of success – how will we know we have been successful
Ref.	Outputs	Who?	When?	Outputs

1	<p><b>Implement all actions identified in the new performance framework (to remove barriers to enhanced quality of life and desirable communities).</b> Implementation will be overseen by Housing Services Department.</p> <p>The highest priority high level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.</p>	HoHS (Lead)	Q4, 2014/15 Q4, 2015/16 Q2, 2017/18	<p>Regular internal progress reporting within staff working group and from working group to SMT.</p> <p>Regular reporting of overall progress to Board meetings.</p> <p>Delivery of performance framework actions.</p> <p>Customer satisfaction with Solon service overall,</p> <p>Customer satisfaction in top quartile of all housing associations, particularly for housing management services, contact, communication and information, neighbourhood as a place to live and ASB.</p>
2	As part of overall departmental staffing review, ensure that there are enough staff in the right places to deliver the Business Plan and performance framework actions in relation to enhancing quality of life and creating desirable communities.	HoHS (Lead), CEO	Q1, 2014/15 (31.05.14)	<p>Identification of proposed structure by Q1, 2014/15 (31.05.14)</p> <p>Implementation of proposed structure by Q3, 2014/15 (31.12.14) or earlier.</p>
2A	Generally ensure that staff act as the advocate of the resident and intervene to resolve problems with any services.	HoHS (Lead)	From Q1, 2014/15.	<p>Identification of proposed structure by Q1, 2014/15 (31.05.14)</p> <p>Implementation of proposed structure by Q2, 2014/15 (31.07.14) or earlier.</p> <p>Reports of outcome of manager audits and resident mystery shopping.</p>
2B	Generally ensure that staff are actively involved in promoting wider solutions to enhancing quality of life and creating desirable communities.	HoHS (Lead)	From Q1, 2014/15.	<p>Customer satisfaction in the top quartile for assistance with and ability to resolve problems.</p> <p>Reports of outcome of mystery shopping and manager audit to assess the extent to which staff are acting to resolve problems with any services.</p>

3	Maintain and implement consistent, proactive and robust policies, procedures and approach to tackling neighbour nuisance, harassment and anti-social behaviour, including setting targets for reducing complaints incorporating best practice, and use of SABRE ASB software.	HoHS (Lead)	From Q1, 2014/15.	<p>Evidence of maintenance of comprehensive policies and procedures.</p> <p>Reports to CSIC and Residents' Forum on progress with implementation of SABRE performance information system for ASB management.</p> <p>Survey and PI evidence that neighbour nuisance, harassment and ASB issues are being dealt with robustly and effectively. Customer satisfaction in the top quartile for dealing with ASB.</p> <p>Evidence from mystery shopping and manager audit that issues are being dealt with consistently, robustly and effectively.</p>
3A	Participate in development and delivery of Local Offer for ASB, and other local solutions in partnership with local housing providers, and in consultation with residents. Attend and actively participate in the local Social Landlord Crime and Nuisance Group.	HoHS (Lead)	From Q1, 2014/15.	<p>Reporting to SMT and CSIC demonstrate delivery of Local Offer for ASB.</p> <p>ASB outputs as above.</p>
4	Improve communication with residents on progress with important issues of concern to them, ensuring they are kept informed at all stages, particularly with ASB and other estate management issues. Via regular estate walkabouts and inspections and property inspections, by new Estate Officers, in conjunction with residents.	HoHS (Lead)	From Q1, 2014/15.	<p>Top quartile customer satisfaction for communication over particular problems, and assistance with and ability to resolve problems.</p> <p>Survey and PI evidence that neighbour nuisance, harassment and ASB issues are being dealt with robustly and effectively. Customer satisfaction in the top quartile for dealing with ASB.</p> <p>Customer satisfaction in the top quartile for housing management services, and neighbourhood as a place to live</p> <p>Reduction in number of complaints relating to ASB and other issues particularly caused by lack of communication.</p>

				Reports of outcome of mystery shopping and manager audits to assess the extent to which staff are communicating effectively.
5	Maintain and develop a consistent and proactive policy and approach to the management and upkeep of estates and homes to ensure that property-based issues are identified early and tackled promptly. Walkabouts and site/property inspections are an important tool.	HoHS (Lead)	From Q1, 2014/15.	<p>PI reporting and reports on outcome of manager audits, to SMT and CSIC demonstrate completion of walkabouts and estate and property inspections.</p> <p>Reports of outcome of manager audits/estate inspections to check implementation of actions from inspections.</p> <p>Reports of outcome of mystery shopping.</p> <p>Customer satisfaction in the top quartile for housing management services, and neighbourhood as a place to live.</p>
5A	Provide resources and support to staff to resolve estate based issues. For example, budgets for estate and communal area improvements, rubbish clearance, transport to remove bulky furniture etc.	HoHS, FD, CEO	From Q1, 2014/15.	SMT and Board approval of annual budget for estate based issues as part of overall budget setting process, based on Housing Management assessment of need.
5B	Ensure ongoing robust performance management of common area maintenance/cleaning contractors to ensure timely and good quality work, and that they also take responsibility for resolving issues, and communicating with customers and Solon staff.	HoHS (Lead)	From Q1, 2014/15.	<p>Reports of outcome of mystery shopping and estate inspections.</p> <p>Notes of contractor liaison meetings.</p>
5C	Widen common area maintenance/cleaning contracts to new areas where appropriate.	HoHS (Lead)	From Q1, 2014/15.	SMT/VFM-PIC review and approval of Estate Officers' proposals to widen communal area contracts.
5D	Review communal areas specification to ensure improvements from cyclical programmes.	HoHS (Lead), HoAM	From Q1, 2014/15	Production of new communal areas specification and agreement with Residents' Forum or MAG.

5E	Maximise security and secure by design on existing estates and individual properties, via measures such as production and implementation of a security specification.	HoHS (Lead)	Q2, 2014/15 (30.09.14)	Programmed visits with Secure By Design experts. Development of work programmes to improve security. Security budgets in place.
6	Influence lettings and allocations process to take account of local needs and connections.	HoHS (Lead)	Q2, 2014/15 (30.09.14)	Liaison with local authority CBL teams. Use of the system to reflect local needs and connections.
6A	Review scope for, and promote sensitive lettings to reduce incidence of ASB, and contribute to more balanced communities.	HoHS (Lead)	Q2, 2014/15 (30.09.14)	Liaison with local authority CBL teams. Use of the system to achieve sensitive lettings. Use and enforcement of probationary tenancies.
7	<b>Access to and quality of housing support</b>			
7A	Implement the Housing Support Strategy action plan and targets, regularly reporting progress to SMT and Board.	HoHS/SHHM	From Q1, 2014/15	Reports to CSIC and Board demonstrate implementation of Housing Support Strategy action plan and targets.
7B	Review the Housing Support Strategy, action plan and targets in consultation with residents and CSIC.	HoHS/SHHM	From Q1, 2015/16	Review and approval of Housing Support Strategy, action plan and targets at CSIC and Board.
7C	Review internal staff resources available to deliver support and assistance to all residents where needed, including enhanced welfare advice or signposting.	HoHS/SHHM	Q1, 2014/15, (31.05.14)	Report to SMT on progress, and approval of recommendations to ensure internal resources available to deliver quality support and assistance to all of Solon's residents.
7D	Consistently and pro-actively identify residents who need or may benefit from support and assistance. Maximise referrals to Bristol floating support services. Service will be delivered by Estate Management Officers, BDAC and LA support services.	HoHS	From start Q1, 2014/15.	Referral reports – referrals to Bristol support services and BDAC.  Manager audits to assess the extent to which housing staff are promoting and referring residents for support, or supporting directly.

				Resident surveys demonstrate high level of satisfaction with direct support provided by housing staff.
7E	Ensure that supported housing agencies/managing agents continue to provide cost effective and quality services which meet SP QAF requirements and housing performance standards	HoHS/SHHM	From start Q1, 2014/15.	Service user surveys demonstrate high level of satisfaction with the services of supported housing agencies/managing agents.  Positive QAF assessments and other reports from SPTs on supported housing agencies/managing agents.  PI evidence that managing agents are meeting housing management performance standards and service standards reported to SMT.
7F	Ensure that Rackfield House (RH) continues to provide a cost effective, quality service meeting the strategic aims and QAF requirements of Supporting People and all SP housing performance requirements.  Prep for future SP reviews.	SHHM	From start Q1, 2014/15.	Service user surveys demonstrate high level of satisfaction with the RH service.  Positive QAF assessments and other reports from SP team on RH.  PI evidence that RH is meeting Solon's housing management performance standards and service standards, reported to SMT.
7G	Investigate and pursue options including a charitable trust, for providing a welfare fund to support residents suffering financial hardship.	HoHS/SHHM	Q3, 2014/15. (31.12.14)	Report and proposals reviewed by the Board.
7H	Investigate and pursue opportunities to provide additional supported housing schemes, where Solon will manage homes direct.	SHHM/DNBM	From start Q1, 2014/15.	Bids for capital grant submitted to HCA or local authorities.
7I	Review performance targets for the tenancy support Service Standard and deliver services in accordance with the Standards,	HoHS/SHHM	Q1, 2014/15 (31.05.14)	Reports to SMT demonstrate good performance against the performance targets for the tenancy support Service Standard and delivery of services.

	regularly reporting progress to SMT.			
7J	Review performance targets for the Living in the Home Service Standards and other relevant standards for RH and SH managed by agents, and deliver services in accordance with the Standards, regularly reporting progress to SMT.	HoHS/SHHM	Q1, 2014/15 (31.05.14)	Reports to SMT demonstrate good performance against the performance targets of the Living in the Home Service Standards, and other relevant standards for RH and SH managed by agents.
8	Actively participate in local neighbourhood management initiatives in partnership with residents, local authorities, agencies and other housing providers to improve the local environment and tackle neighbourhood issues, where Solon is active.	HoHS (Lead)	From start Q1, 2014/15.	Reports to SMT on extent of active participation in local neighbourhood management (Kingswood, Easton, Barton Hill, Bedminster).  Outcome of stakeholder surveys (or manager audit) to assess the extent to which Solon is regarded as actively participating in local neighbourhood management.
9	Access and maintain information on community activities, facilities, education and training opportunities, health and welfare services.	HoHS (Lead), RIC	Q2, 2014/15 (31.07.14)	Compilation of a range of information on local communities.
9A	Signpost residents to community activities, facilities, education and training opportunities, health and welfare services to ensure they can take advantage of them.	HoHS (Lead)	Q2, 2014/15 (30.09.14)	Reports to SMT on extent of active signposting residents to community activities etc.  Evidence of signposting residents.
9B	Promote activities for Solon and other local residents in conjunction with residents, local authorities and other housing providers to improve access.	HoHS (Lead), RIC	Q2, 2014/15 (30.09.14)	Reports to SMT on extent of promotion.
10	Assist and contribute to local neighbourhood management initiatives to increase local employment opportunities.	CSM (Lead), HoHS	Q2, 2014/15 (30.09.14)	Maintenance of employment and training initiatives i.e. use of apprenticeships.  Compilation of a range of information on local employment

	Participate in implementation of the basic HCA Local Offer for worklessness in partnership with local housing providers and other agencies, and review scope to deliver the enhanced Local Offer.			and training opportunities. Evidence of signposting residents to local employment and training opportunities.
11	Maintain Tenancy Audit data up to date – 20% audits carried out per year.	HoHS (Lead)	Q4, 2014/14, 15/16, 16/17	Reports to SMT demonstrate that tenancy audit targets are being met.
12	Seek out opportunities to maximise provision of, or improve existing open space in areas of operation.	HoHS (Lead), DNBM	From start Q1, 2014/15.	Evidence that colleagues are identifying opportunities and liaising with Development Department to investigate and implement proposals. Development liaison meetings.
	<b><i>Compliance with strategies, standards, guidance and best practice</i></b>			
13	Review the Housing Management Strategy, (including Community Cohesion Strategy) action plan and targets, with the involvement of residents and the CSIC.	HoHS (Lead),	Q4, 2014/15 (28.02.15)	Review and approval of Housing Strategy, action plan and targets at Residents' Forum and CSIC.
14	Implement the Housing Management Strategy, (including Community Cohesion Strategy) action plan and targets, regularly reporting progress to CSIC and the Residents Forum.	HoHS (Lead),	Q1, 2014/15 Q1, 2015/16 Q1, 2017/18	Reports to Residents' Forum and CSIC demonstrate implementation of Strategy action plan and targets.
15	Review performance targets for the following 'Living in the Home' Service Standards and deliver services in accordance with the Standards.	HoHS (Lead),	Q1, 2014/15 (31.05.14)	Review and agreement of performance targets for the 'Living in the Home' Service Standards at CSIC and Residents' Forum.
15A	Monitor and regularly report progress with the implementation of the following 'Living in the Home' Service Standards to CSIC	HoHS (Lead),	From Q1, 2014/15.	Reports to CSIC and Residents' Forum demonstrate good performance against the performance targets of the 'Living in the Home' Service Standards.

	and Residents' Forum:			
15a	<ul style="list-style-type: none"> <li>• Anti-social behaviour.</li> </ul>	HoHS (Lead),	From Q1, 2014/15.	
15b	<ul style="list-style-type: none"> <li>• Communal areas.</li> </ul>	HoHS (Lead),	From Q1, 2014/15.	
15c	<ul style="list-style-type: none"> <li>• Moving into the home.</li> </ul>	HoHS (Lead),	From Q1, 2014/15.	
15e	<ul style="list-style-type: none"> <li>• Tenancy support.</li> </ul>	HoHS (Lead),	From Q1, 2014/15.	
16	Review and deliver customer care in accordance with the Solon staff Behaviours. To ensure that all staff are friendly, helpful and professional.	HoHS (Lead),	From Q1, 2014/15.	Evidence of implementation/completion of Solon staff Behaviours in relation to customer care via mystery shopping, surveys etc.

**Objective 5: Increase residents' influence in decision making at all levels.**

<b>Our definition of residents' influence in decision making</b>	<b>Current barriers to delivering residents influence in decision making</b>
Regular estate walkabouts and scheme inspections, well attended by residents who are engaged and raise issues and concerns. Residents have an opportunity for 121 contact with a Housing Officer.	Problems with planning, timing and advertising of estate walkabouts and inspections. Not always convenient for residents.
Action is taken following walkabouts and scheme inspections. Residents see things being done.	Residents' lack of interest in participating. Perception that little happened before so no point in commenting.
Drop-in maintenance and housing surgeries on site, attended by residents. An on-line surgery, where residents can ask questions and get answers.	Time/staff resources available for staff to devote to walkabouts, inspections and engage in 121s.
Good level of communication with residents on a full range of operational matters i.e. work likely to affect them, change of personnel, planned maintenance proposals, invitations to walkabouts.	Time/staff resources available for staff to devote to drop in maintenance and housing surgeries.
Regular communication with residents via wide range of media.	Staff buy-in to range of work required. Influenced by limitations on staff resources.
Active and productive Scrutiny Panel where residents are involved in comparing services with other associations, checking best practice and challenging Solon to improve performance.	ICT available to enable mobile surgeries. Communication hindered by limitations with ICT.
Regular consultation events i.e. Zoo event and/or family fun-days.	Difficulty accessing/reaching residents. Communication/language barriers.
Regular surveys on service areas and bi-annual comprehensive customer survey	Time/staff resources available for staff to devote to communication.
Newsletter and a newsletter editorial panel.	Staff willingness and ability to communicate.
Active Residents' Association/Forum.	Resources/staff time to follow up on current involvement.
Residents well represented at regular regional Forums (resident forum/maintenance action group).	Scrutiny projects too long, complex and drawn out. Few residents attending.
Residents involved in contractor selection, and subsequent reviews.	Scrutiny panel terms of reference does not include comparing services with others, checking best practice and really challenging Solon to improve performance.
An estate/environmental improvement budget. Residents influence expenditure decisions.	Scrutiny panel not currently choosing areas of concern. Led by staff.
	Regular consultation events such as the Zoo event and family fun-days not being prioritised and run.
	Extent of analysis of customer and other surveys and action to improve satisfaction.
	Problems with planning, timing, location and advertising of residents' meetings.
	Resources/staff time to follow up on issues raised at residents' meetings.

High level actions to achieve Objective 5				Measure of success – how will we know we have been successful
Ref.	Outputs	Who?	When?	Outputs
1	<p><b>Implement all actions identified in the new performance framework (to remove barriers to Increasing residents' influence in decision making at all levels).</b> Implementation will be overseen by Housing Services Department.</p> <p>The highest priority high level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.</p>	HoHS (Lead)	Q4, 2014/15 Q4, 2015/16 Q2, 2017/18	<p>Regular reporting of overall progress to Board meetings.</p> <p>Regular internal progress reporting within staff working group and from working group to SMT.</p> <p>Delivery of performance framework actions.</p> <p>Top quartile performance for customer satisfaction with Solon service overall, and specific services. Top quartile satisfaction with resident involvement indicators including satisfaction with opportunities to make views known.</p>
2	As part of overall departmental staffing review, ensure that there are enough staff in the right places to deliver the Business Plan and performance framework actions in relation to resident involvement.	HoHS, CEO	Q1, 2014/15 (31.05.14)	<p>Identification of proposed structure by Q1, 2014/15 (31.05.14)</p> <p>Implementation of proposed structure by Q3, 2014/15 (31.12.14) or earlier.</p>
3	Re-design Solon's approach to resident scrutiny, involving residents, and CSIC and review of what high performing peers are doing. Scrutiny projects to be shorter, less complex, and focus on issues of concern to residents. Projects to compare services with others, check best practice and improve performance	HoHS, Resident Involvement Coordinator (RIC).	Q1, 2014/15 (31.05.14)	CSIC approval to new resident scrutiny arrangements, including methodology for measurement and monitoring of performance, and influencing service development and improvement, agreed with residents.
4	Operate Scrutiny Panel, producing > four	HoHS, RIC, CSM.	From Q2, 2014/15.	Minutes and reports, (from residents), demonstrate that residents continue to be involved in scrutiny of progress

	reports per year, and reporting programme, progress and action plans to CSIC and the Residents' Forum.			against improvement plans at the CSIC.
5	Develop appropriate training to ensure residents are equipped to challenge performance via scrutiny panels and participate effectively in other meetings and forums. Alternatively, and until this is implemented, allocate staff to assist residents in the process.	HoHS, RIC.	By end Q2, 2011/12  From Q1, 2014/15	Residents' training completed and minutes and reports demonstrate that they are actively challenging performance at scrutiny panels and through other channels.  Estate Officers, RIC and other staff assisting residents in the process.
6	Improve contact and engagement with residents via regular, structured interactive estate walkabouts and inspections, local surgeries and property inspections, by new Estate Management Officers, in conjunction with residents. See Objective 4.	HoHS (Lead), Estate Management Officers (EMO)	From Q1, 2014/15.  Surgeries from Q3.	PI reporting and reports on outcome of manager audits, to SMT and CSIC demonstrate completion of walkabouts and estate and property inspections and implementation of actions from inspections.  Reports of outcome of mystery shopping.  Top quartile satisfaction for housing management services, and neighbourhood as a place to live.
6A	Review planning, timing and promotion of estate walkabouts, scheme inspections and surgeries to increase attendance. This work to be a priority for Estate Management Officers.	HoHS (Lead) EMOs, RIC	From Q1, 2014/15.	Increased resident engagement with Solon staff.  Issues resolved more quickly.  Increased resident satisfaction.
6B	Ensure that issues raised by residents at estate walkabouts, inspections and surgeries are tackled promptly.	HoHS (Lead), EMOs, RIC	From Q1, 2014/15.	Reports of outcome of manager audits/estate inspections to check implementation of actions from inspections.  Reports of outcome of mystery shopping.
6C	Generally ensure that staff actively engage with residents, advocate for them and intervene pro-actively to resolve problems	HoHS (Lead)	From Q1, 2014/15.	Identification of proposed structure by Q1, 2014/15 (31.05.14)

	with any services.			Implementation of proposed structure by Q2, 2014/15 (31.07.14) or earlier. Reports of outcome of manager audits and mystery shopping.
6D	Promotion of action taken and successes in response to residents' engagement.	RIC	From Q1, 2014/15.	Newsletter articles, annual reports and other communications regularly highlight action taken and successes.
7	Ask residents for their other preferred methods of consultation and establish appropriate forums to do so.	RIC	Q1, 2014/15.	Responses to questionnaires, surveys and consultation events. UH2 records preferred means of communication.
8	Review role, effectiveness, planning, timing and promotion of the Residents' Forum, and refresh/re-launch with regional forums.	RIC	Q1, 2014/15.	Increased attendance and activity, including resident input into service improvement.
9	Review role, effectiveness, planning, timing and promotion of the Maintenance Action Group. Refresh and re-launch.	RIC, HoAM	Q1, 2014/15. (31.05.14)	Increased attendance and activity, including resident input into service improvement.
10	Advertise action taken and successes of new forum and Maintenance Action Group via Newsletter and other media.	RIC	From Q1, 2014/15	Newsletter articles, annual reports and other communications regularly highlight action taken and successes
11	Support and promote resident involvement in wider community issues and activities. in conjunction with local authorities and other housing providers.	HoHS (Lead), RIC	Q2, 2014/15 (30.09.14)	Manager noting regular communication with local authorities and other housing providers to work to. promote resident involvement.
12	Hold regular consultation events such as the Zoo event and family fun-days to consult and involve residents.	RIC	From Q2, 2014/15	SMT agreement of proposed programme of events.
13	Promptly follow-up residents expressing an interest in participating at consultation	RIC	From Q1, 2014/15	Reports of outcome of manager audits/121s with RI staff.

	events.			
14	Carry out bi-annual comprehensive customer satisfaction survey, and other regular surveys, analyse outcomes and develop action to improve satisfaction.	RIC	Q2, 2014/15 (31.07.14)	Survey results reported to SMT, CSIC and Board.
15	Use surveys to assess whether all groups have equal and fair access to services. Identify remedial action where this is not being achieved.	HoHS, HoAM, RIC, CSM	From Q1, 2014/15	Survey results reported to Equality Champions Group, SMT and CSIC.
16	Set targets for increasing the number of involved residents via a wide range of involvement techniques and opportunities to participate and influence services, <i>(including telephone panels, phone surveys, specific focus groups, more written correspondence, ICT and estate and area based events).</i>	RIC	From Q1, 2014/15	Targets agreed by CSIC.
17	Set up a comprehensive database to collect and analyse resident activity/involvement.	RIC	From Q1, 2014/15	Report to SMT that comprehensive database to collect and analyse resident activity/involvement set up and in operation.
18	Analyse and address the reasons for non-involvement, using tenancy audit data and the outcome of other engagement with residents.	RIC	Q4, 2014/15 (31.3.15)	Reports to CSIC demonstrate that reasons for non-involvement have been identified and are being addressed.
19	Maintain level of three resident Board Members.	CEO	From Q1, 2014/15	Recruit a third resident Board Member if full and co-opted numbers fall below 3.
20	Maintain and develop communication via regular newsletters, website, facebook and Twitter.	CSM, RIC	From Q1, 2014/15	Evidence of regular communication with residents via variety of media.

	<b><i>Compliance with strategies, standards, guidance and best practice</i></b>			
21	Review the Resident Involvement Strategy, action plan and targets, with the involvement of residents and the CSIC.	HoHS (Lead), RIC	Q4, 2015/16 (28.02.16)	CSIC and Resident Forum approval of new Resident Involvement Strategy and action plan and targets.
22	Implement the Resident Involvement Strategy, action plan and targets, regularly reporting progress to CSIC and the Residents' Forum.	HoHS (Lead), RIC	Q3, 2014/15 Q3, 2015/16 Q3, 2017/18	Reports to Residents' Forum and CSIC demonstrate implementation/completion of RI Strategy action plan and targets.
23	Set performance targets for the Resident Involvement Service Standard (for representation, outcomes achieved and satisfaction levels) and deliver services in accordance with the Standard, regularly reporting progress to CSIC and Residents' Forum.	HoHS (Lead), RIC	Q1, 2014/15 (31.05.14)	Review and agreement of performance targets for the Resident Involvement Service Standards at CSIC and Residents' Forum.
23A	Monitor and regularly report progress with the implementation of the Resident Involvement Service Standard to CSIC and Residents' Forum/Resident Scrutiny Panel.	HoHS (Lead), RIC	From Q1, 2014/15.	Reports to CSIC and Residents' Forum demonstrate good performance against the performance targets of the Resident Involvement Service Standards.

**Objective 6: Ensure that Solon is expertly led and a great place to work, with an effective Board and developed and motivated staff**

<b>Our definition of being expertly-led</b>	<b>Current barriers to being expertly-led</b>
Ability to plan and think strategically.	<b>Clarity of vision/inspiring staff</b>
Visionary, and inspiring teams to engage and succeed.	<b>Level of understanding the business</b>
Understanding the business and its operating environment.	<b>Clarity of SMT and Board roles</b>
Being clear and acting decisively, in the interests of the business.	<b>Organisational culture</b>
Driving the business towards high performance.	<b>Communications</b>
Bringing the best out of everyone.	<b>Trust</b>
Acting ethically and leading by example.	<b>Skills</b>
Ensuring that our people have the right skills.	Tendency to react rather than plan.
	Too much focus on operational matters by Board and SMT. Is there enough focus on strategic planning?
	Lack of clarity about shared vision/inspiring success
	Ambitions not set out for all to see (the flag):
	Are we used to promoting ourselves or our plans? Do we have the skill set?
	We may have lost engagement from all players – staff, others – due to time taken to arrive at vision.
	Board and SMT decisiveness.
	Not having courage of convictions. Fear of the regulator, fear of getting it wrong
	Need to inspire those who will be delivering the vision and drive progress:
	Overcome resistance to buy-in and engagement from some staff who feel that further work is unnecessary as all is well.
	Avoid a culture of stick rather than carrot. Demonstrate trust.

<b>High level actions to achieve Objective 6</b>	<b>Measure of success – how will we know we have been successful</b>

Ref.	Action	Who?	When?	Outputs
1	<p><b>Implement all actions identified in the new performance framework (to remove barriers to expert leadership).</b> Implementation will be overseen by specific staff working groups.</p> <p>The highest priority and higher level actions from the performance framework are set out below. Lower level actions will be set out in the performance framework.</p>	Board and SMT working groups	Q4, 2014/15 Q4, 2015/16 Q2, 2017/18	<p>Identification and delivery of performance framework actions.</p> <p>Regular internal progress reporting within Board and SMT working groups.</p> <p>Regular reporting of overall progress to Board meetings.</p> <p>Staff satisfaction and confirmation that Solon is expertly led.</p> <p>Improved services and resident satisfaction overall. Top quartile satisfaction.</p>
1A	Identify and implement performance framework actions to ensure that there is clarity of vision, and that SMT and Board inspire the staff to deliver.	Board and SMT working group – Clarity of vision	Q2, 2017/18 (30.09.17)	<p>As above.</p> <p>Staff satisfaction and confirmation that Solon is expertly led.</p>
1B	Identify and implement performance framework actions to ensure that Board and SMT plans and actions reflect understanding of the business and its needs.	Board and SMT working group – Understanding the business.	Q2, 2017/18 (30.09.17)	<p>As above.</p> <p>Staff satisfaction and confirmation that Solon is expertly led.</p>
1C	Identify and implement performance framework actions to ensure clarity of SMT and Board roles.	Board and SMT working group – Clarity of SMT and Board roles.	Q2, 2017/18 (30.09.17)	<p>As above.</p> <p>Staff satisfaction and confirmation that Solon is expertly led.</p>
1D	Identify and implement performance framework actions to develop a positive organisational culture.	Board and SMT working group – Organisational culture.	Q2, 2017/18 (30.09.17)	<p>As above.</p> <p>Staff satisfaction and confirmation that Solon is expertly led.</p>

1E	Identify and implement performance framework actions to ensure good communications between Board, SMT and staff.	Board and SMT working group – Communications	Q2, 2017/18 (30.09.17)	As above. Staff satisfaction and confirmation that Solon is expertly led.
1F	Identify and implement performance framework actions to develop trust between Board, SMT and staff.	Board and SMT working group – Trust.	Q2, 2017/18 (30.09.17)	As above. Staff satisfaction and confirmation that Solon is expertly led.
1G	Identify and implement performance framework actions to ensure that our people have the right skills.	Board and SMT working group – Skills	Q2, 2017/18 (30.09.17)	As above. Staff satisfaction and confirmation that Solon is expertly led.
	<b>People management</b>			
2	Review of organisational and staffing structure to identify efficiencies and resource priority areas. This will largely comprise maintaining existing staff resources but ensuring they are in the right place.	CEO, HoAM, HoHS	Q1, 2014/15. (31.05.14)	Identification of proposed structure by Q1, 2014/15 (31.05.14)  Proposed changes to the organisational structure and any restructuring completed and signed-off by the Board.
3	Implement changes to the organisational structure and any restructuring.	CEO, HoAM, HoHS	Q3 2014/15. (31.12.14)	Implementation of proposed structure by Q3, 2014/15 (31.12.14) or earlier.
3	Implement CEO's leadership action plans	CEO, Chair, Vice-Chairs	From Q1, 2014/15,	Regular review of progress at Chair/CEO 121s, staff surveys, 360 degree appraisals, discussions and decisions at SMT.
4	Maintain strong performance management culture, ensuring that directors, managers and SMT provide robust, decisive and participative leadership/ management to drive performance improvement.	CEO, HoAM, HoHS, FD, CSM	From Q1, 2014/15	HR PI reporting and/or annual HR report to the Board demonstrates that managers are managing effectively.  Director audit and internal audit establish that managers are managing effectively.

				Annual staff survey and 360 appraisals demonstrate that managers are managing effectively.
4A	Review Performance Management Strategy action plan which identifies where and when performance is challenged and the responsibilities and accountabilities of a range of staff, managers, the Board and residents in driving improved performance.	CSM	Q2, 2014/15 (30.09.14)	SMT and CSIC approval of smart Performance Management Strategy action plan.
4B	Deliver the Performance Management Strategy action plan and targets, regularly reporting progress to SMT and Board.	CEO, HoAM, HoHS, FD, CSM	Q4, 2014/15 Q4, 2015/16 Q4, 2016/17	PI reporting to the Board demonstrates that service improvements are being achieved.  Reports to SMT and Board demonstrate implementation of Performance Management Strategy action plan and targets.
5	Ensure widespread use of the Solon behaviours to ensure that staff are motivated to deliver high levels of service.	CSM, CEO, HoAM, HoHS, FD.	From Q1, 2014/15	Staff survey and manager audits assess use of the Solon behaviours. <ul style="list-style-type: none"> <li>Evidence of implementation/completion of Solon staff Behaviours in relation to customer care, from mystery shopping and manager audit.</li> <li>Completion of behaviour action plan and behaviours skills matrix.</li> </ul>
6	Ensure that directors and managers have appropriate management skills and all staff have the skills to do their jobs.	CSM	Q4, 2014/15. Q4, 2015/16 Q4, 2016/17	Annual appraisals and training plans assess and set out managers' and directors' training and development needs.
6A	Develop and implement/complete management training programme.	CSM	Q4, 2014/15. Q4, 2015/16 Q4, 2016/17	Annual appraisals and training plans assess and set out managers' and directors' training and development needs.
6B	Generally improve training opportunities for all staff by maintaining a systematic approach to training planning.	CSM	Q4, 2014/15. Q4, 2015/16 Q4, 2016/17	Annual appraisals and training plans assess and set out staff training and development needs.

7	Deliver the recommendations of the current IIP accreditation (September 2011)	CSM	Q2, 2014/15 (30.09.14)	Regular reporting to SMT on progress with delivery of 2008 IIP recommendations.
8	Retain IIP accreditation when it is reviewed in 2014.	CSM	Q2, 2014/15 (30.09.14)	IIP accreditation re-confirmed at review in 2014.
9	Carry out annual staff survey and act on the outcomes.	CSM	Annually by end Q3.	Results of annual staff survey and recommendations reported to SMT or Board.
10	Deliver the HR Strategy action plan and targets, regularly reporting progress to SMT and Board.	CSM, CEO, HoAM, HoHS, FD.	From Q1, 2014/15	Reports to SMT and Board demonstrate implementation/completion of HR Strategy action plan and targets.
11	Review the HR Strategy action plan and targets.	CSM	Q1, 2015/16 (31.05.16)	Request for Board approval to revised Development Strategy.
12	Maximise opportunities to celebrate success.	CEO, CSM	From Q1, 2014/15	Evidence that opportunities to celebrate success have been taken.
13	Maintain a diverse and representative workforce.	CSM, CEO	From Q1, 2014/15	Diversity (of workforce) reporting to Equality Champions Group and CSIC.
14	Maintain maximum accessibility of Solon's working environment for customers and staff.	CSM	By end Q1, 2014/15.	Physical adaptations and changes to Solon's offices.
15	Programme and oversee the completion of EIAs on key Strategies and Policies. Take action to address negative EIAs.	CSM, SMT	From Q1, 2014/15.	PI reporting to CSIC and ECG demonstrates that EIAs are being completed and reports on outcomes.
16	Oversee the delivery of Solon's Equality & Diversity Strategy action plan and targets, regularly reporting progress to CSIC and the Equality Champions' Group (ECG).	CSM	Q3, 2014/15 Q3, 2015/16 Q3, 2016/17	Reports to CSIC and ECG demonstrate implementation of the Equality & Diversity Strategy action plan and targets.

17	Set performance targets for the Equality & Diversity Service Standard and deliver services in accordance with the Standard, reporting progress to CSIC and the ECG.	CSM	By end Q1, 2014/15.	Reports to CSIC and ECG demonstrate good performance against the performance targets of the Equality & Diversity Service Standard.
	<b>Governance and co-regulation - a strong Board of Management</b>			
14	Set/agree performance targets to be met for all services and KPIs required for subsequent monitoring of performance, via Board KPI Working Group (KPIWG).	CEO, CSM, Board	Q1, 2014/15 (31.05.14)	Report and recommendations to Board on proposed targets and KPIs for the Business Plan period.  Regular PI reporting to Board on progress against performance targets for all services.  Top quartile performance.
15	Review Board succession planning policy.	CEO, Board	Q2, 2014/15 (30.09.14)	Board review and approval of revised succession planning policy.
16	Undertake annual review of Board membership, and run regular campaigns to ensure recruitment of new Board Members.	CEO	From Q1, 2014/15	Reporting to Board and discussion of outcome of annual review of Board membership, and proposed campaigns to recruit new Board Members.
17	Recruit 4 Board Members per year to maintain succession. Includes new Board Members with business/commerce: Experience of running a private sector business at a senior level.	CEO	Q4, 2014/15. Q4, 2015/16 Q4, 2016/17	New Board Member/s elected.
18	Carry out annual reviews of governance arrangements and effectiveness, and develop an action plan to maintain effectiveness, including recommendations for Board appraisal.	CEO	Annually by end Q3.	Annual Board Member participation in Board appraisal.  Annual Board participation in reviews of governance arrangements and effectiveness, and subsequent development and approval of action plans to maintain effectiveness.

19	Deliver action plan to maintain Board effectiveness, including out regular Board appraisal.	CEO	Annually by end Q3.	Regular Board review of progress with implementation of Board effectiveness action plan.
20	Carry out annual reviews of compliance with the NHF code of governance and governance code of conduct, and develop an action plan to achieve full compliance.	CEO	Annually by end Q3.	Report to Board on outcome and recommendations/action plans from annual reviews of compliance with the NHF code of governance and governance code of conduct.
21	Deliver action plan to achieve full compliance with the NHF codes.	CEO	Annually by end Q3.	Regular Board review of progress with implementation of action plan to achieve full compliance with the NHF codes.
22	Maintain Board input to arrangements for resident scrutiny, and reporting arrangements between Residents' Scrutiny Panel, CSIC and the Board.	CEO	From Q1, 2014/15	Board review of resident scrutiny arrangements and reporting arrangements between Scrutiny Panel, CSIC and the Board.
23	Maintain and develop training and support for all Members to complement existing skills. Develop annual training programme.	CEO.	Annually by end Q3.	Implementation and delivery of the Board Members' training and development plan.
24	Develop appropriate methods of independent validation of performance including: <ul style="list-style-type: none"> <li>• Mock inspection:</li> <li>• Validation of performance information:</li> <li>• Peer review.</li> </ul>	CEO	Q2, 2015/16	Board approval of proposals. Subsequent reporting to CSIC and Board on outcome of independent validation of performance, and proposed action plans.
25	Implement the recommendations from independent validation.	CEO	By end Q2, 2012/13	Reporting of progress with delivery of action plans from independent validation to CSIC.
26	Produce annual report to residents, HCA and stakeholders on meeting HCA standards and local offers: (long and short	CEO	Annually by end Q2.	Residents and Board approval of the draft annual report to residents, HCA and stakeholders: (long and short versions).

	versions).			
27	Maintain regular and open contact with the regulator.	CEO	By end Q3, 2015/16. Annually.	Board engagement with, and reporting to Board on the outcome of engagement with the regulator.
28	Regularly review Board and Sub-Committee structure and delegated authorities.	CEO	Bi-annually by end Q3.	Report to Board on, and approval of recommendations from review of Board and sub-committee structure and delegated authorities.
29	Reduce Board involvement in operational decisions, enabling Board time to concentrate on strategic decision making/development of strategy etc.	CEO	Annual review by end Q3.	Feedback from Board Members, regulator and other observers on extent of focus on strategic decision making/development of strategy etc.
30	Review Solon's future structure, ownership and management arrangements as development capacity and scope for organic growth runs down. This may include appetite for merger or closer partnership working with other housing organisations.	Board	Q3, 2017/18	Board Seminar or Away-day discussion and subsequent Board reporting.
	<b><i>Compliance with strategies, standards, guidance and best practice</i></b>			
31	Deliver/implement the Risk Management Strategy action plan and targets, regularly reporting progress to the AFC.	FD	Q3, 2014/15. Annually.	Reports to AFC and Board demonstrate implementation of Risk Management Strategy action plan and targets.

**Objective 7: Work in partnership to achieve the best results for our existing and future customers**

<b>Our definition of working in partnership</b>	<b>Current barriers to being expertly-led</b>
Acting with honesty, integrity, openness and flexibility.	Some partnerships are with partners who are not entirely honest about the extent of their commitment and are not likely to be completed successfully.
Partnering with those who share our values or whose values complement our own.	Some partnerships benefit the other partner/s more than Solon or Solon residents from the outset.
Being clear about the partnerships that deliver the best results.	Some partnerships can be unequal.
Investing in partnerships that deliver the best results.	In some partnerships, partners can try to steal the limelight when celebrating success
Celebrating success and recognising areas for improvements.	
Monitoring progress and agreeing corrective action if needed.	

<b>High level actions to achieve Objective 7</b>				<b>Measure of success – how will we know we have been successful</b>
<b>Ref.</b>	<b>Action</b>	<b>Who?</b>	<b>When?</b>	<b>Outputs</b>
1	<b>Implement the following actions identified in the new performance framework (to remove barriers to working in partnership).</b> Implementation will be overseen by SMT and Board.	Board and SMT	Q4, 2014/15 Q4, 2015/16 Q2, 2017/18	Regular internal progress reporting within Board and SMT. Regular reporting of overall progress to Board meetings. Staff satisfaction and confirmation that Solon is expertly led. Improved services and resident satisfaction overall. Top quartile satisfaction.
1A	Review existing partnerships, and extent to which they benefit Solon and residents.	SMT	Q2, 2014/15	Discussion at wider SMT meeting. Agreement of which partnerships to maintain.
1B	Explore how we can make our existing partnerships even better	SMT	Q2, 2014/15	Discussion at wider SMT meeting. Agreement of actions required to improve existing partnerships.

1C	Withdraw from existing partnerships which aren't expected to benefit Solon and residents, and therefore don't warrant allocation of resources.	SMT	Q2, 2014/15	Discussion at wider SMT meeting. Agreement of which partnerships to withdraw from.  Notification of withdrawal if necessary.
1D	Explore what additional partnerships could be exist that may benefit our residents.	SMT	Q2, 2014/15	Discussion at wider SMT meeting. Agreement of which partnerships to develop relationships with.
1E	Develop new/additional partnerships which are likely to benefit Solon and residents.	SMT	From Q3, 2014/15	Contact and development of new/additional partnerships discussed at SMT.

## 5. Long-term strategic outcomes – Vision 2020

### Solon's desired outcomes/ what success will look like in 2020:

- Excellent services as measured by residents. Core and wider services. Performance based on our own performance standard, agreed with residents.
- Services scrutinised and influenced by residents.
- High levels of resident satisfaction with asset management and other services.
- Financially viable/strong, based on robust income management and cost control, and value for money with cost savings and lower management costs, benchmarked against peers.
- Solon's brand and identity maintained, in line with our niche role.
- Brand and identity widely promoted and recognised.
- Superb quality homes – variety of age and type.
- Producing superb new homes to house more people and replace poorer, unsuitable stock.
- Investing in existing stock where feasible.
- Value for money services with robust cost control and lower management costs, benchmarked against peers.
- Community focused – investing in, and helping communities to continue to be strong.
- An excellent housing support provider.
- A good employer.

- Focussed on financial inclusion.
- In control of our own destiny.
- Geographically focussed. Local – Bristol and South Gloucestershire. Clear about where we work within these areas.
- Better use of IT to ensure that services and information are accessible to everyone.
- Better engagement with and outcomes for young people.

## **6. Appendices**

- 1 Performance targets, benchmarking information and performance indicators.

*To be attached on completion*

- 2 30-year Financial Plan