

Our plan 2017 - 2022



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1. Introduction from our Chair

Our plan sets out the strategic direction of Bolton at Home over the next five years. The plan has been adopted by the Board and will be reviewed and updated as part of our annual planning cycle.

The plan serves a dual purpose. Firstly, it is first a working document for our board members, and Bolton at Home's management and staff so we can all understand, monitor and manage the business. Secondly, it summarises our operating position and future direction for our key partners and stakeholders.

As we deliver the next phase of Our Plan, we recognise the need to adapt to changes in our operating environment and reshape our organisation so that we are fit for the future. In order to do this we need to develop new partnerships, continue to work closely with our local Council and collectively, as a sector, build a new relationship with central government.

Our revised organisational plan and work plan reflect our continued commitment to meeting the needs of our customers and the local borough. The plan details how we are adapting to a changed and evolving operating environment, so we can be confident in our ability to remain viable and deliver on our objectives. This has involved making decisions about the scale and scope of our activities, and the pace of change.

As part of our ambitions to diversify, maximise business opportunities and create profitable businesses within the group, we have successfully established two subsidiary companies. 'Starts with You' (SWY) is a social enterprise wholly owned by Bolton at Home. SWY has two strands to its business delivering support and environmental services across Greater Manchester. 'R Haus' provides homes to rent at market rates involving searching out opportunities to acquire properties, which will provide the best return on investment and is initially focussed in the local area.

Above all, our commitment to providing and maintaining high quality homes, and to building strong and sustainable communities, remains resolute.

Tracy Woods

Chair of Bolton at Home

2. Who we are

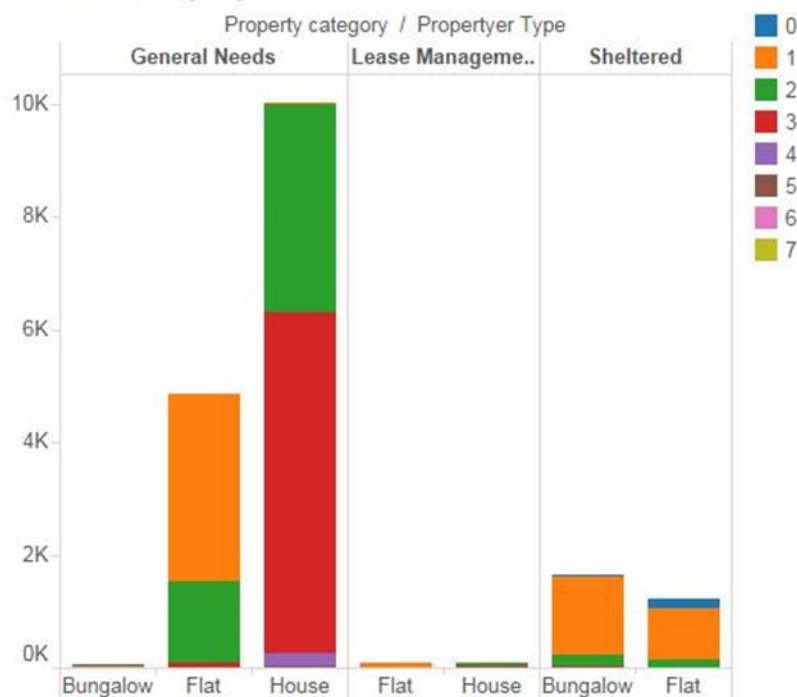
General

BH is currently a registered charity and a company limited by guarantee. In 2017/18 we are working to convert (subject to various approvals) to a community benefit society and an exempt charity. The proposed change is partly due to the changes in the regulatory framework.

Our stock totals just fewer than 18,000 properties and we have ambitions to develop new supply and explore new equity model products and other forms of tenure; and explore the potential for establishing a Development Company.

The make up of our stock at Nov 2016

Stock make up by bedroom size



As well as providing and maintaining homes, we offer a range of other services. These are available to our customers and some are open to other people living in our communities. Here are some of the ways we are able to help:

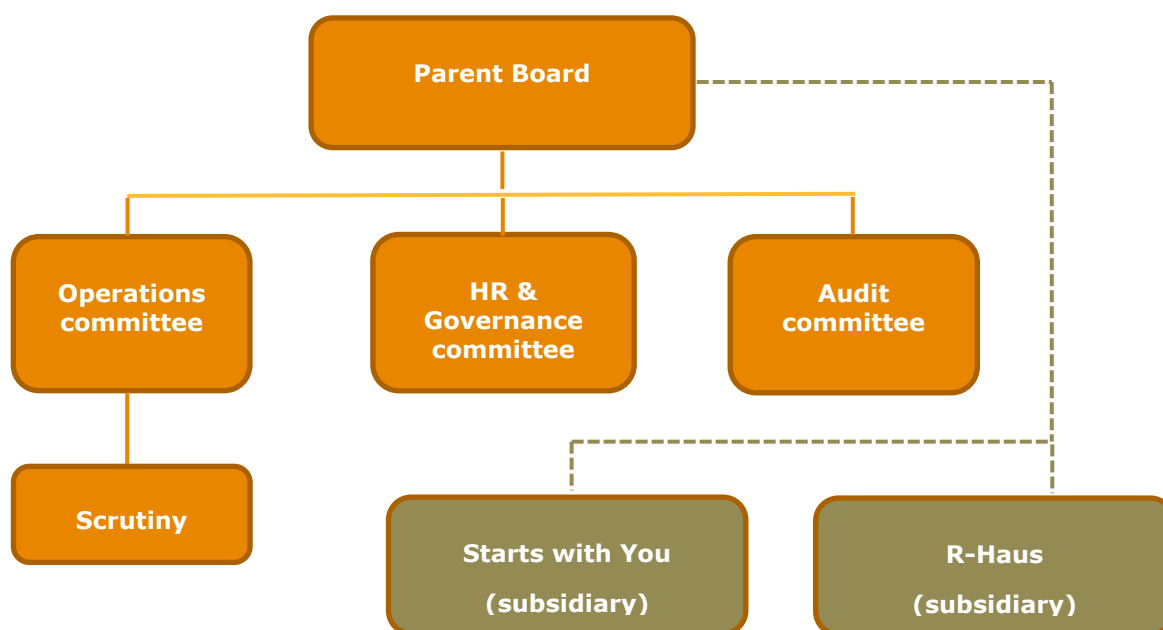
- Working to reduce crime and disorder on our estates to make them safer places to live, and helping to protect vulnerable people
- Building more sustainable neighbourhoods by working with community groups and projects
- Helping to tackle poverty by working with Hoot (Bolton's credit union), developing food growing and food preparation initiatives, and offering advice on how to keep warm for less
- Giving customers the support they need to remain independent through our Careline service and disabled adaptations
- Supporting customers to get back into work and training through confidence building, barrier busting, and CV and interview advice
- Providing a wide range of advice, signposting and support via our UCAN centres to help and develop our customers and communities.

Our governance

Following conversion we will be run by a board of between 9 -10 members. Two/three board members are nominated by Bolton Council and all board members are recruited on the basis of a skills assessment.

Profiles of our Board members can be found on our website at www.boltonathome.org.uk/our-board. Our management structure can be found in section 5 of this document.

The main parent board is supported by three committees and their respective responsibilities are provided on our website www.boltonathome.org.uk. In 2016/17 we also set up two subsidiaries' (Starts with You and R-Haus). Starts with You is a company limited by shares and provides a range of revenue services and R-Haus is a company limited by shares providing homes at market rents.



3. What we are working to achieve

Our organisational aim is to create **'Homes & neighbourhoods we can all be proud of'**

We want 'to provide homes as a bedrock for strong places and to support disadvantaged people and their communities to flourish' by:

- Maximising income for our organisation so that we remain viable
- Maximising income for our customers
- Diversification of our range of products and services
- Delivering an efficient and well run business
- Achieving profitable growth that can be reinvested back into our organisation

To help deliver our objectives, our Leadership Team have developed a series of priority work streams as below. They also help to ensure our long term sustainability, delivering core services efficiently and in a cost effective manner whilst realising our ambitions for growth.

Our Work streams

Maximising income for our organisation so that we remain viable

- Develop and implement the active asset management strategy to create sustainable communities
- Continue to further improve our performance on rent collection
- Bring forward proposals to the Board for implementing service charges where possible

Maximising income for our customers

- Enhance our performance on income maximisation for customers
- Delivering our commitments to the Greater Manchester Anti Poverty Strategy
- Implementing measures to maximise the value of customer and organisational spend on fuel
- Supporting our customers to be more independent and our communities to be more sustainable

Diversification of our range of products and services

- Understand the housing need and implications for current and future specialist housing stock
- Develop a housing, health and wellbeing response to the prevention and response challenge
- Develop and implement a Care and Repair model for Bolton and explore the potential for a Greater Manchester service

Delivering A Well Run Business

- To achieve financial freedom from current funding arrangements to maximise development opportunities
- Explore opportunities to diversify the business income streams
- Get to GO LIVE with the Customer Relationship Management (CRM) and Electronic Document & Records Management System (EDRMS) systems and thereafter continue with a sustained programme of development in line with agreed priorities
- Develop and implement mobile working for staff
- Implement and embed our approach to document and record management via the EDRMS system
- Embed our approach to data and information management and implement the requirements of the General Data Protection Regulations (GDPR)
- Develop customer self service opportunities via the CRM system

- Develop and implement our digital inclusion offer to customers
- Carry out option appraisal and if necessary procurement and implementation of a new Business Intelligence solution for the business
- Ensure BH's work force is aligned to its future needs through work force planning (WFP), recruitment and staff engagement
- Review the effectiveness of governance and ensure governance is aligned to future needs and good governance is embedded across the group
- Implement the findings of the No Access Review by Customer Committee

Achieving profitable growth that can be reinvested back into our organisation

- Align BH and Bolton Community Homes outcomes at a Bolton and Greater Manchester level across all business activities that contribute to growth and private sector renewal (PSR)
Maximise opportunities to influence other parts of the GM system to increase partnership working and better outcomes (e.g. Health and Social Care)
- Through our lead role in Place Based Integration, achieve better outcomes in line with the Greater Manchester Neighbourhood Strategy, engaging BCH partners in this work.
- Maximise outcomes from Athena, a company set up to access opportunities on behalf of Greater Manchester housing providers
- Prepare BH to be business ready to respond to growth opportunities and implement the Wider Growth Strategy
- Maximise new business opportunities through Starts With You, R-Haus and other opportunities as they arise
- Continue to develop new supply and explore new equity model products and other forms of tenure
- Explore the potential for establishing a Development Company

4. Our operating environment

Our new workstreams are a response to our evolving operating environment and take into account the rapid pace of change, and the need to obtain value for money and to develop more personalised services focusing on the needs of our customers.

The key elements of change in our operating environment are:

- Continuing focus on Value for Money
- Greater Manchester devolution
- Continued impact of welfare reform
- Changes to right to buy
- The Government's drive for home ownership
- Changes to the regulatory framework

Value for Money

Our latest 30-year financial plan is based on the 2017/18 budget approved by our Board in March 2017. 2017/18 is the second of four years of planned 1% rent reductions. In response to this reduction in income Bolton at Home will be implementing a further £3.5m of savings and efficiencies. Our self assessment can be found on our website www.boltonathome.org.uk

Greater Manchester devolution

We are a leading member of the Greater Manchester Housing Providers (GMHP), a partnership representing 32 registered providers of social housing operating across the region.

The main purpose of Greater Manchester devolution is to drive economic growth and the Public Service Reform programme (PSR) to narrow the £3billion gap between public-sector spend and GDP across the region. The Greater Manchester Combined Authority (GMCA) has negotiated and continues to refine a devolution agreement with Central Government.

In May 2016 GMCA and GMHP signed up to a Memorandum of Understanding (MoU) with the aim of ensuring GMHP have an influence over the future of GM devolution from a housing perspective. It will also ensure that the future of social and affordable housing contributes to both growth and reform ensuring we have the flexibility to achieve the outcomes we need for our customers, at neighbourhood, district and regional levels.

We recognise that devolution presents us with an opportunity to maximise affordable and aspirational housing provision alongside economic growth and that we are being challenged by Government to support the delivery of new housing supply and reducing the cost of public services.

To achieve this we have developed and implemented a delivery plan to support the high level objectives laid out in the MoU, the outcomes of which will be:

- Being clear on the purpose of our current and future social housing stock
- Developing a proposal about the future form and functions of the social housing sector
- Proposal about how we can combine and use our collective assets to improve supply
- Review how we provide services to meet high needs in more efficient ways
- Improved incomes for working age households
- Effective use of housing subsidy without damaging social cohesion
- Developing proposals within a number of work streams aimed at how we can work in partnership with others to use public sector funding more efficiently and effectively

The results of this work will be reported to the GMCA via the GM Reform Board and will be shared with the mayoral candidates in the build up to the mayoral elections in May 2017.

Continued impact of welfare reform

Collaborating with three other registered providers, we have carried out an in depth assessment of the impact of welfare benefit reforms on our customers and communities. This work involved:

- Evidence gathering from local and national data
- Analysis and initial presentations of the results highlighting key impacts and organisational challenges
- A high level impact and risk assessment workshop, supported by a final report.

An in depth report into the impacts of welfare reform on client groups and tenure types was undertaken in 2015/16 and shared with the Board.

This work has fed into our strategic and operational plans to respond to the continued impact of welfare reform to protect incomes for customers and to maximise rental income for the organisation. We are also taking targeted action in our local community in partnership with other agencies and Bolton Council.

Changes to right to buy

Following the Government's announcement in October 2015 to extend the right to buy to housing associations, small initial pilots run by 5 associations nationwide took place this year. This year's Autumn Statement confirmed the introduction of a larger-scale regional pilot that will test one-for-one replacement and portability of discounts, unlike the current pilots.

The Government's drive for home ownership

The Government has clearly articulated its wish to build one million new homes over the period of this parliament. With the announcement of a general election, this promise is likely to roll forward to the following parliament. The majority of these new homes are intended to be for home ownership and it is expected that future Government grants or investment will be for products that support home ownership or equity models.

In the November 2016 Autumn Statement, the Government announced an additional £1.4 billion funding to support the provision of more affordable housing outside of London.

This new resource will be available for a wider range of products including affordable rented along with rent to buy and shared ownership. We will be looking to submit bids to the HCA during 2017 for funding to deliver more affordable housing through the Continuous Market Engagement route.

Going forward we will be continuing to work on developing our home ownership/equity model offer and will take into account our future new build and right to buy replacement programme. Where sites offer a positive opportunity for shared or home ownership, we will include these in the tenure offer.

It is worth noting that our development programme will clearly be dependent on the availability of investment, funding and appropriate land

Growth strategy

In February 2016 our Board adopted a new Growth Strategy, the purpose of this was to provide an overarching approach to the future growth of the organisation through the different forms of conglomeration with other Registered Providers (RP's), or new ventures with organisations beyond the housing sector such as property developers.

The Growth Strategy provides an overarching approach to our New Business strategy and Development Strategy, to ensure all business development are coordinated and complimentary to the future direction of the organisation.

The board set out the following principles for the Growth Strategy:

- Any large scale growth undertaken protects and adds value to our core social landlord role
- Our asset base is protected, ensuring that our core stock is maintained and improved in line with the Asset Management Strategy
- The quality of our services to existing customers are sustained and where possible improved, and any changes to the organisation's services continue to deliver against both National and Local Standards
- The financial viability of the our Business Plan is either sustained or strengthened
- Our core values are not compromised

New build properties

During 2016 we have continued to increase our development activity and increase the number of new homes we make available. Our development activity during the year has seen:

- 20 new build homes completed
- Started on site for another 22 homes.
- Obtained planning approval for a further 51 homes
- Purchased and brought back in to use 16 more homes
- Had a bid approved to the HCA under the Shared Ownership and Affordable Housing Programme to deliver a further 112 homes over the next couple of years
- Sold 129 properties to tenants through the Right to Buy scheme during 2016/17. We budget to sell 50 Right to Buy sales every year.

Maximising business opportunities

As part of our ambitions to diversify and maximise business opportunities and deliver profits back to the Registered Provider, we have successfully established two subsidiary companies.

Our first subsidiary, Starts with you, incorporated in December 2016 delivers the Motiv8 contract on behalf of Bolton At Home, via the Athena partnership, delivering support to those participants furthest removed from the labour market.

Starts with you also delivers caretaking services, statutory inspection services and energy advice along with digital inclusion and in-work support contracts being delivered for Bolton at Home. It is anticipated that further bids will be made for work in similar areas over the coming year with Starts with you as the main delivery vehicle.

Our second subsidiary, R-haus provides homes to rent at market rates. A small team is involved in searching out opportunities to acquire further properties which will provide the best return on investment, initially in the local area.

We will continue to undertake viability studies and pilots in new business areas such as block management and repairs services

SWOT and PEST analyses

The SWOT and PEST analyses below provide a summary of the elements of the operating environment that have the greatest effect on us.

SWOT analysis

Strengths

- Close working relationship with council and strategic/frontline partnerships
- Have a simple structure, strong governance leadership and skills
- Part of Greater Manchester devolution
- Understand our business plan and the variables that affect it
- Nature of stock – mainly low rise and traditional build
- High demand for our products and services
- Willingness to innovate and react quickly to our new operating environment
- Strong local communities which will support local empowerment and mutual support
- Bolton centric: focused on doing the best for the borough
- Growing expertise in housing development
- Flexible structure organised around thematic working
- Reputation in sector
- Organisational values that staff closely identify with
- People investment creating committed staff who are highly skilled
- Underlying asset value
- Increased customer satisfaction from improved services
- Drive to diversify
- Successful delivery of savings

Weaknesses

- Some services high cost
- Still in transition from a public sector culture
- Geography of stock: much of it situated on large estates that are not seen as aspirational to future generations of customers
- Low rents, lower than average market values
- Pressure on income stream from welfare benefit reform, reliance on social rents/housing benefit
- Lack of financial capacity and limited reserves – need to build flexibility in other ways
- Need for wider range of skills as we develop and grow
- Lack of understanding of who our customers are/will be
- Financial disadvantage to being focused in one location
- Condition of local land (contamination)

Opportunities

- Devolution agenda means decisions are closer to us to influence and more opportunities to access resources
- Investment in IT
- Economic growth along M61 corridor
- Development of services for older people
- Many more funding opportunities
- Location on edge of Greater Manchester brings access to a broader range of rental markets
- Improve our approach to community and customer engagement
- Firmer partnership with health commissioners
- Changing our approach to delivery of planned works
- New partnerships
- Diversification and setting up of new subsidiaries
- Low debt ratio
- Working more with others e.g. shared services
- Use of land bank

- Tackling fuel poverty and climate change

Threats

- Devolution could mean a Manchester city centric agenda
- Continued impact of welfare reform
- Uncertainty on future rents
- Rising costs (post Brexit)
- Economic growth along M61 corridor means that job opportunities are not close to areas of greatest need within Bolton
- Rising employer pension costs and fluctuating pension deficit liabilities
- Cost of materials going up faster than CPI
- Loss of grant monies and narrowing of funding streams
- Increases in tax: VAT, NI
- Inability to replace stock lost through right to buy
- Aging workforce and low staff turnover
- Reduced funding for supported housing services

PEST analysis

Political

- Government priorities
- Major reductions in funding for local government
- Fundamental changes in public funding for housing (asset based development, rent models, tenure types and community profile)
- Brexit uncertainty
- New political reality

Economic

- Mixed outlook for economic growth
- Interest rates and inflation at a historically low level though starting to rise
- Lower capital investment generally and consequent impact on jobs
- Changes to state retirement age
- Less disposable income
- Changes to tax structure impacting on customers (council tax, family tax credits and working age benefits)

Social

- Aging population and older customer profile
- Increasing debt and strain of family finances
- Poverty of our customers: food and fuel
- Potential tenure changes
- Greater impact of being digitally excluded
- Lack of aspiration and barriers to realisation of aspirations
- Smaller householders/bedroom tax mismatch
- Increased poverty and benefit dependency
- Impact of grant cuts on community activities
- Reduced resources to tackle crime
- Reduced resources for supported and specialist housing services

Technological

- Increased requirement for our customers to be online and digitally literate
- Greater scope for efficiencies through smart use of IT
- Energy efficient products and solutions more widespread
- Better IT/telecoms links e.g. between front-line staff and customers
- Changing trends in the use of social media
- Changing job market – fewer traditional jobs
- Sustainability of new technology

5. Our structure, assurance and monitoring arrangements

Our organisational structure

We currently employ 930 staff (full and part time at April 2017).

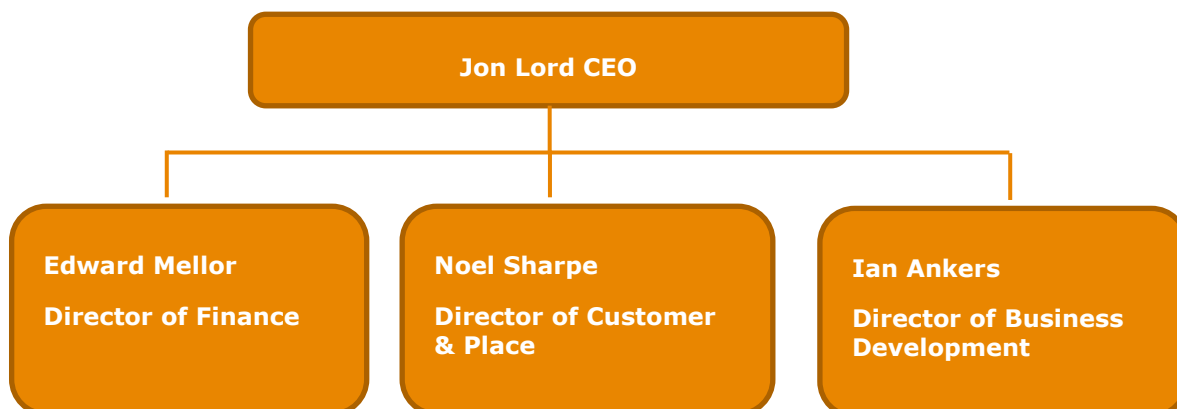
Over the last 12 months, we have reviewed our overall organisational structure and developed a corporate restructure programme across all levels of the organisation. This enhances the matrix approach to management that enables cross-organisational working to meet our changing needs and generate further efficiency savings for the organisation.

This means we're now organised across the following strategic themes:

- Business Unit
- Customer & Place
- Business Development

We have also embarked on a 12 month comprehensive leadership development programme to develop our leaders and up skill future leaders who will work together to deliver the key workstreams identified above.

Our new Executive Management Team is shown below:



This revised way of organising ourselves will continue to help us to:

- Focus staff on multiple business goals
- Facilitate innovative solutions leading to increased customer satisfaction
- Increase staff focus through responsibility and decision making
- Allow for quick and easy transfer of resources – agile working
- Increase and improve information flows
- Focus on mind set, building skills, networks, informal negotiations to resolve organisational problems

The regulatory framework

Our governance framework

During 2016/17, we undertook a comprehensive governance review to evaluate our governance arrangements including Board and Committee membership, skills and responsibilities. The BH Board have made changes to the overall governance structure of Bolton at Home along with taking the decision to convert the company to a community benefit society and exempt charity.

The new structure takes into account best practice and supports our compliance with our chosen code of governance, the NHF code of Governance 2015 and the HCA regulatory framework. The result of the review is that the BH Board has now reduced in size to a board of 9-10 and all recruitment is based on our agreed skills framework.

Homes & Communities Agency (HCA)

We are a registered provider with the HCA and following their assessment of us in 2016 we were awarded a G2 rating for compliance with their Governance Standard and a V2 rating for financial viability. The V2 rating reflects our current financial position and the G2 rating reflects the ongoing work to strengthen compliance (following data issues in respect of gas servicing) and our assurance framework.

We carry out a full assessment of compliance with regulatory standards annually and provide an update to Board every three months. Every year, our customers scrutinise our compliance with the HCA's Consumer Standard. In future we will report on this to our Operations Committee and our Board. Our Scrutiny group also carry out in-depth service reviews.

6. Meeting our financial and performance goals, and addressing risks

Key extracts from the balance sheet and cash flow statement for the Group are included below. Two sets of each statement are included this year for the first time. The below on this page are for the Bolton at Home group and include Bolton at Home and the financial plans for the subsidiary companies. Overleaf are the plans for the Registered Provider alone.

Balance sheets:

Year (GROUP)	1	2	3	4	5	10
Year ending 31st March	2018	2019	2020	2021	2022	2027
Tables for business plan	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Net Book Value Of Housing Properties	128,876	138,542	150,329	161,030	168,566	212,620
Other Fixed Assets Tangible	3,488	3,343	3,270	3,198	3,125	2,763
Other Fixed Assets Investments	6,620	11,307	11,307	11,307	11,307	11,307
Current Assets	8,297	15,485	16,919	21,100	21,756	7,923
Total Current Liabilities	10,391	10,466	10,545	10,629	10,702	11,027
Total Assets Less Current Liabilities	136,890	158,210	171,280	186,006	194,053	223,586
Outstanding Loan Balance	30,000	40,000	44,000	50,000	50,000	33,393
Loan Fees	-425	-361	-297	-267	-236	-83
Other Long Term Creditors	384.2	384.2	371.4	358.6	358.6	358.6
NET ASSETS	106,931	118,187	127,206	135,914	143,930	189,917
Total Stockholders Equity	1,675.00	3,275.00	3,275.00	3,275.00	3,275.00	3,275.00
Retained Surplus	105,256	114,912	123,931	132,639	140,655	186,642
TOTAL EQUITY AND RESERVES	106,931	118,187	127,206	135,914	143,930	189,917
Debt per unit (£)	1,660	2,218	2,445	2,794	2,811	1,918

Cash flow:

Year (GROUP)	1	2	3	4	5	10
	2017/18	2018/19	2019/20	2020/21	2021/22	2027/28
	£000's	£000's	£000's	£000's	£000's	£000's
Net Cash From Operating Activities	10,966	16,121	16,628	17,332	17,268	19,213
Net Cash From Investment Returns & Finance Servicing	-1,957	-2,090	-2,510	-2,938	-3,224	-2,344
Net Cash From Investment Activities	-29,799	-19,070	-16,842	-16,133	-13,304	-16,111
Net Cash Before Financing	-20,800	-5,125	-2,854	-1,871	603	599
Net Cash From Financing	1,600	11,600	4,000	6,000	0	-607
BALANCE BROUGHT FORWARD	20,681	1,480	7,955	9,101	13,230	8
INCOME LESS PAYMENTS	-19,200	6,475	1,146	4,129	603	-8
CLOSING BANK POSITION	1,480	7,955	9,101	13,230	13,834	0

Key extracts from the balance sheet and cash flow statement for the registered provider are included below. These tables contain the plans for the Registered Provider alone.

Balance sheets:

Year (Registered provider)	1	2	3	4	5	10
Year ending 31st March	2018	2019	2020	2021	2022	2027
Tables for business plan	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Net Book Value Of Housing Properties	128,876	138,542	150,329	161,030	168,566	212,620
Other Fixed Assets Tangible	3,488	3,343	3,270	3,198	3,125	2,763
Other Fixed Assets Investments	5,075	8,175	8,175	8,175	8,525	8,195
Current Assets	8,177	15,280	16,626	20,706	20,893	7,923
Total Current Liabilities	10,391	10,466	10,545	10,629	10,702	11,027
Total Assets Less Current Liabilities	135,225	154,873	167,855	182,480	190,408	220,474
Outstanding Loan Balance	30,000	40,000	44,000	50,000	50,000	34,934
Loan Fees	-425	-361	-297	-267	-236	-83
Other Long Term Creditors	384.2	384.2	371.4	358.6	358.6	358.6
NET ASSETS	105,266	114,850	123,781	132,388	140,285	185,264
Retained Surplus	105,266	114,850	123,781	132,388	140,285	185,264
TOTAL EQUITY AND RESERVES	105,266	114,850	123,781	132,388	140,285	185,264
Debt per unit (£)	1,660	2,218	2,445	2,794	2,811	2,006

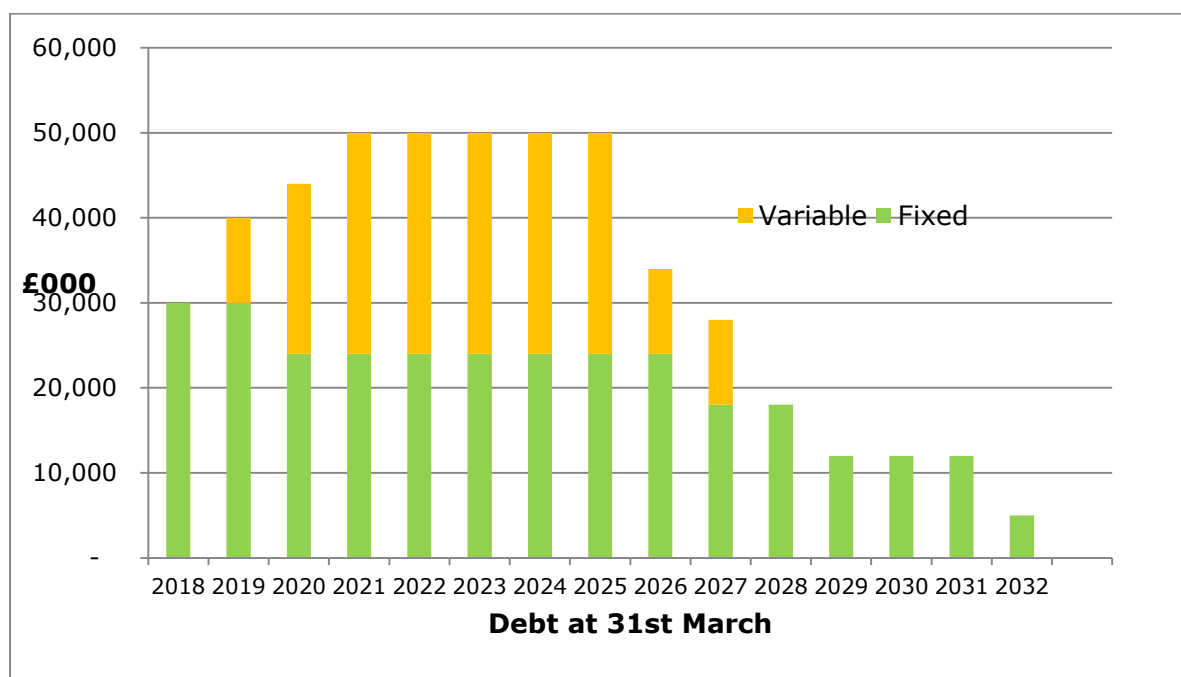
Cash flow:

Year (Registered provider)	1	2	3	4	5	10
	2017/18	2018/19	2019/20	2020/21	2021/22	2027/28
	£000's	£000's	£000's	£000's	£000's	£000's
Net Cash From Operating Activities	10,915	15,692	15,982	16,670	16,585	18,412
Net Cash From Investment Returns & Finance Servicing	-1,906	-1,820	-2,081	-2,510	-2,796	-2,009
Net Cash From Investment Activities	-28,254	-17,483	-16,842	-16,133	-13,654	-16,111
Net Cash Before Financing	-19,245	-3,610	-2,941	-1,973	134	293
Net Cash From Financing	0	10,000	4,000	6,000	0	-331
BALANCE BROUGHT FORWARD	20,606	1,361	7,750	8,809	12,836	39
INCOME LESS PAYMENTS	-19,245	6,390	1,059	4,027	134	-39
CLOSING BANK POSITION	1,361	7,750	8,809	12,836	12,971	0

Funding arrangements

The latest debt curve is shown below, showing the split in debt outstanding between fixed and variable rate loans.

Debt profile split between fixed and variable:



Risk management framework

The cornerstone of our Risk Management Strategy is the identification and recording of risks through our Company Risk Register, which:

- Lists, and ranks in order of gravity (following use of our Risk Rating Table) all of the risks that – at any one time - pose a strategic threat to our business
- Describes all of the mitigating actions taken or planned in relation to each risk, which is reviewed every quarter by the 'owners' of the risks (always a Director or an Assistant Director)
- Ensures that all managers throughout the organisation are consulted on the risks in the register and are given the opportunity to comment/amend/add to the register
- Is presented to and reviewed by our Audit Committee on a quarterly basis
- Is thoroughly reviewed by the Board annually
- Is available to the Board at each meeting and new risks arising from board business agendas are captured at the end of each meeting

Our approach to risk, assurance and business planning is reviewed on an annual basis by the Board and Audit Committee.

Risk register

The most significant risks at the end of March 2017 were:

- **Welfare benefit reforms:**
Overall risk of increased rent arrears and bad debt as a result of the range of welfare benefit reforms
- **Universal credit:**
Universal Credit is now rolling out in Bolton to new claimants. The potential number of tenants affected by UC once the system is rolled out to existing claimants is around 6,000. The latest information from the Government indicates the roll out to existing claimants in Bolton will be concentrated in 2018/19.
- **Business plan viability linked to financial assumptions including:**
 - Cuts in supporting people funding
 - Voids rent loss
 - Risk of lender confidence diminishing/ loans re-priced
 - Combined impact of liabilities / contracts
 - Uncertainty over rent setting post 2020
 - In house contractor financial position and the inter-relationship between Repairs & Maintenance Budget and Technical Services Trading Account;
 - Increases to CPI now that rents are not linked with inflation for the next four years means that costs can grow without matching increases in income.
- **Pensions:**
Due to auto-enrolment and the rising number of pensioners living longer, the cost to us of providing the LGPS (Local Government Pension Scheme) pension is increasing.
- **Low data integrity:**
Because of the diversity of processes and systems and a lack of data ownership there is a risk of data integrity which may result in inaccurate reporting to the regulator and inaccurate business information for key services and safety checks for customers
- **Health & Safety:**
Because of the homes which we own and the people we employ and come into contact with there is a risk of non-compliance with legislation and regulation which may result in injury or death of employees or customers and litigation by the HSE

Performance management framework

Our current framework has been established to ensure that stakeholders at all levels can monitor our performance and identify areas for improvement.

Our Board receive quarterly reports incorporating both financial and performance measures to allow them to scrutinise performance. The measures within the report are linked to our organisational objectives.

The Operations Committee report will detail performance for services across the business, with an emphasis on measures that demonstrate the impact on customers. Each year, both the Board and Operations Committee review the measures which are reported to them, and the Board approves the associated targets for their measures.

Where appropriate, we benchmark with other similar organisations both quarterly and through annual returns.

Our Leadership Team scrutinise a number of performance indicators for key areas of the business on a monthly basis and operational monitoring information is produced on a weekly or monthly basis, to allow managers to track the performance of our key services. This information allows managers to respond to any issues at the earliest opportunity.

Processes are also in place to gather customer feedback for key services on a regular basis. We also monitor customer perception by carrying out a detailed STAR survey every two years which also enables us to benchmark our performance with similar organisations.

Performance highlights from 2016/17

- The results were 95.88% of our repairs appointments were kept and 91.08% of our repairs have been completed right first time
- Rent loss due to vacant properties has reduced to 1.26% compared to 1.88% in 2013/14.
- We achieved 0% non decent homes at the end of March 2017 (for the fifth year running)
- We collected over 99% of the rent due from current tenants. Almost 90% of our customers are satisfied with advice in relation to benefits, managing finances and paying rent
- We internally monitor our compliance with the HCA national standards and have complied with 100% of the standards; we have also provided 100% of the regulatory returns that we are required to complete.

Areas where mitigating actions have been taken to improve performance include waiting times for repairs and former tenant arrears.

Our latest performance reports, can be found on our website, on the following page:

<http://www.boltonathome.org.uk/our-performance>

For more information contact:

Bolton at Home

98 Waters Meeting Road

Bolton BL1 8SW

Telephone: 01204 328000

Email: info@boltonathome.org.uk

www.boltonathome.org.uk