

Behaviours

To help create opportunities, staff and partners will embody five key behaviours. These behaviours set out the key performance indicators for the next five years.

Our behaviours are:



Inspirational

- Opportunities for staff to develop in ways which support their aspirations and suit their ways of learning
- Creating on-line services that staff and residents want to use
- Excellent Governance
- Effective controls that ensure we comply with statutory and regulatory obligations
- Re-establish Estate Boards as local service champions

Collaborative

- Regular personal briefings for staff by our senior people
- Training staff across our teams so they can be involved in the recruitment process
- Creating a new and representative Staff Board
- Achieve G1 and V1 ratings with the HCA by 2021
- Strong systems that support staff to work efficiently and effectively

Considered

- Reinvigorate the induction process to welcome new staff
- Create a knowledge management framework
- Monitor and manage our risk exposure and ensure it reflects the Board's risk appetite
- Fully comply with the regulatory regime and requirements
- Robust finances
 - FRS 102 compliance
 - Use the asset and liability registers to inform stress testing and funding opportunities
 - Continue stress testing annually and update the contingency plan accordingly
 - Improve credit rating to A2 from A3 by 2021
 - Renegotiate loan facilities

Fresh

- Investigate and explore new business opportunities, assessing the financial and governance impact
- Explore and evaluate the community governance model
- Provide residents with up-to-date and relevant information on-line
- Bespoke information provision so that it matches residents' needs and interests
- More accessible local governance through web-enabled technology

Agile

- Explore ways to enable staff to have a healthy work/life balance
- Deliver a like-for-like 1% operating cost reduction each and every year
- Robust Business Plan delivering 30% operating margin
- Assess funding opportunities on an on-going basis with the aim of securing long-term debt on favourable terms