

'PEST' Analysis

Updated with Board of Management on 11/12/2018

POLITICAL	ECONOMIC
Central Government - English HA's - final year of rent reduction, living wage	Reduction of social rents and introduction of living wage in England
Affordability of rent levels related to alleviation of poverty - SG Every child, every chance and associated action plan	Long term affordability of social rent levels - pressure from SHR on inflation plus 1% rent increases
Local Authority relationships - as a merged SS we now have a greater influence/opinion/greater recognition	Pressure on our tenant income and in turn pressure on arrears levels - do our tenants see this as a priority debt?
Government Budgets - investment - level of Housing Association Grant	Public Funding - potential impact on the long-term viability of our support services
European Union - wider implications of an exit including the availability of funding from the European Investment Bank	Universal Credit - now having a direct affect on our rent arrears and income levels
Relationship and allocation of powers between Scottish and UK Government e.g. social security powers	Positive levels of government grant for new build
Housing Scotland Act 2014	Extension of Freedom of Information to RSL's
Universal credit	Interest rates are starting to climb
Reversal of classification of housing associations as 'public' bodies and the implications of this to regulatory regime	
Review of regulatory framework and in particular areas such as Assurance statements	
Changes to the Scottish private rented sector	
Fire Safety and Health and safety legislation	
Homelessness - supporting innovative solutions such as Housing First	

SOCIAL	TECHNOLOGICAL
<p>People living longer - more need for care and supported housing and the assistive technology to support people staying at home longer</p> <p>Do we have the right stock in the right place to cope with changing demographics (Asset Management)</p> <p>We are no longer just a housing provider - helping customers with a range of different requirements and challenges - we need a range of services that support this</p> <p>Access to support services for customers with mental health issues - CPN's - we have to help - it is about sustaining tenancies</p> <p>Supporting ethnic diversity and removing barriers for our tenants accessing services</p> <p>Ensuring our Asset Management Strategy addresses areas such as low demand stock - how can we tackle that and the impact that it has on resources</p> <p>Welfare reform - impact on our families and our relationship with them</p> <p>Social deprivation and poverty in key areas that we operate in - Priesthill, Cumbernauld - making sure our approach alleviates rather adds to this</p> <p>Recognising the need to create sustainable communities and helping them to create their own capacity</p> <p>Championing Equality and alleviating homelessness</p>	<p>One Sanctuary - realising the benefits both to the organisation and to customers - this should be barrier free</p> <p>Modern Workplace strategy - supporting the development of our IS systems and staff/customer service</p> <p>Ensure the success of mobile working to support an efficient operating model and front-line support for our most vulnerable tenants</p> <p>Supporting digital inclusion for our customers - 'shine the light' on this as it has a wider context - not just accessing our services but making applications for everything from benefits to energy deals</p> <p>Cost of communication - substantial savings could be made with improved digital communication</p> <p>Use our BI service to capturing customer feedback more efficiently</p> <p>Preferred communication methods - improve our understanding of what people want</p> <p>Recognising the areas where there are infrastructure barriers such as poor internet/ Wi-Fi/4G access</p> <p>Lone working - technology supporting safety</p> <p>Construction requirements - ecological, energy efficiency, flexible for future needs</p> <p>Offsite manufacturing methods to lower the cost of construction</p>

SWOT ANALYSIS

Update with Board of Management on 12/12/2017

STRENGTHS	WEAKNESSES
<p>Sanctuary is the fourth largest RSL in Scotland - this gives us influence (we must ensure our foundation is right)</p> <p>Size and geographical range - this gives us knowledge and experience</p> <p>The support and expertise of the Group structure - sound and stable</p> <p>Financial stability and flexibility</p> <p>Ethos - the approach to what we do and what we provide, charitable status, care for vulnerable</p> <p>Diversity</p> <p>Strong, committed and knowledgeable governing body</p> <p>Strong, committed and professional staff group with a strong management team</p> <p>The potential that we have in Scotland for growth</p> <p>Continued support from the Scottish Government - they see us as part of the solution</p> <p>Community connections</p> <p>Maintaining ourselves as the market leader in providing good quality homes that people can afford</p> <p>Our operating model will support the growth of the organisation</p>	<p>We should keep the core of our business under scrutiny and not take it for granted.</p> <p>Geographical spread - we have to make sure we understand our customers and that they can access the services they need</p> <p>Recognising that the changes to the operating model will support performance improvement in the longer term but the changes may result in a short-term dip in key performance areas.</p> <p>The Governing Body needs to understand the geographical spread issues</p> <p>Being part of a large England based organisation facing huge financial pressures</p> <p>Some areas of stock are challenging - high voids, low demand, garages - we must move forward with our asset management strategy</p> <p>Tenant perception - bigger organisation could lose local focus, local identity, be less caring and out of touch</p> <p>Complacency - relying on status quo and letting things happen rather than driving things forward</p> <p>Performance improvement in key areas such as customer satisfaction and arrears in required</p>

OPPORTUNITIES	THREATS
<p><i>WE WANT TO BE THE HOUSING PROVIDER OF CHOICE</i></p> <p>Our position and spread across Scotland</p> <p>Tenant support tenancy sustainment, financial inclusion, support (merger promises)</p> <p>We must step up to the mark and take our place in the top four - raise our profile and our achievements</p> <p>New areas of business - be more than just a housing provider:</p> <ul style="list-style-type: none"> • Support services • Expansion of Mid Market Rent • Key worker accommodations • Acquisitions • Management and factoring services • Developer for other organisations • House sales • Expansion of maintenance offering to other organisations to increase sustainability/viability • Social housing for older people e.g. McCarthy Stone partnership <p>Consider the long-term affordability of our rents and rent increase model</p> <p>Sanctuary expertise in development and growth</p> <p>Consider our operating model - how we could continue to improve this, be more efficient and add value</p> <p>Promoting community investment and participation - do we promote our successes in this area as much as we should?</p> <p>Customer expectations versus reality - inform and educate our tenants on rights and responsibilities</p>	<p>Failure to manage change effectively – OneSanctuary, modern workplace, Peterhead, office move for Cumbernauld, changes to operating model</p> <p>Further economic uncertainty in both England and Scotland</p> <p>Housing is changing and the profile of our customers is changing - we need to be flexible and change</p> <p>Other housing organisations of systemic importance e.g. Wheatley Group are they ‘competitors’ in our market with similar ambitions to us? Do we have a better ‘package’ to attract and keep our staff?</p> <p>Change of Government</p> <p>Regulatory changes</p> <p>If referendum issues arise again</p> <p>Welfare Reform</p> <p>Affordability of rents in the longer term affecting the core sustainability of our service/product</p> <p>Brexit - implications for SS and our parent still not fully known</p> <p>Local elections affecting external relationships if elected members change</p>