

A hand holding a magnifying glass over two small house models. The background is blurred greenery. A blue diagonal bar runs across the image.

**B7: What's next on the merger horizon?**

**Gemma Bell, Partner,  
Devonshires**

13.35 – 14.35

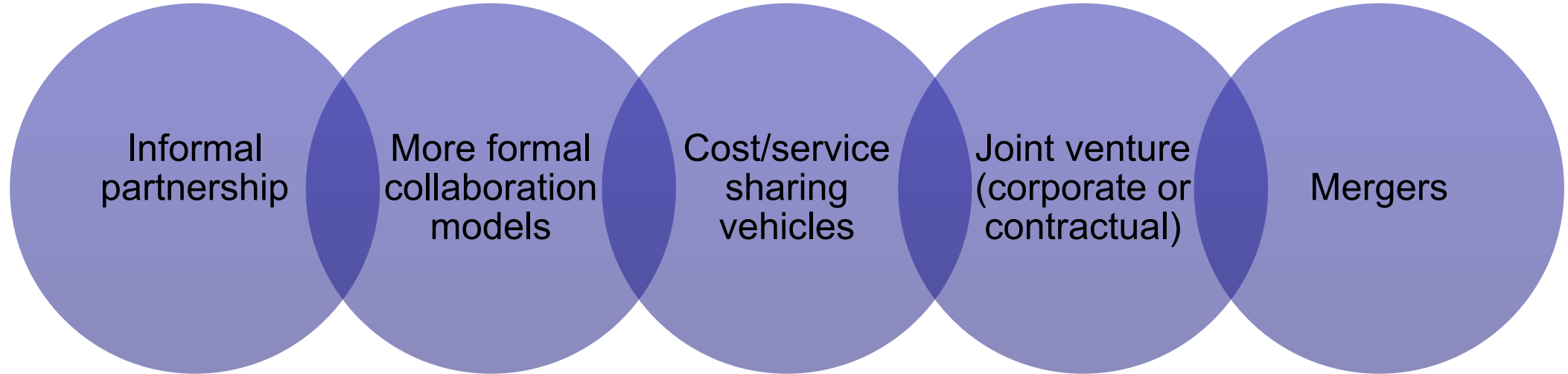
# Agenda for this afternoon

- Setting the scene
- The spectrum of partnership/merger options
- Recent activity
- Lessons learned
- Key considerations

## Setting the scene

- Balancing strategic priorities:
  - Building safety
  - Fire safety
  - Quality agenda
  - DHS2
  - New supply
- Inflation and interest rate rises
- Rents
- Increased partnership working
- Need to understand strengths and weaknesses and challenge the status quo
- Skills – retention & recruitment

# The spectrum of partnership options





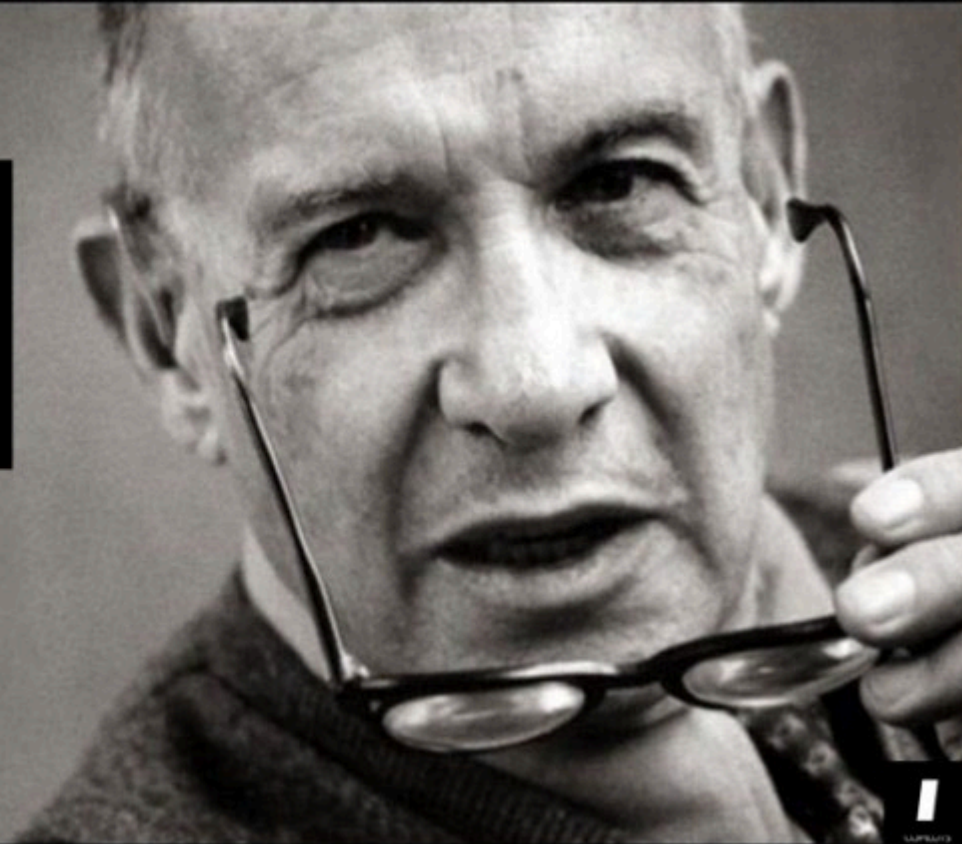
## Lessons learned

- Clarity of expectation
- Be realistic about strengths and weaknesses
- Strong and realistic business case – get the why right
- Managing people and other stakeholders
- Integration planning (N.B. IT)
- Understanding of risks and trade offs (including drain on resources)
- Reputational impact
- Due diligence

# The importance of culture

**CULTURE EATS  
STRATEGY FOR  
BREAKFAST**

Peter DRUCKER



## Key considerations - residents

- Consultation requirements
- Accountability to residents
- Hearing the resident voice – co-creational mergers?
- Impact on services
- Due diligence



# Key considerations

- Tailored due diligence
- Keep testing the “why”
- Non-adversarial
- Managing business as usual
- Managing stakeholders
- Predictable surprises
- Integration planning – moving beyond Day One

# Questions?

