



Business Plan 2020-23

Updated 2021 Moving forward together

Contents

- 01** Our Operating Environment
- 02** Our Vision
- 03** Our Objectives
- 04** Measuring Our Success
- 05** Our Financial Strengths
- 06** Our Governance

Our Operating Environment

Warrington Housing Association has been in operation for over 40 years. During that time we have grown, developed and changed to meet the demands of our customers and the needs of the communities in which we work. This document sets out our ambition over the next three years up until 2023. It focuses on how we will manage the challenges ahead by Moving Forward Together, how we will work with our customers, partners and colleagues to continue to deliver on our vision to help make Warrington a great place to live.

While the overall Vision and Corporate objectives of WHA remain the same, the onset of COVID-19 during 2020 has resulted in us identifying new ways of delivering our core services and innovative new way of engaging with our customers. The way the Warrington community has responded has been impressive. We have been honoured to have been part of initial efforts, and while the future remains uncertain, we are confident that the strength of WHA and of the new partnerships that have emerged will help us in delivering on our objectives and our overall Vision of helping make Warrington a great place to live.

Our ambition to build is in recognition that delivering the right type of homes is critical if the areas in which we work are going to thrive. Warrington Borough Council has identified that it needs to build an average of 945 homes per annum (377 of which need to be affordable) in order to meet predicted demand, yet thus far the Borough has been unable meet these targets. Over the life of this plan, WHA aims to deliver over 100 new affordable homes to support the wider borough ambition and we remain on target to meet this ambition.

We will do this in-line with key local strategies such as the Central 6 Regeneration Strategy and as part of the Town Centre Board partnership. We have the financial capacity and the funding in place to do this and our Growth strategy sets out ambition in detail as to how we intend to do this in Warrington and beyond.

Our existing homes remain at high quality and in high demand. However, the life of this business plan will see the introduction of changes in legislation following The Grenfell Tower tragedy and the work of Hackett in respect of fire safety and Building Regulations. WHA is financially robust enough to respond to these emerging demands and expectation as part of our "Safety First" agenda.



Further to this, we anticipate increasing expectations in respect of the environmental impact of our business. Across the UK, the homes we live in contribute 22% of the UK's emissions, so more needs to be done to stop our buildings from contributing to global warming.

The only way long term national targets are to be achieved will be through effective intervention from the housing sector and we are up for this challenge. We aim to better understand the impact we have as a business. We also aim to work with our customers and partners to improve our contribution to the Zero Carbon agenda.

Central to everything we do, are our existing and future customers. We will continue to Move Forward Together working with them, and for them, in the delivery of exceptional Value for Money services. In 2019 we signed up to be early adopters of the NHF's Together With Tenants Plan and will adopt in full the

expectations of the Social Housing White Paper (2020). During 2021 we will also undertake a Governance Review to ensure that our Governance arrangements remain fit for purpose and continue to meet the increasing demands of our business and our customers.

Within our locality, we understand the pressures our customers face every day in respect of the shortage of decent accommodation, the affordability of that accommodation and ever increasing financial demands on their income. As part of our commitment to Social Value, we will continue to work with others to tackle poverty and social and economic exclusion across our areas of operation.

“ Our aim is to help make Warrington a great place to live, in which the potential of individuals and communities can be realised ”



3.1 Our Neighbourhoods

To prioritise the needs of people and put the creation of sustainable communities at the heart of our work.

We have a proud history of providing a broad range of affordable homes and services across Warrington and we are as passionate now as we have ever been about making Warrington a great place to live. Our neighbourhood service is at the core of what we do and will continue to be the focus of our activities throughout the life of this Business Plan.

We will continue to work in partnership with our customers, Local Authorities, other local organisations and businesses to develop, co-ordinate and deliver services.

We will continue to invest in homes, services and the wider community ensuring that the homes we provide and the neighbourhoods in which we work represent the best of what housing has to offer in the borough.

We will focus our efforts on the development of our customer offer, ensuring that our relationship with customers goes well beyond regulatory compliance. We will do this by listening to and acting on our customers views and the priorities they set for us. By listening to our customers we will better understand what good looks like.

We will also allocate resources to developing partnerships to help us identify and implement best practice. These will include, Placeshapers, the National Housing Federation and our work locally with Small Housing Sector bodies such as CHANW.

KPI's to be confirmed following May Board approval

***0.24%**
% of rent lost through properties being empty (GN)

***99.62%**
Customer Satisfaction

***11.85 days**
Re-let Times



Objectives

- 01** We will ensure we effectively manage and maintain our homes and neighbourhoods.

- 02** We will work in partnership with our customers to deliver the commitments of the NHF's Together with Tenants Charter.

- 03** We will support WBC to reduce homelessness.

- 04** We will better integrate our Retirement Living, LifeTime and WHiA services.

- 05** We will promote and foster resilient, cohesive and inclusive communities.



3.2 Our Assets

To remain a significant local provider of homes and housing solutions in Warrington and beyond.

Maintaining our assets is central to the viability of our organisation. Expenditure on assets represents the Association's single largest area equating to over 60% of overall spend.

The Association's property portfolio has an open market value of over £140 million and an existing use value (EUVSH) of approx. £50 million. Therefore, it is essential to the sustainability of the Association that we maintain and improve this portfolio.

We recognise that we can remain financially viable yet still deliver an ambitious programme of growth to support the needs of our existing and future customers.

Following a recent financial capacity review, we have revised upward our already ambitious growth targets and committed to growing our portfolio through a mix of new development, acquisition of existing properties and S106 purchases

KPI's updated following May Board approval

***92.75%**
Customers satisfied with our repairs service

***£247.00**
Average Repair Cost per Property

****0.68**
Ratio of responsive repairs to planned maintenance spend

*Figures supplied are WHA HouseMark results as at 31.03.2019

**Figures supplied are WHA Sector Scorecard results as at 31.03.2019





**OUR
ASSETS**

Warrington Housing Association

Objectives

01 WHA consistently provides sector leading properties that are safe, secure, energy efficient and affordable. We will ensure our homes are homes which people are proud to live in, exceeding their expectations now and in the future.

02 To achieve our growth ambition

03 WHA will ensure we have an active asset management approach to everything we do.

04 WHA will identify a range of opportunities for growth and added value through our understanding of relevant local regeneration, planning and transport policies.



3.3 Our Social Value

To ensure that achieving Social Value is an integral part of the way we think, the way we procure and the way we deliver.

For WHA Social Value can be considered in a number of ways. For some of our work social outcomes are implicit, for example, our core business is about creating and maintaining homes for those in housing need which inherently results in social value. Or the fact that our procurement process aims to deliver social value through the use of local contractors and local employment.

For other aspects of our work delivering social value is explicit and WHA is proud of its commitment to projects such as LifeTime, Warrington Home Improvement Agency and our flagship, award winning Gateway building.

We will continue to invest a proportion of our operational surplus in Social Value, demonstrating our commitment to helping make Warrington a great place to live. We will achieve this with effective and well measured Social Value initiatives, supporting the needs and expectations of our customers and the wider borough.

KPI's updated following May Board approval

*****£389,183.00
Financial Inclusion -
Total Cash
Value**

*****£318,474.00
Social Return on
Investment
(HACT)**

*****711
LifeTime Members
Attending
Activities**



Objectives

- 01** We will invest in our community services to improve resilience, capacity and social cohesion, guided by the Five Ways to Wellbeing.

- 02** We will invest in key services that contribute to sustainable communities such as: Warrington Home Improvement Agency and the Gateway Community Resource Centre.

- 03** We will empower volunteers to make a difference in our community and continue to invest in our apprenticeship scheme.

- 04** We will support anti-poverty initiatives in order to reduce hardship and increase resilience and wellbeing.



3.4 Our People

To be an exceptional place to work that attracts, develops and nurtures our colleagues.

In November 2019, we achieved Investors in People (IIP) Gold, demonstrating our commitment to empower colleagues to realise their potential. IIP is a globally recognised standard for people management and transformational leadership. Gold Accreditation confirms that WHA sits amongst the top organisations for our culture and continuous improvement initiatives. Going forward we intend to continue on this path to be an exceptional place to work that attracts, develops and nurtures our colleagues.

We celebrate high performance where it helps us achieve our business outcomes. We have a clear set of values, a competency framework, and clear demonstrable behaviours we expect of each other.

We will continue to retain what's good and what works well but will also promote better ways of doing things in order to improve the customer and colleague experience. We will think and work differently, using new tools, new processes, and new approaches to leadership, management and teamwork aligned.

Going forward we will continue to pursue excellence, recognising that great organisations have great people and great people create great organisations.

KPI's updated following May Board approval

***2.18**
Avg Days lost to Short-term Sickness

***5.95**
Avg Days lost to Long-term Sickness

***8.89%**
Staff Turnover

• **Figures supplied are WHA HouseMark results as at 31.03.2019**



Objectives

- 01** We will use coaching as a way to support our culture based on values, behaviours and, crucially built on trust.

- 02** Our organisation will recognise and reward high performance to help us reinforce the most important outcomes that our people create for our business.

- 03** We will ensure that WHA provides colleagues with a 21st century working environment and the right tools to do their job effectively, supporting the creation of one team and maximising the benefits of technology.

- 04** We will continue to think beyond compliance in embedding a safety first culture in all that we do.



3.5 Our Viability

To deliver a financially strong and well managed business, fit for today and prepared for tomorrow

Warrington Housing Association (WHA) recognises that the viability of our organisation is measured by its long-term survival, its ability to sustain surpluses, maintain compliance and ensure that governance is of the highest standard.

WHA's Board operates within an effective and efficient governance framework to ensure that leadership of the Association is of the highest standard and in late 2020 Board approved the the adoption of the revised NHF code of conduct and we are working towards its implementation during 2021. We are committed to achieving the highest standards of governance and financial viability through ongoing retention of our G1/VI rating.

The focus over the last few months has inevitably been on the immediate impacts of Covid-19 but it's important that we start to reflect on the longer-term effects of the pandemic, not least the risk of major recession, the impact on construction & housebuilding and on our customers own personal circumstances. There will also be opportunities too, to contribute to addressing some of the health-related inequalities that have become evident through the pandemic. We must not lose sight of other risks to our business plan to ensure our continuing viability, delivery of service to tenants and to maintain compliance with regulatory standards.

Figures supplied are WHA HouseMark results as at 31.03.2019

****Figures supplied are WHA Sector Scorecard results as at 31.03.2019**

Fundamental to the achievement of viability is the consideration and demonstration of Value for Money (VFM) in all our activities. We are committed to maximising VFM whilst ensuring that the highest level of service to our customers. Our success will be measured by the quality of services delivered, the cost of providing them, whether they are fit for purpose and ultimately customer satisfaction.

We see our approach to viability as a natural extension of the strategies, policies and processes that are already in place. We will maintain viability through delivering a number of interrelated objectives

KPI's to be updated following May Board approval

***3.07%**

Current Tenant Rent Arrears

***100%**

Gas Safety Checks Completed

****£4,419.00**

Headline Social Housing cost per unit



Objectives

- 01** We will continue to embed a culture of viability and VFM across the Association ensuring that it is considered and reflected in everything we do.

- 02** We will strike the right balance between cost, quality and social value, maximising income opportunities and cost efficiencies.

- 03** We will continually review our Board and Governance arrangements to ensure that the Association operates to the highest standard.

- 04** We will continue to manage our resources efficiently and effectively and maximise the return on our assets to ensure we have the financial capacity to deliver our priorities.



Regulator of
Social Housing



At Warrington Housing Association we measure success in a variety of ways and at a variety of levels. Be that our Quarterly Assurance Report to Board, through to our collection of Collabor8 indicators, used by colleagues on a monthly basis, and everything in between. Each year we set targets based on a combination of sector best practice and continuous improvement.

Our customers know exactly how we are performing through a series of “Customer defined” performance measures and a range of satisfaction indices, which we make available on our website and through other media.

We compare ourselves to our peers locally, a regional benchmarking group and national data available through our regulator. We also reward good performance and celebrate success through Performance Related Pay for colleagues in our business, made up of a mixture of organisational and personal targets each year.

We also recognise that central to our success is the impact we have on the individuals and communities we work with through our social value activities. We have a clear set of Social Value Indicators, which are updated annually, and we produce Social Value Accounts which demonstrate qualitative and quantitative success.

Our wider business objectives are monitored through a series of Annual Delivery Plans over the life of this document. Through this, we are able to maintain the link between overall business vision right through to the specific activities we deliver every day – maintaining the “Golden Thread” across our business.



05

Our Financial Strengths

**Our
Financial
Strengths**

The Board considers that WHA has strong and sound future prospects which is demonstrated by the following:

- Sound financial planning framework which demonstrates viability into the long term
- A clear strategy for controlled growth that is sustainable and doesn't compromise financial viability
- A good understanding of our assets and a robust asset management strategy
- A positive reputation with customers and partners as a trusted landlord
- Strong and effective governance arrangements
- A culture which empowers our people to realise their potential

In line with good practice, WHA produces thirty-year financial projections, with more detailed figures for the first five years. The budget is prepared using a zero-based approach but takes into account our experience of financial activity in previous years, proposed levels of core activity, new and evolving activities and projects and knowledge of any external factors.

Summary Statement of Comprehensive Income	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
Turnover	7,438	7,638	8,157	8,492	8,813
Operating costs	(5,916)	(5,954)	(6,205)	(6,362)	(6,524)
Operating surplus	1,522	1,684	1,952	2,130	2,289
Interest receivable	19	19	19	20	20
Interest & financing costs	(520)	(476)	(579)	(684)	(682)
Surplus for the year	1,021	1,227	1,392	1,466	1,627

Summary Statement of Financial Position	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2020-21 £000
Fixed Assets	56,699	57,757	61,490	65,587	69,676
Trade & Other Debtors	711	711	711	711	711
Cash & cash equivalents	1,654	1,213	4,793	2,170	1,097
Creditors & Provisions	(32,174)	(31,563)	(37,484)	(37,492)	(38,881)
Net assets total	26,890	28,118	29,510	30,976	32,603
Reserves	26,890	28,118	29,510	30,976	32,603

Covenant Compliance	Requirement	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
Gearing	Less than 50%	16.76%	15.14%	23.83%	21.77%	22.03%
Income cover	More than 108%	135.92%	141.33%	142.66%	143.16%	145.88%
Interest cover	Not less than 95%	479.29%	570.04%	521.98%	474.93%	507.59%
Summary Statement of Cash Flows		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
Operating activities		2,035	2,167	2,489	2,607	2,816
Investing activities		(4,894)	(1,947)	(4,261)	(4,543)	(4,589)
Financing activities		2,714	(661)	5,352	(687)	(700)
Cash & cash equivalents b/f		1,799	1,654	1,213	4,793	2,170
Net change in cash & cash equivalents		(145)	(441)	3,580	(2,623)	(1,073)
Cash & cash equivalents c/f		1,654	1,213	4,793	2,170	1,097



Our Governance

Warrington Housing Association (the Group) comprises of Warrington Housing Association Limited and its wholly owned subsidiary LifeTime Homes (Warrington) Limited.

Warrington Housing Association (WHA) is a not for profit organisation, a registered society under the Co-operative and Community Benefit Societies Act 2017 with tax-exempt charitable status and as such has charitable objectives.

LifeTime Homes (Warrington) Limited is a general commercial company, a company limited by shares under the Companies Act 2006 but with the requirement to covenant any profits to WHA as the parent company. LifeTime Homes is currently dormant.

WHA is governed by a Board composed of between five and twelve non-executive members. The maximum number serving at any time is as determined by the Board. Board members are non-executive and are directors for legal purposes. They are drawn from a wide background bringing together professional, commercial and local experience and are remunerated for services performed for the Association.

The Chief Executive and other Executive Officers act as Executives within the authority delegated by the Board.



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Moving forward together