



Wellingborough Homes
will work successfully
with its customers
and communities to
provide great services
and high-quality
living environments

Wellingborough Homes
Corporate Plan 2015 - 2019

Update from April 2018 (Final Year)

Wellingborough
Homes

Welcome

In 2015 we launched our ambitious four-year plan and set ourselves challenging targets and I'm proud to say we've seen many achievements since it began. We're now in the final year and we will focus on completing our commitments, and will think about our new ambitions that will form our next Corporate Plan 2019-22.

In December 2017, we turned 10. As the symbol of the 10th anniversary is tin, we set ourselves an ambitious target of collecting 10,000 tins of food for a local food bank. With the help of customers, staff and other organisations we exceeded our target and in just six months, we had collected 17,524 tins of food. We want to thank not only those who joined us in celebrating our 10th birthday and collecting the tins, but everyone who has supported us through our first 10 years.

Although we have had many achievements over the last year of which

we are immensely proud, 2017 did not come without its low points. All of us at Wellingborough Homes were deeply saddened by the Grenfell Tower fire in June 2017 and have worked hard to reassure our customers that their safety is a top priority.

Last year, after being on our Board for six years, Revd Richard Coles moved into the role of Patron and public ambassador. In this role he will continue to provide his special knowledge and enthusiasm for social needs.

However, I'm sad to say that our Chair of the Board, Tim Davy will be stepping down in September 2018. In his nine years on the Board he has been invaluable for shaping who we are and I would like to personally thank him for everything he has done for Wellingborough Homes.

Jo Savage, Chief Executive

A word from our Chair

In 2015, I said that I was confident that this Corporate Plan will mark the start of a new and exciting era for Wellingborough Homes. As Chair, I am delighted to have seen the strides that have been made during the life of this Corporate Plan and the progression into a well-managed, financially strong and ambitious organisation.

I would also like to express my gratitude and thanks to my Board colleagues and the Executive Team during my time with Wellingborough Homes and look forward to seeing how the organisation develops over the life of the next Corporate Plan 2019-22.

Tim Davy, Chair of the Board



Yesterday: Our achievements since this plan started

In 2015/16, we...

- Improved our data collection and use of it by introducing key performance indicators (KPIs), operational performance indicators (OPIs) and customer profiling
- Developed six key strategies linked to new Corporate Plan
- Built 40 homes and had 60 in the development pipeline
- Signed up to the Housing Associations Charitable Trust (HACT) model which measures the social value of the projects and initiatives we deliver
- Overhauled our customer involvement structure and introduced a Customer Scrutiny Panel and Customer Assembly to ensure customer input is a core element of business decisions
- Secured an £85 million loan facility to support our development ambitions
- Restructured all front line services, ensuring we had the right people, in the right place, doing the right things, at the right time
- Introduced our values
- Achieved a 9% increase in our repairs satisfaction and a 4% increase in satisfaction of the quality of our homes in our STAR customer survey



In 2016/17, we...

- Retained the highest possible G1 V1 status with the Homes and Communities Agency (HCA) evidencing that we are well governed and financially stable
- Built 92 homes, including our largest single development scheme to date and had confirmed 338 homes in our development pipeline up to 2022
- Improved our operating efficiency by 15.7%
- Developed our Corporate Message Board showing who we are and what we do
- Were awarded £3.22 million from the HCA to develop 100 homes for Shared Ownership and Rent To Buy under the SOAHP programme 2016-21
- Launched our Giving Something Back volunteering scheme for staff to help in the community
- Introduced a new Customer Service Standard
- Delivered all changes promised when Wellingborough Homes was set up as an independent company in 2007
- Started to move towards a skills based Board
- Reviewed how we approach business continuity and delivered training for relevant staff in dealing with a major incident
- Undertook organisational review of all policies; as well as procedures to support them
- Reviewed our involvement and funding with FISH (Free Independent Support and Help) and supported them to become independent
- Undertook the first customer scrutiny based on our 'Out of Hours' service

In 2017/18, we...

- Turned 10 years old
- Built 43 homes and had a confirmed 347 in our development pipeline up to 2022
- Were placed 29th in 24housing magazine's Top 50 Landlords
- Created a Homeownership team to support delivery of our growth ambitions
- Launched our 10,000 tin target in celebration of our 10th birthday
- Launched our new values and behaviour framework
- Joined in a partnership with Rentplus
- Announced that we will be bringing our repairs service in-house from April 2018
- Reviewed our future office accommodation needs
- Reviewed our Supported Living service in order to maximise support and rebranded it to Independent Living
- Developed the updated Treasury Strategy to support development of additional 1,000 units over the next ten years up to 2028

Financial Summary

	Actual (unaudited)	Business Plan Forecast		
	Year ended 31 March 2018	Year ended 31 March 2019	Year ended 31 March 2020	Year ended 31 March 2021
	£m	£m	£m	£m
Turnover	23.0	24.4	26.8	24.3
Operating expenditure	(14.8)	(17.1)	(20.0)	(17.0)
Operating Surplus (Total)	8.2	7.3	6.8	7.3
Surplus on disposal of property	1.2	1.1	1.0	1.0
Increase in revaluation investment properties	0.2	0.0	0.0	0.0
Net Interest Payable	(2.1)	(2.1)	(2.6)	(2.9)
Surplus before tax (Total)	7.5	6.3	5.2	5.4

We are financially strong and are committed to ensuring that our own assets and money is well managed and used to gain maximum benefit for our current and future customers. Our commitment to this is outlined in our financial plan (per the table above) and our value for money strategy. Each year we publish information on how our money is spent and what our value for money strategy has achieved. You can find our most recent Financial Statement at www.wellingboroughhomes.org/about-us/strategies-and-policies/

Our 2017-18 performance and targets for 2018-19

Key Performance Indicator	Target for 2017 -18	Performance as at 31.3.18	Target for 2018-19
Percentage of dwellings with a valid gas safety certificate	100.00%	100.00%	100.00%
Average relet time of all properties (GN and HfOP) (excl. MR)	25.00 days	23.33 days	23.00 days
Current tenant arrears as % annual rent debit net of HB (GN and SH) (YTD)	2.90%	2.53%	3.00%
Completed first visit as % repairs completed	85.00%	93.74%	85.00%
Operating Margin	30.40%	41.13%	31.00%
Average number of sick days per employee per annum	8.00 days	7.45 days	8.60 days

Our priorities 2018-19

Today: Preparing for tomorrow

In the last year of our current Corporate Plan, we have been thinking hard about what the future holds and in 2018-19 our focus will be laying the foundations for 2019-22.

In 2018-19, we will work to...

GROWTH	<ul style="list-style-type: none"> Continue developing homes to meet local needs Look to acquire stock from other housing associations in our area
TRANSFORMING TOMORROW FOR OUR CUSTOMERS	<ul style="list-style-type: none"> Have a fully skills based board by our September AGM Consider a name change of the organisation
	EFFICIENCY
	<ul style="list-style-type: none"> Review our procurement processes Move all eligible staff onto new terms and conditions
	CUSTOMER OFFER
	<ul style="list-style-type: none"> Support our customers through Welfare Reform Work on joint strategic targets with Borough Council of Wellingborough Improve our digital communication and mobile working Revitalise our culture to deliver better customer service
ASSET MANAGEMENT	<ul style="list-style-type: none"> Establish our in house repairs team Participate in the voluntary right to buy (VRTB) pilot Improve the environments on our estates refurbishing old garage areas and providing more car parking Consider estate regeneration opportunities Implement our future vision for Independent Living
FINANCES	<ul style="list-style-type: none"> Refinance our current loans to meet our growth ambitions of 1,000 homes in 10 years

All of this work will be underpinned by continuing to improve our legal, regulatory, health and safety, compliance and assurance.

By focusing on these priorities, and ensuring that we have staff with the right skills to deliver our services we are able to provide further assurance that we are managing, mitigating and controlling our key risks.



Moving into our tomorrow

We are a financially strong, well-managed and ambitious organisation and as we move into our Corporate Plan 2019-22, we will continue to become more efficient to do more of 'who we are and what we do',

but ensuring good quality business as usual will continue to be a priority.

The Voluntary Right To Buy (VRTB) will start in Summer 2018 and will be part of our priorities for growth in our Corporate Plan 2019-22.

Moving into 2019-22, we will...

GROWTH	Review our current position in relation to growth through merger and acquisition
TRANSFORMING TOMORROW FOR OUR CUSTOMERS	Implement our customer offer Work closer and more strategically with the Borough Council of Wellingborough
ASSET MANAGEMENT	Ensure we make more effective use of our assets to support delivery of our corporate priorities and make every pound invested count Undertake options appraisals of assets to determine how and what we invest in our homes and estates to meet the needs of existing and future customers Take on land retained by Borough Council of Wellingborough on our estates, subject to formal agreement being reached
FINANCES	Review our re-financing requirements and ensure we secure long term financing to achieve our 1,000 additional unit aspirations and to ensure we remain a strong and viable business

This list is by no means complete and in 2018 we will be working with Board, staff, customers and stakeholders to ensure they have an opportunity to input and influence our priorities for the next three year Corporate Plan.

The achievements listed in this plan demonstrate how far we have come since 2015, and as we now have four clear areas of focus to lead us into

our next Corporate Plan 2019-22 (growth, transforming tomorrow for our customers, asset management and finances), and with housing now high on the political agenda, we look forward to the challenges, opportunities and transformations that the next three years will bring.



Wellingborough Homes will work successfully with its customers and communities to provide great services and high quality living environments



RESPECT



ONE TEAM



TRUST



EMPOWERED

We are a locally based Housing Association in and around Northamptonshire with a commitment to:

Develop a diverse range of new homes to meet local needs

Work with our customers to provide great homes and value for money services

Invest in communities where it supports our customers and protects our business



EFFICIENT & EFFECTIVE



Charitable objectives

To carry on for the benefit of the community on a not-for-profit basis:

- The business of providing and managing housing and social housing, and providing assistance to help house people and associated facilities and amenities or services for poor people or for the relief of aged, disabled or chronically sick people.
- Any other charitable object that can be carried out from time to time by an Industrial and Provident Society registered as a provider of social housing with the regulator.

Strategic objectives

- Produce and use effective, high quality, accurate and timely data.
- Ensure investments generate optimum social and financial value.
- Reduce costs and drive efficiency.
- Ensure operational performance is maintained at a high level.



Wellingborough Homes, Thompson Court,
9F Silver Street, Wellingborough,
Northants, NN8 1BQ

T: 01933 234450
customer.services@whomes.org
www.wellingboroughhomes.org