



WORKING WITH YOU

ANNUAL REPORT 2022

ACCOUNTS AND PERFORMANCE INFORMATION

Report of the Independent Auditors for the Year Ended 31 March 2022 (Extract)

We have audited the financial statements of Arawak Walton Housing Association Limited “the Association” for the year ended 31 March 2022 which comprise the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Reserves and the Statement of Cash Flows and notes to the financial statements including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the Association, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Association those matters we are required to state to it in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association for our audit work, for this report, or for the opinions we have formed.

Responsibilities of the Board of Management

As explained more fully in the Statement of the Board’s responsibilities set out on pages 4-6, the Board of Management is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board of Management determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Management are responsible for assessing the Association’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Management either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor’s report.



VALUE FOR MONEY

At Arawak Walton we have had another busy year ensuring we achieve and improve our value for money. Despite the challenges that Covid-19 brought, we have been able to provide services as normal.

We are pleased to see that our costs were below our target, which means we can reinvest our surpluses into improving our homes over the coming years, with a focus on health and safety and energy efficiency.

We continue to invest in better technology and have been focussing on enabling staff to work more efficiently whilst they are out and about in our communities.

During the course of the year we continued to maintain our stock and invested £790k by replacing 56 kitchens, 38 bathrooms, 7 roofs including a major roof replacement at one of our sheltered schemes. We have also replaced windows, doors and boilers at 12 properties.

Our rolling programme of UPVC window replacements ensures that our windows become effectively maintenance free as they don't require painting like the old wooden ones and also help reduce heating bills.

Our modern "A" rated boilers use much less gas, which saves our tenants money. They are also less likely to break down, which saves our tenants' time and saves us the cost of repairs. The new boilers are also much better for the environment as they produce less carbon dioxide.

Due to successful tender processes, staff have ensured that the best prices have been paid for all these property components, in order to obtain best value for our tenants.



During the year we have reviewed our asset management strategy, focussing on fire safety measures and investment in carbon reduction measures for all of our properties. Our 30 year business plan now includes estimated costs of around £400k for fire safety measures over the next 3 years and continues to include significant investment in carbon reduction measures.

We constantly work to improve our value for money and we have plans to do this over the course of the next year.

A copy of our full value for money statement for 2021/22 is contained within our 2021/22 statutory accounts and can be found on our website.



Statement of Financial Position For the Year Ended 31 March 2022

	Year Ended 31 Mar 2022 £	Year Ended 31 Mar 2021 £
Fixed assets		
Tangible fixed assets	36,937,780	36,827,019
	36,937,780	36,827,019
Current assets		
Trade and other debtors	148,984	126,907
Cash and cash equivalents	857,417	746,137
	1,006,401	873,044
Less: Creditors: amounts falling due within one year	1,562,025	1,598,837
Net current (liabilities)	(555,624)	(725,793)
Total assets less current liabilities	36,382,156	36,101,226
Creditors: amounts falling due after more than one year	21,585,055	22,047,797
Provisions for liabilities		
Pension – defined benefit liability	670,000	1,124,297
Total net assets	14,127,101	12,929,132
Reserves		
Non-equity share capital	26	22
Income and expenditure reserve	14,127,075	12,929,132
Total reserves	14,127,101	12,929,132

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Association's affairs as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019.

Statement of Comprehensive Income For the Year Ended 31 March 2022

	Year Ended 31 Mar 2022	Year Ended 31 Mar 2021
	£	£
Turnover	5,620,189	5,480,017
Operating expenditure	(4,502,428)	(4,109,307)
Surplus on disposal of property, plant and equipment (fixed assets)	166,475	-
Operating surplus	1,284,236	1,370,710
Interest receivable	84	291
Interest and financing costs	(515,355)	(542,399)
Surplus for the year	768,965	828,602
Other Comprehensive income		
Actuarial gains / (losses) in respect of pension scheme	429,000	(725,000)
Total Comprehensive income for the year	1,197,965	103,602

This is an extract from the Association's Annual Accounts.
A full set of accounts is available on the Association's website (www.arawakwalton.com) or from the office.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the Association has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we require for our audit.

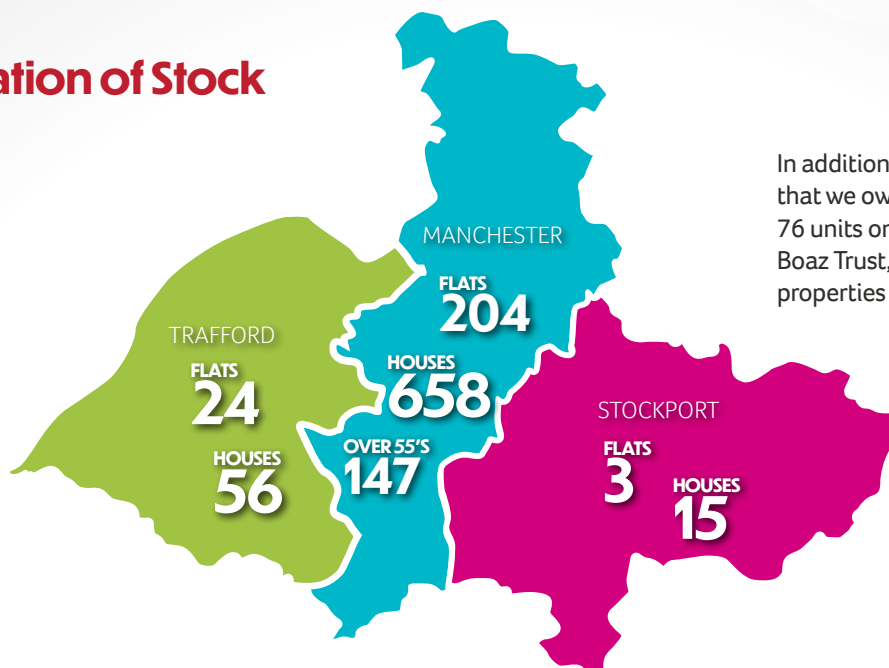


Beever and Struthers, Statutory Auditor,
St George's House, 215/219 Chester Road,
Manchester, M15 4JE

Date: 27th July 2022

PERFORMANCE INFORMATION FOR THE YEAR ENDED 31ST MARCH 2022

Location of Stock

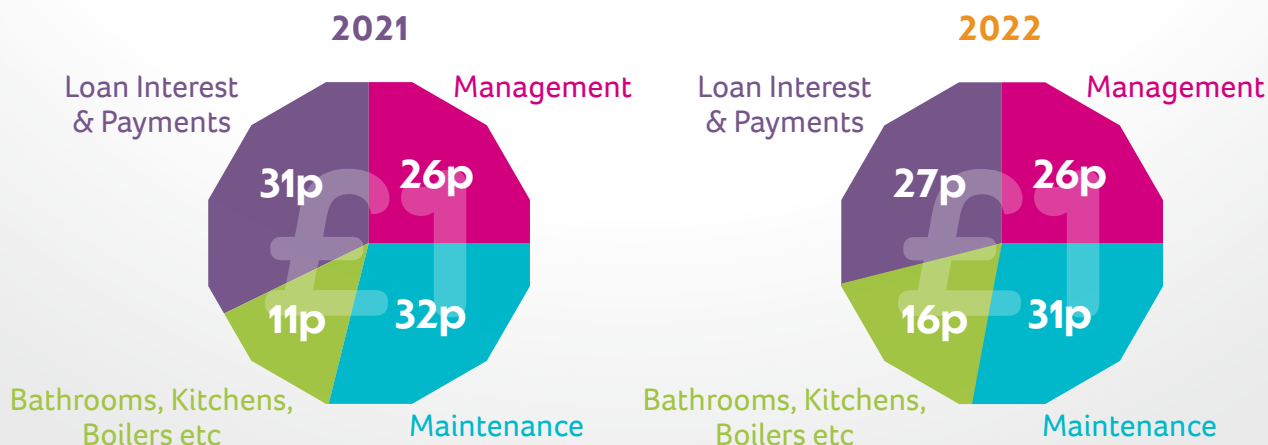


In addition to the properties that we own, we manage 76 units on behalf of the Boaz Trust, 10 leasehold properties and 1 staff property.

Growth since 2017 (Net of Sales)



How we spent every £1 of rent our tenants paid us



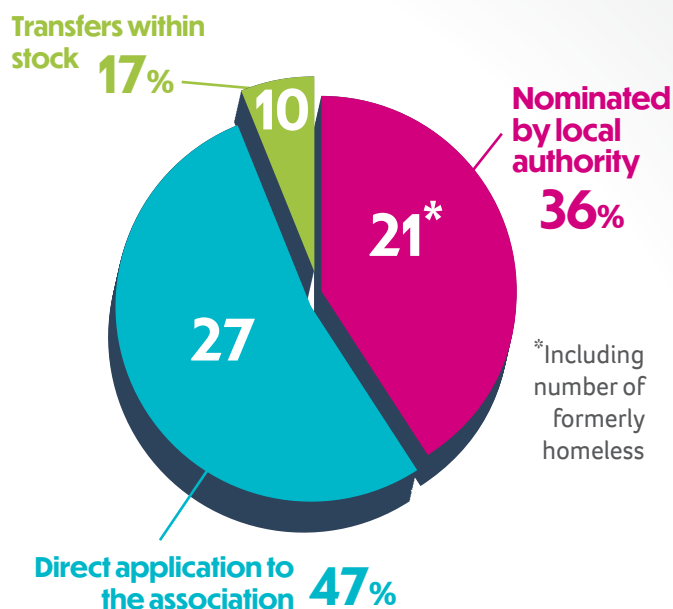
Homes in Management as at 31st March 2022



Homes to rent
managed on behalf
of others



Lettings in the Year - April 2021 to March 2022 (TOTAL)



Average number of days taken to re-let a property

Target: 21

Target: 17

Target: 18.5

Target: 30*

Target: 18.5

Housemark
National Median
2020/21 **49.05**

Peer Group
Benchmark
2020/21 **43.67**



2017/18



2018/19



2019/20



2020/21



2021/22

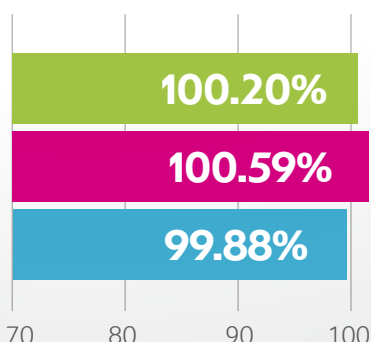
(* amended to reflect
lockdown impact)

Rent Collection

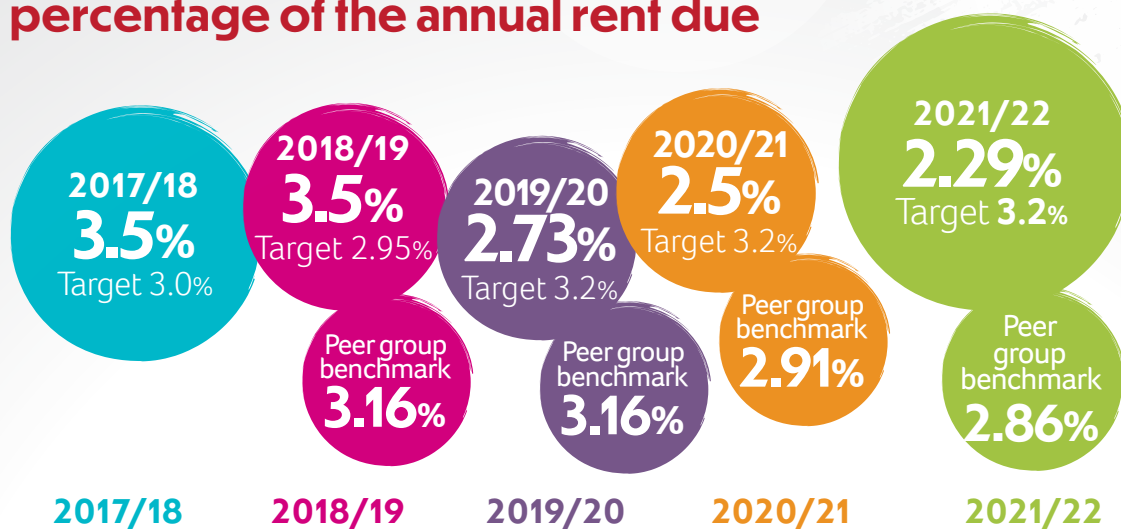
The proportion of rent due
collected for the year was

Peer group benchmark

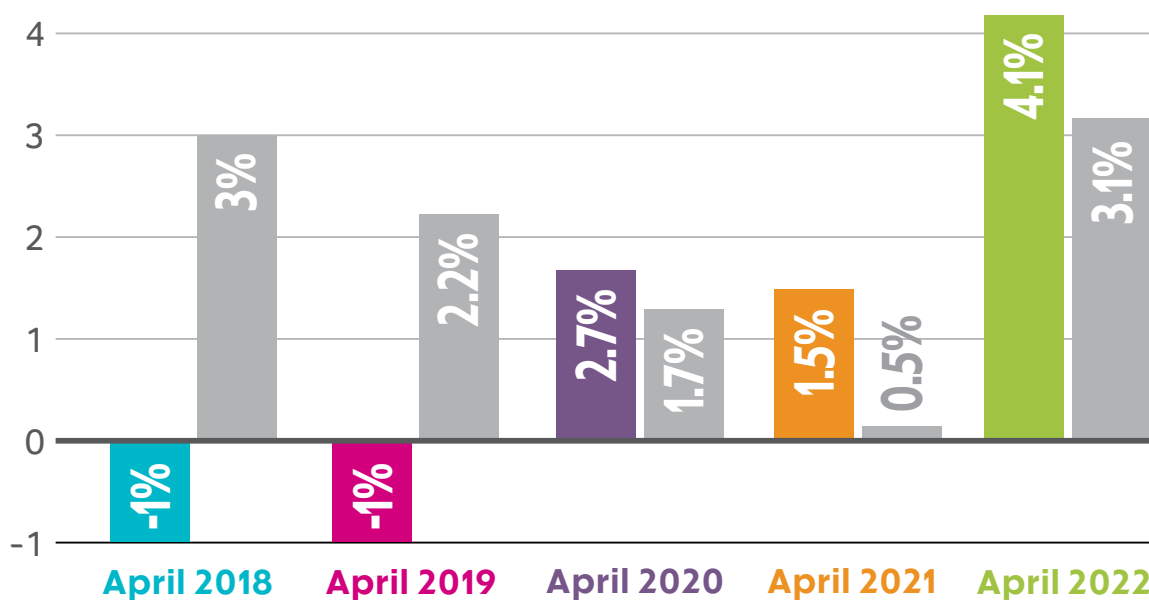
National Median



Current level of rent arrears as a percentage of the annual rent due

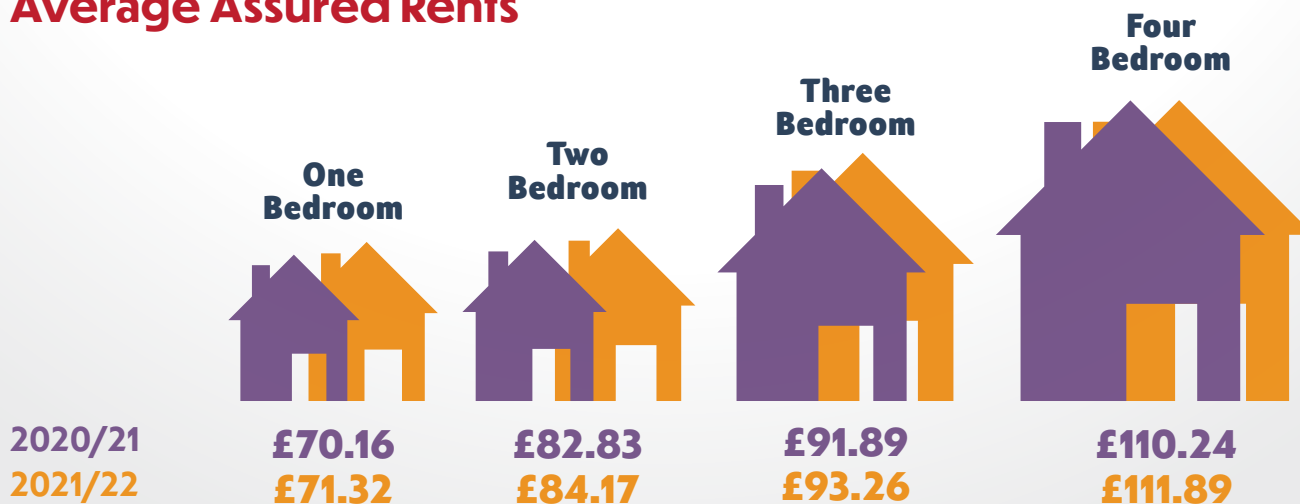


Rent Increases



● CPI - Consumer Price Index

Average Assured Rents

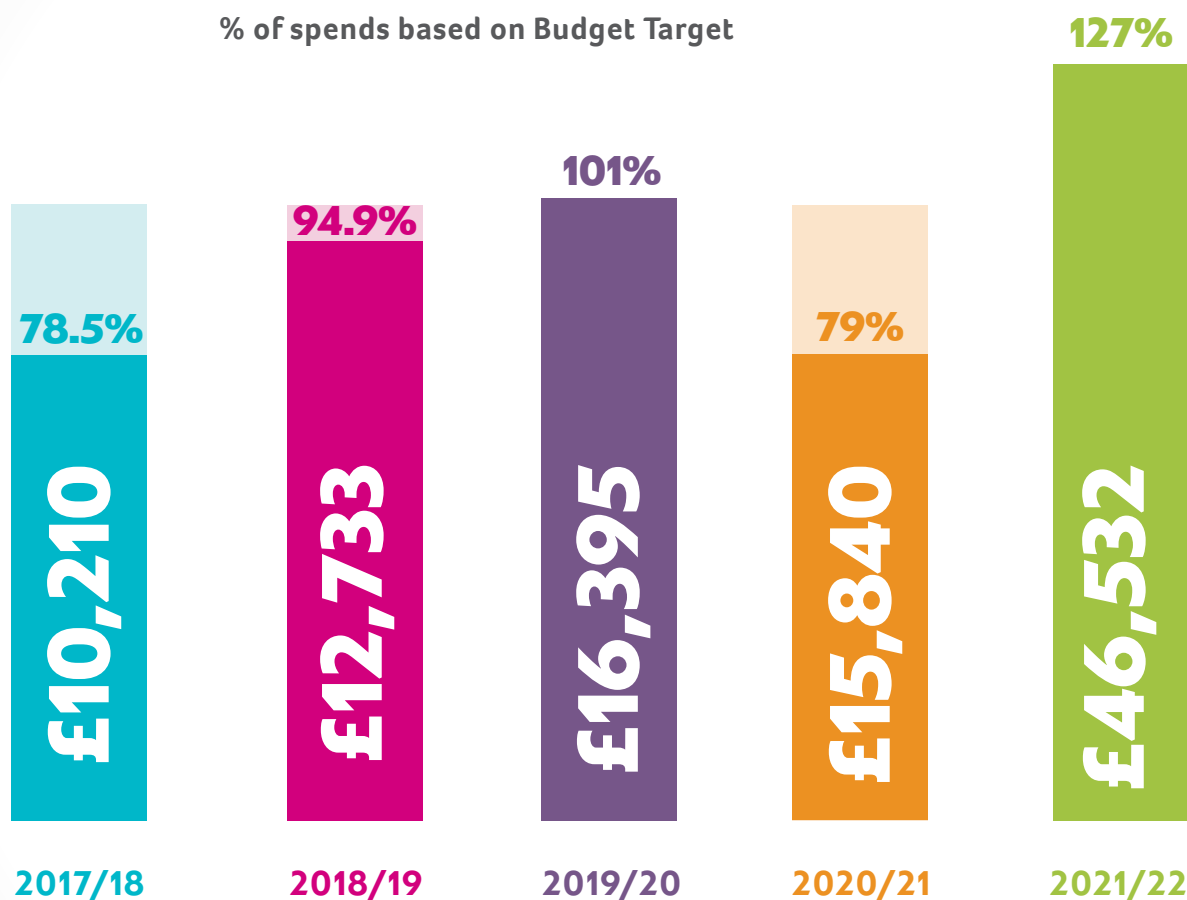


Percentage of "at risk" tenants moving to Universal Credit interviews completed



Community Sponsorships Spend (of Budget)

% of spends based on Budget Target



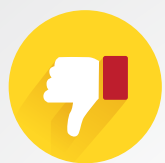
NB. in 21/22 we amalgamated a number of smaller budgets to fully represent our contributions to community activities

Number of seconds taken to answer calls:

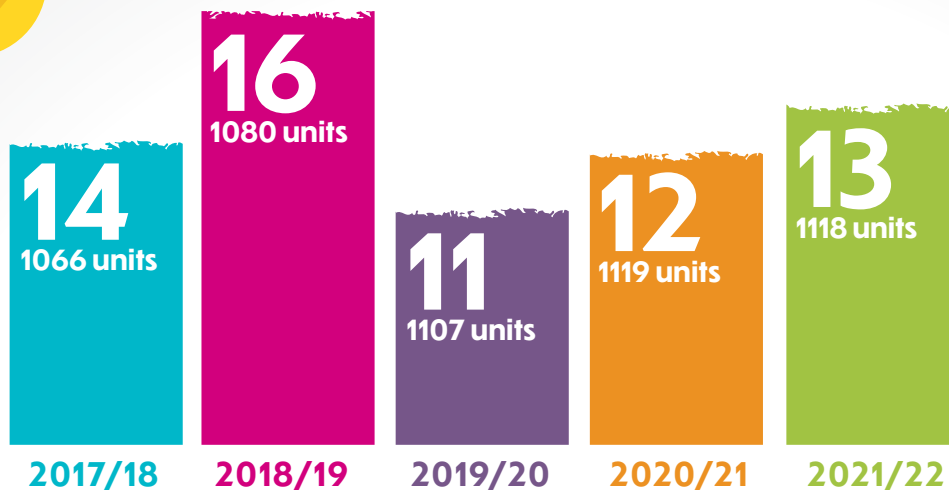


* New telephone system

COMPLIMENTS, COMPLAINTS AND ANTI-SOCIAL BEHAVIOUR



Formal Complaints



Analysis of the complaints received shows that 7 were about repairs/maintenance and 6 were about the level of service received from Arawak Walton staff.

Of the 13 complaints, 2 were reviewed by the Chief Executive. All complainants are informed about their right to escalate the complaint to the Housing Ombudsman service and none took this option in this year.

Informal Complaints

We received 134 informal compliments through different channels this year (compared with 112 last year and 185 the year before) and these are fed back to staff at team meetings and contractors via email and over the phone.



Compliments

Relating to contractor services:

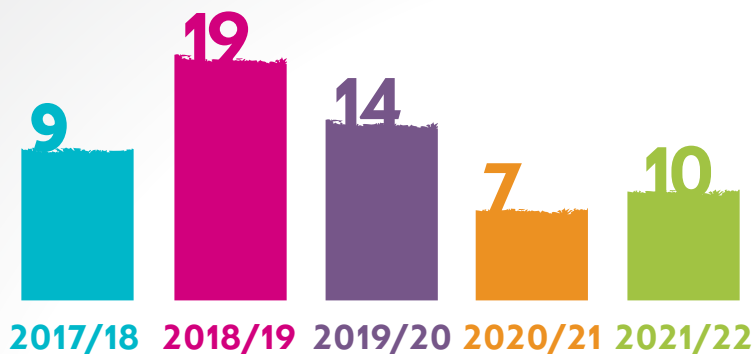
"Dan is the best! His service is clean & as complete as it gets. We appreciate this particular repair".

Thanks to staff: Scheme Manager,
"Just a huge thank you for always looking out for our Uncle. He thinks the world of you and really appreciates your kindness and friendship. You're such a lovely person. All the very best".

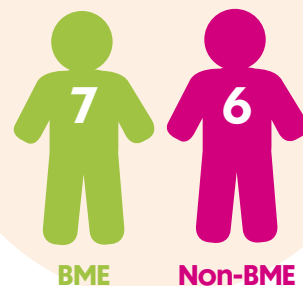
Compliment on service: Sister of tenant from sheltered scheme who passed away. Fed back to say tenant really enjoyed his time at Birch Court and wanted to say
"a big thank you as you been really good and caring and made him feel welcome".

Thanks to the staff: Tenant brought in chocolates to thank staff for all they do and Christmas cards and chocolates for Customer Service staff and Housing Officer.

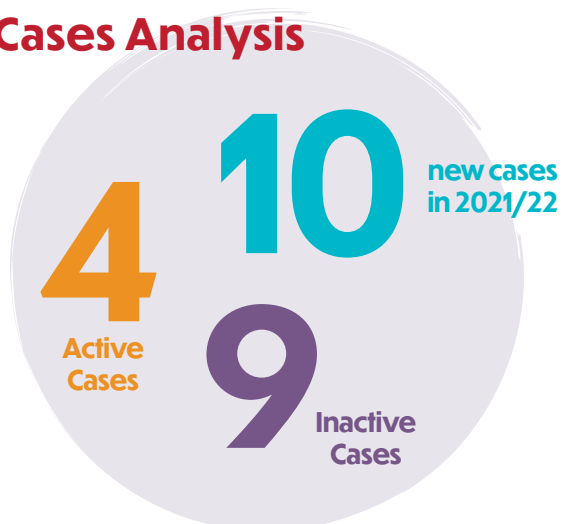
Anti Social Behaviour Complaints



Ethnic Origin of Complainants



Anti Social Behaviour Cases Analysis



Action Taken (Closed Cases)



Note that the total number of inactive and active cases exceed the number of new cases because 3 still active cases were carried over from 20/21.

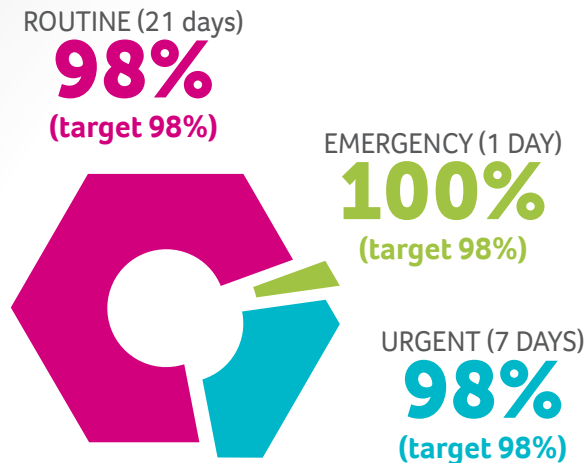
The total number of issues and actions exceed the total number of cases because several cases entailed more than one issue and/or more than one course of action.

Broad Issue



REPAIRS PERFORMANCE

Repairs completed within target



Direct Repairs Expenditure

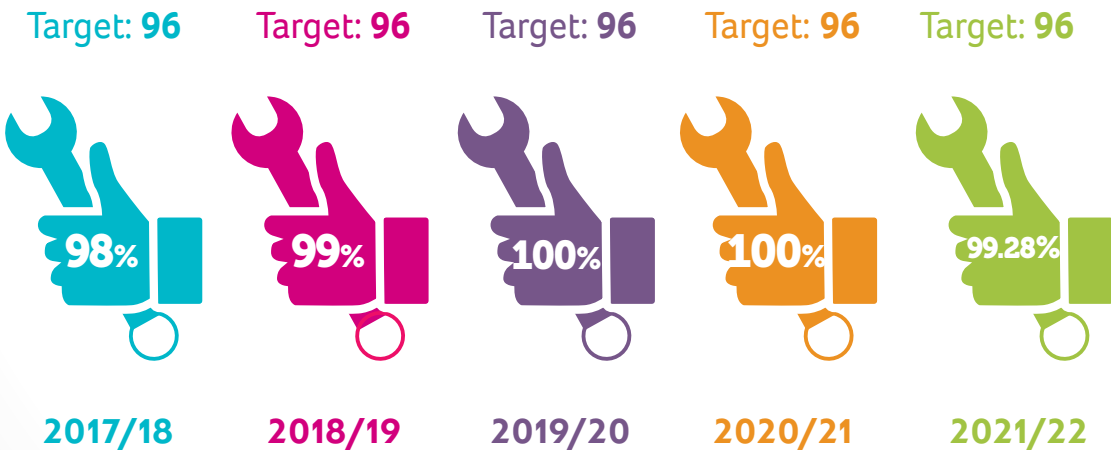
2021/22



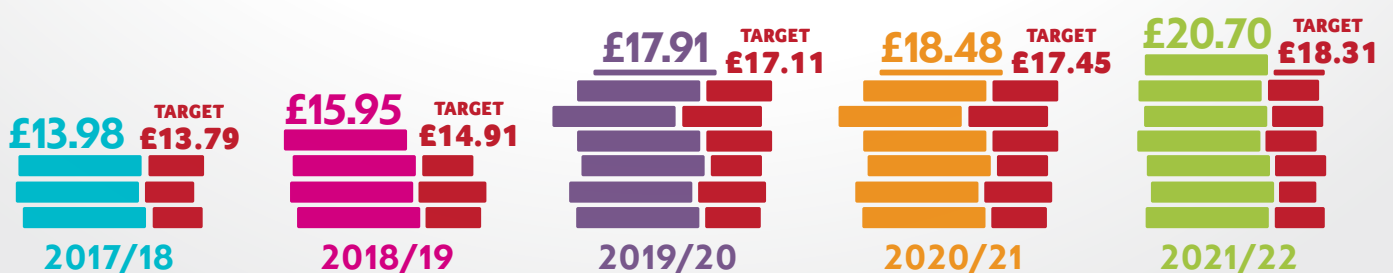
2020/21



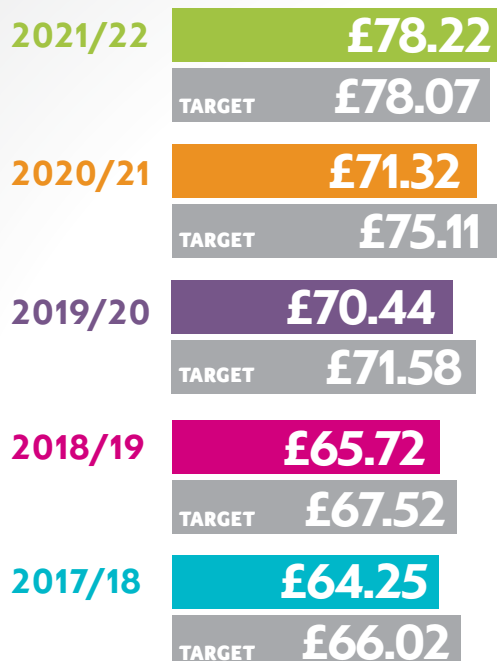
Overall Satisfaction with repairs service



Weekly Revenue Repairs Spend per unit



Weekly Operating Cost per unit



Percentage of current health and safety risk assessments completed



Arawak Walton Target 100%

Empty Properties 31st March 2022

Total empty properties **2022: 2**



Vacant and **available** for letting
0%



Vacant and **unavailable** for letting
0.2%

Total empty properties **2021: 11**



Vacant and **available** for letting
0.5%



Vacant and **unavailable** for letting
0.4%

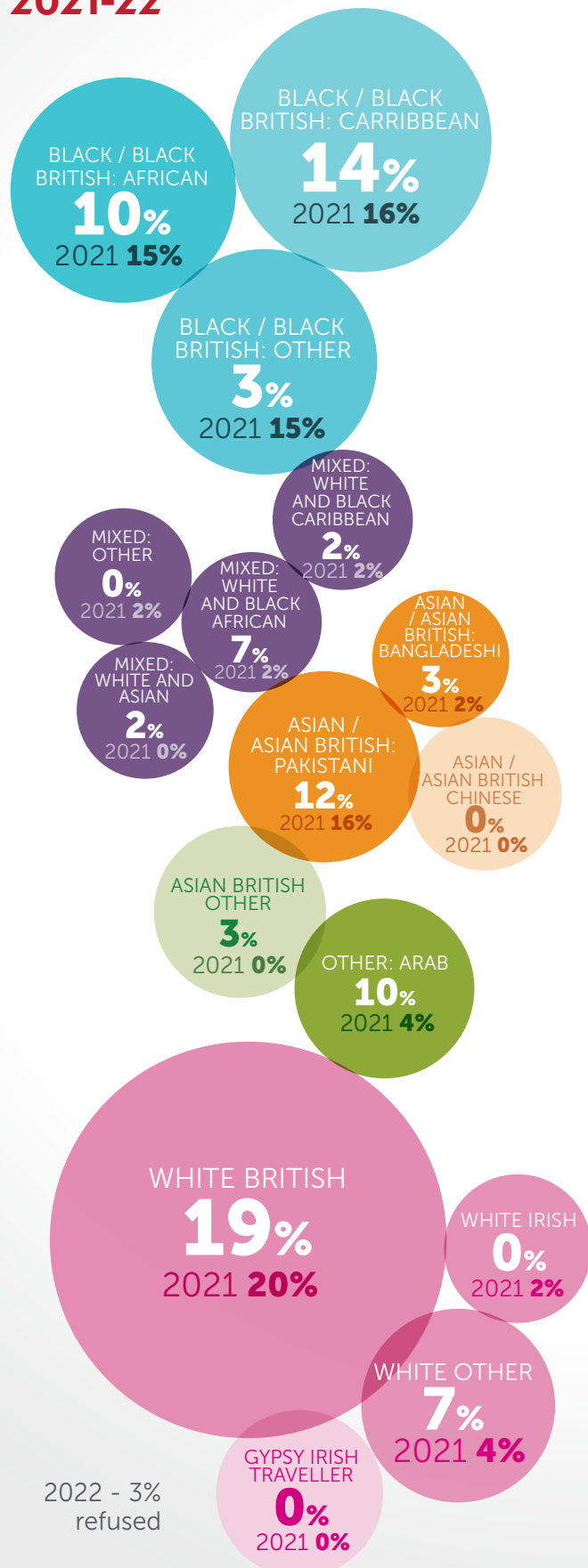
Percentage of properties with a current Gas Safety Certificate



Arawak Walton Target 100%

DIVERSITY DATA FOR TENANTS

Ethnic Origin of Applicants Housed by Arawak Walton 2021-22



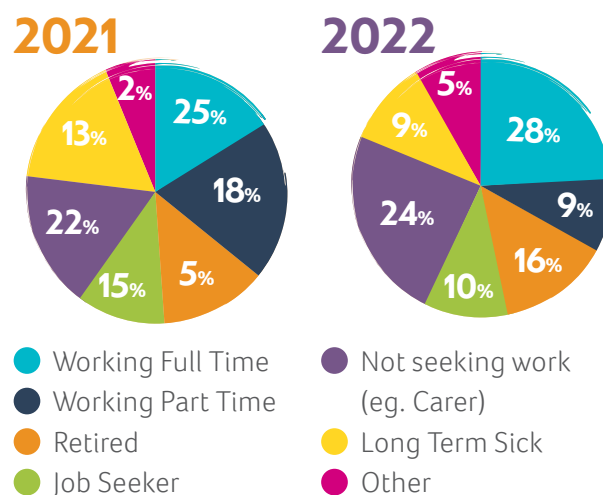
Total BME



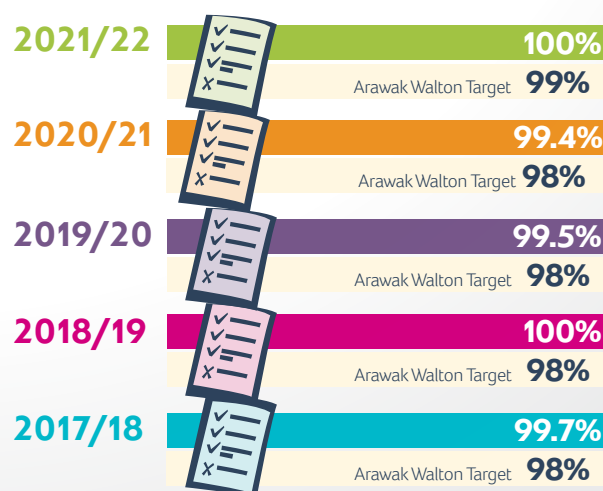
Total Numbers Rehoused



Economic Status Of New Tenants

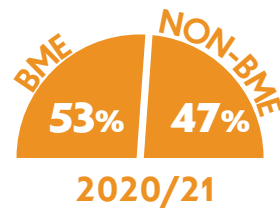
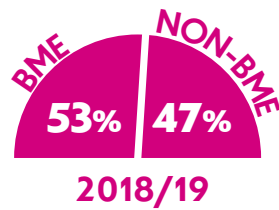
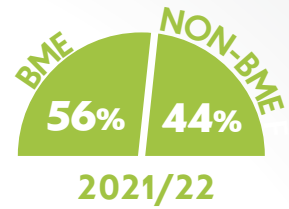
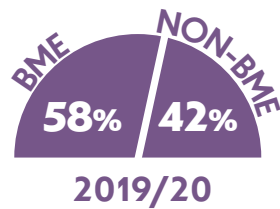
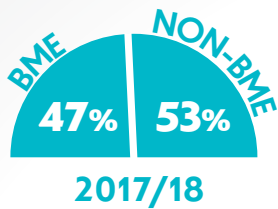


Percentage of tenants with Customer Profile survey completed

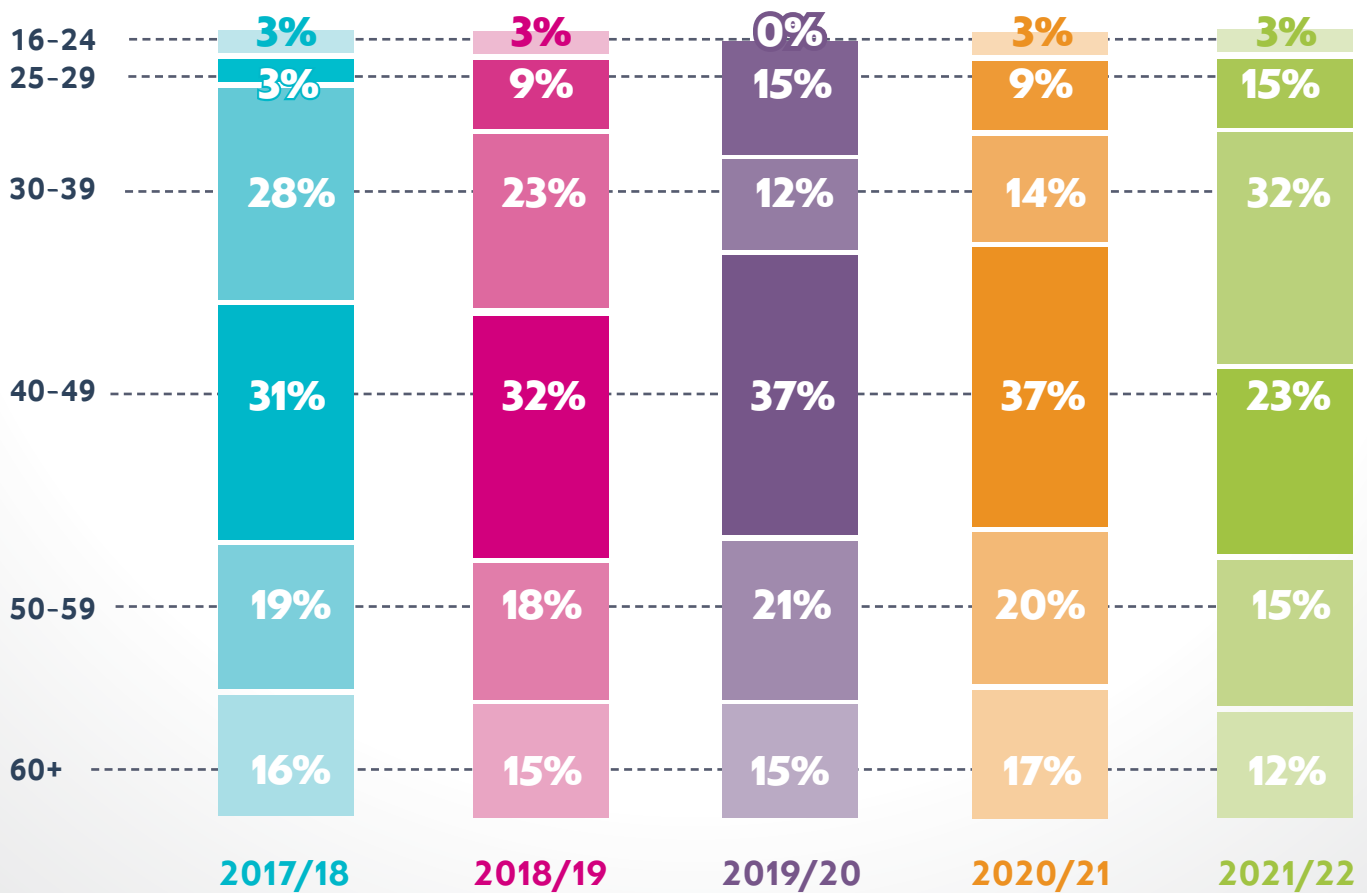


EQUALITY & DIVERSITY DATA FOR STAFF

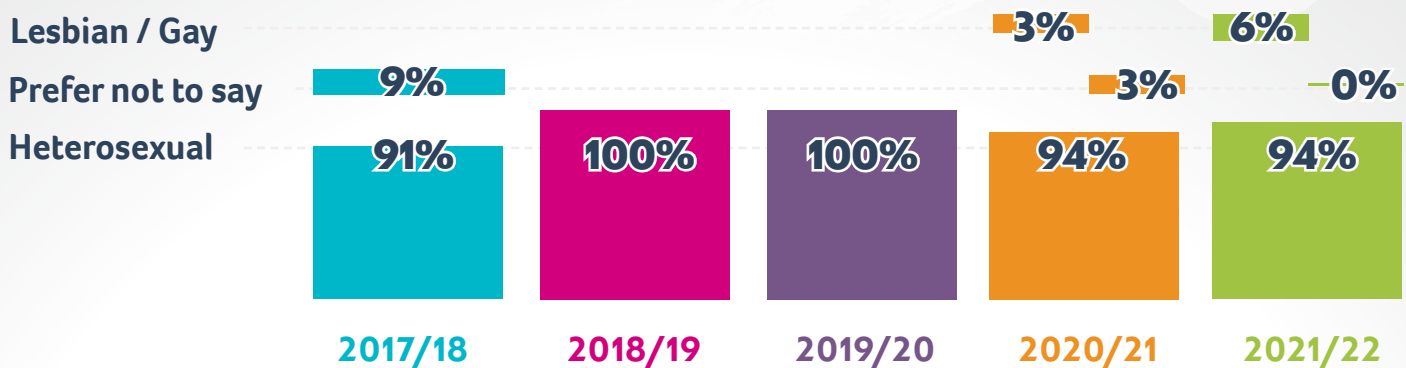
Ethnicity



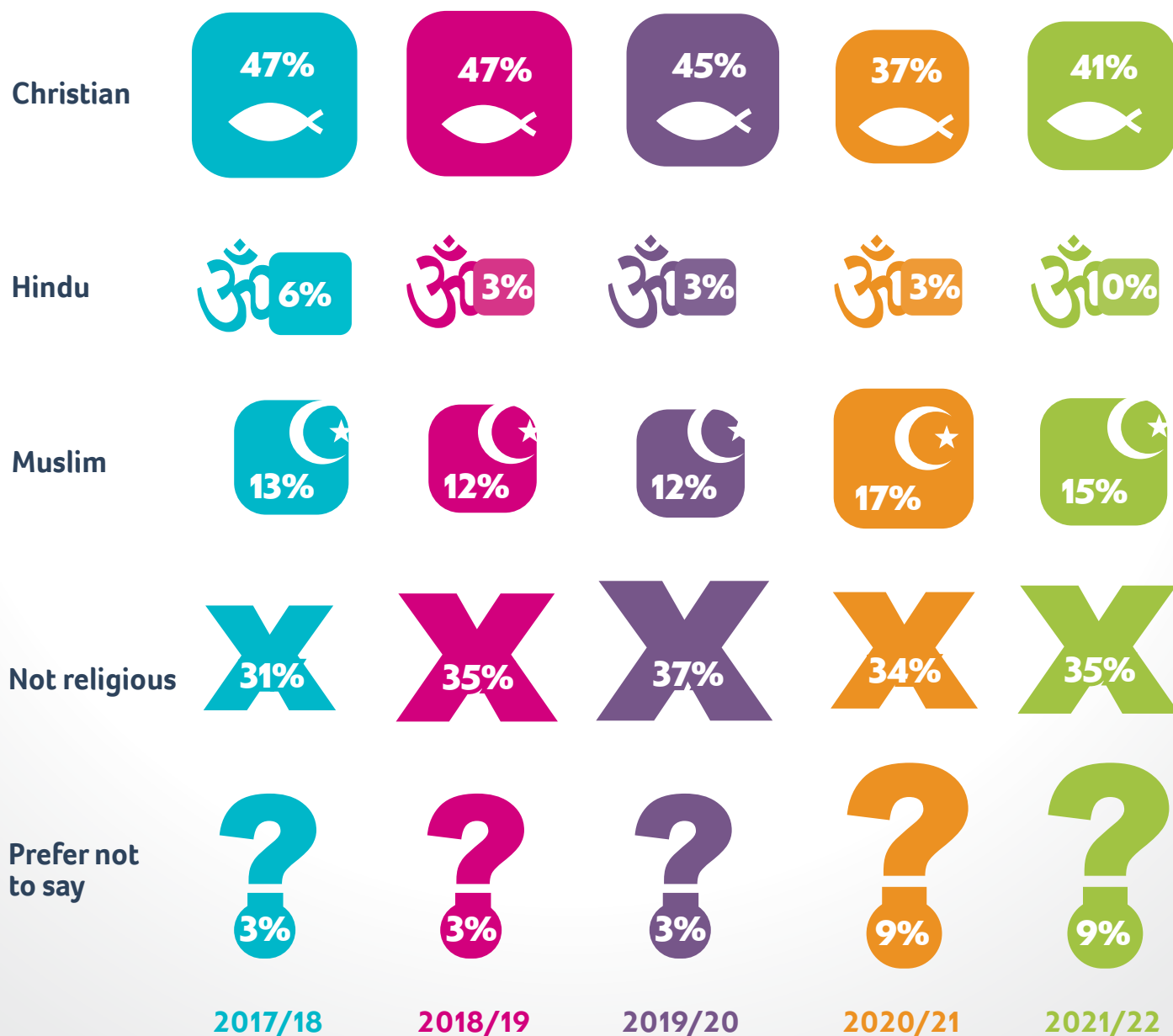
Age group



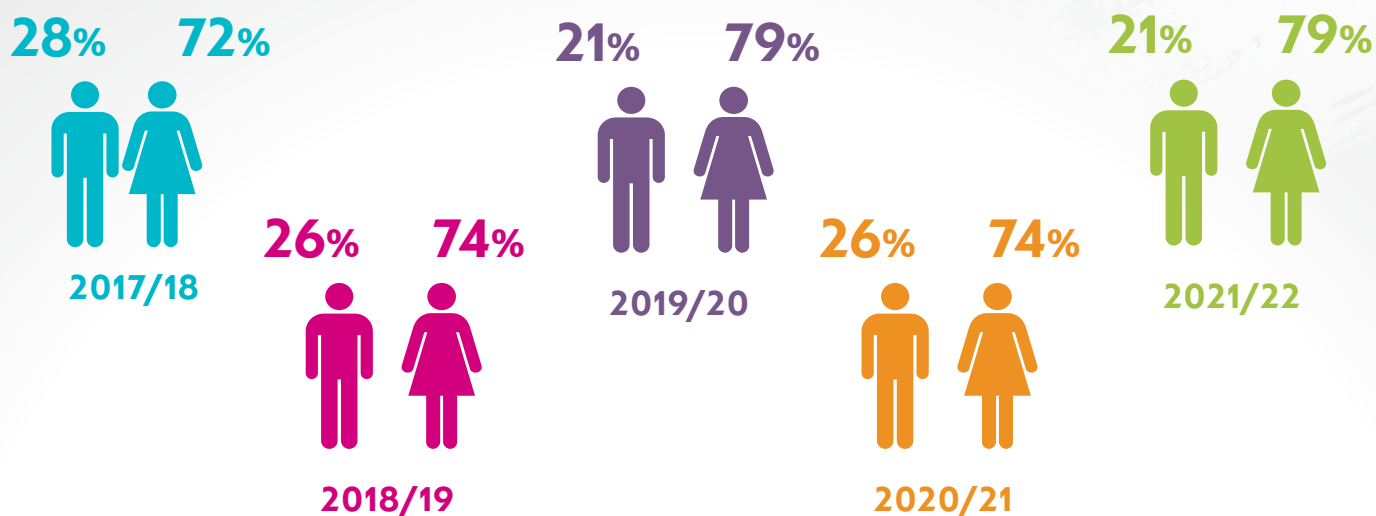
Staff Sexuality



Religion



Gender



Disability

Considers themselves to have a disability



Do not have a disability



Hidden Disability



Not Answered



2017/18

2018/19

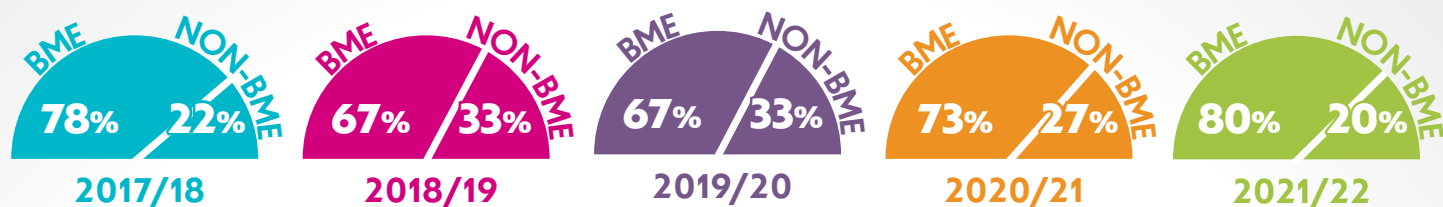
2019/20

2020/21

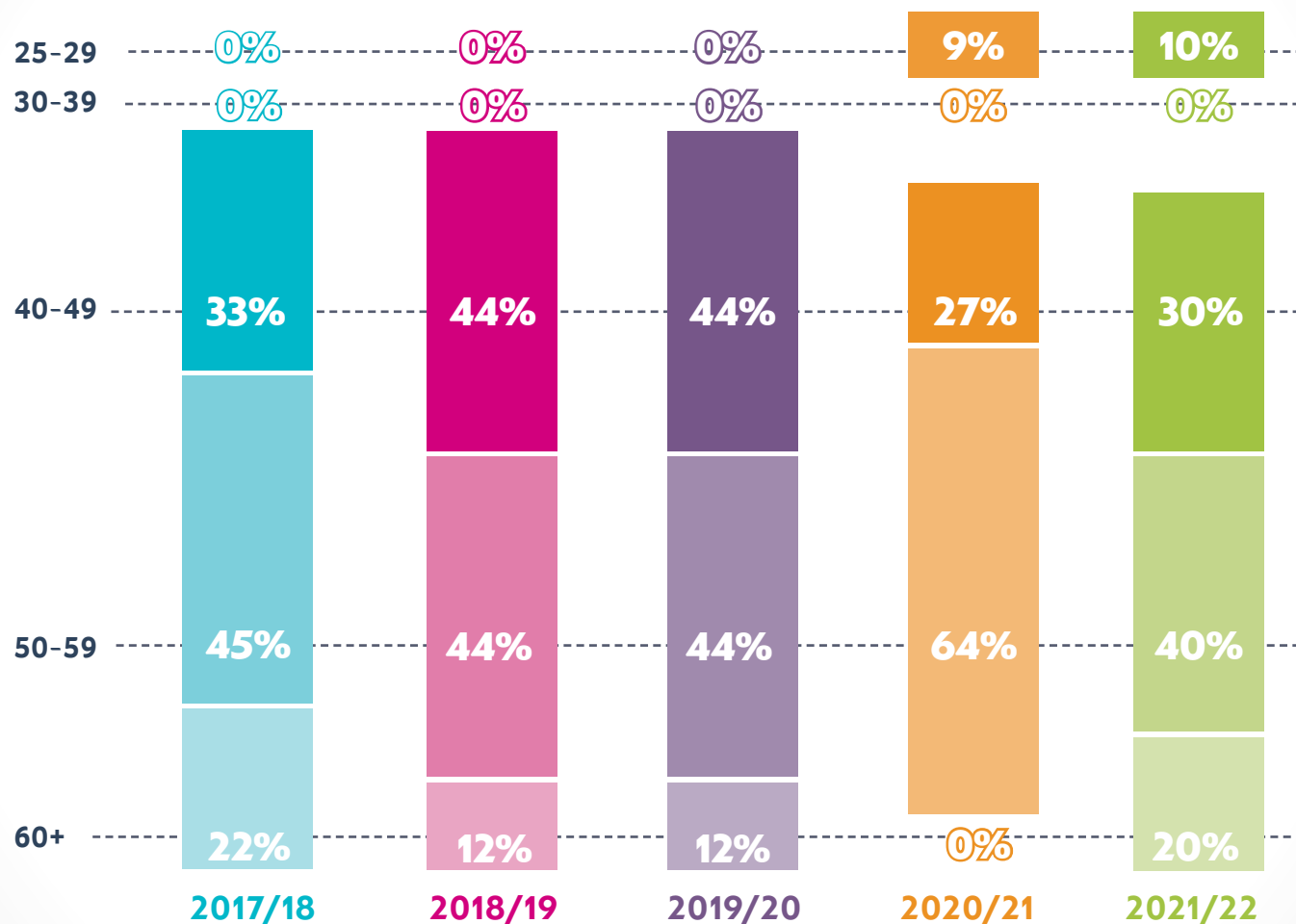
2021/22

EQUALITY & DIVERSITY DATA FOR BOARD

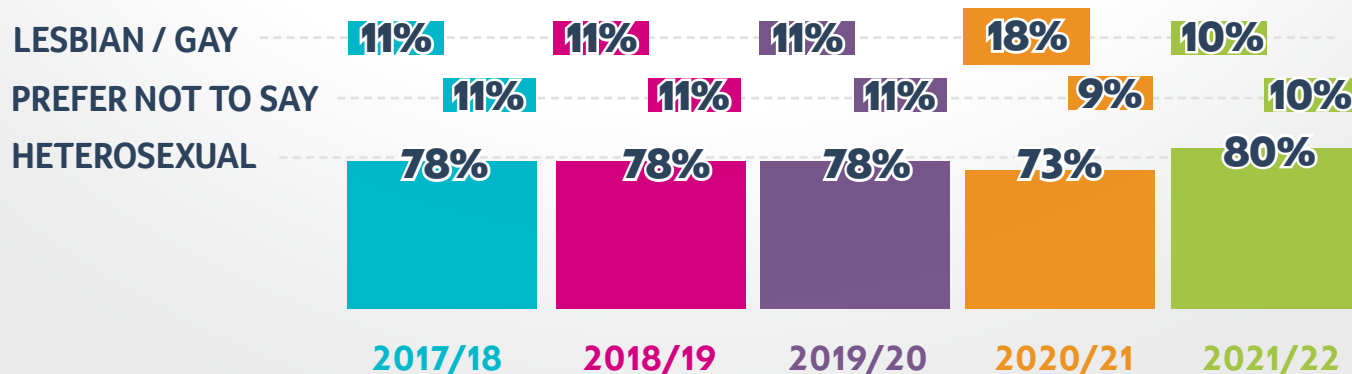
Ethnicity



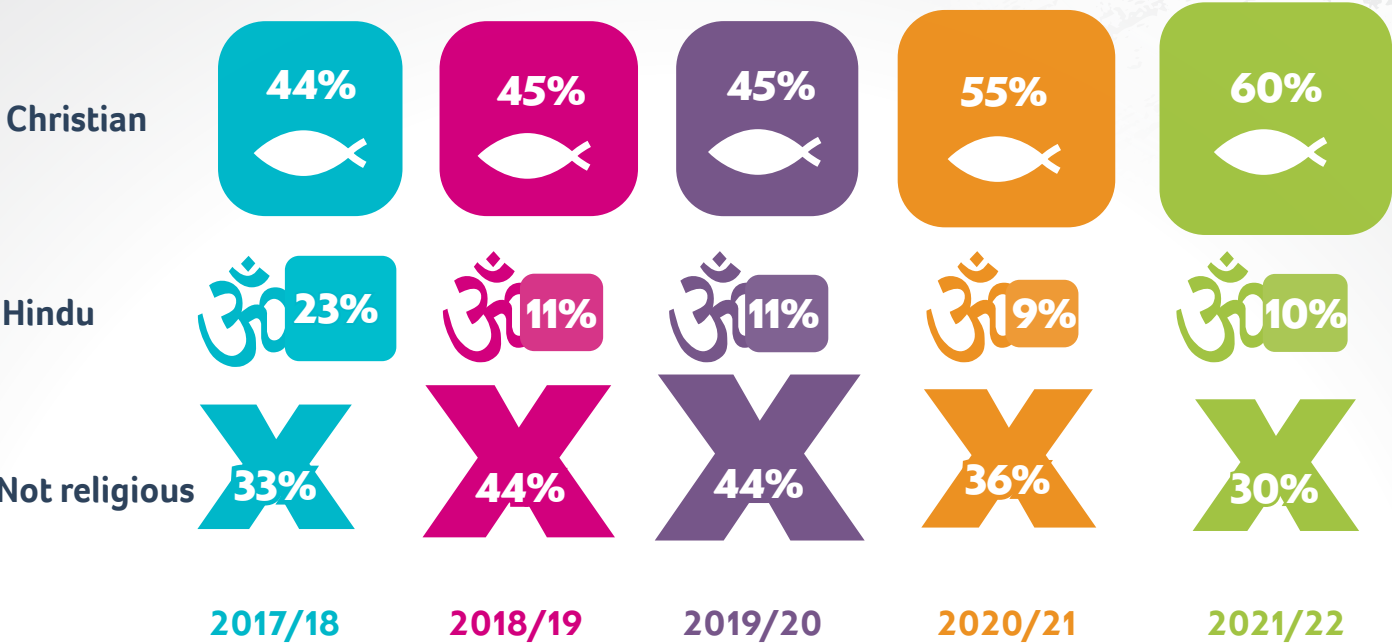
Age group



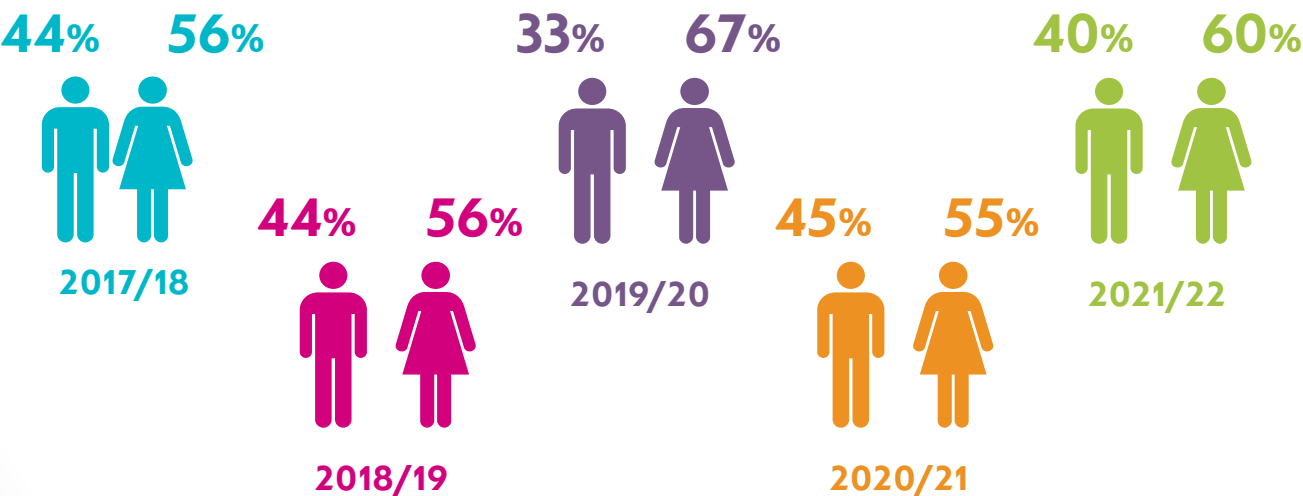
Board Sexuality



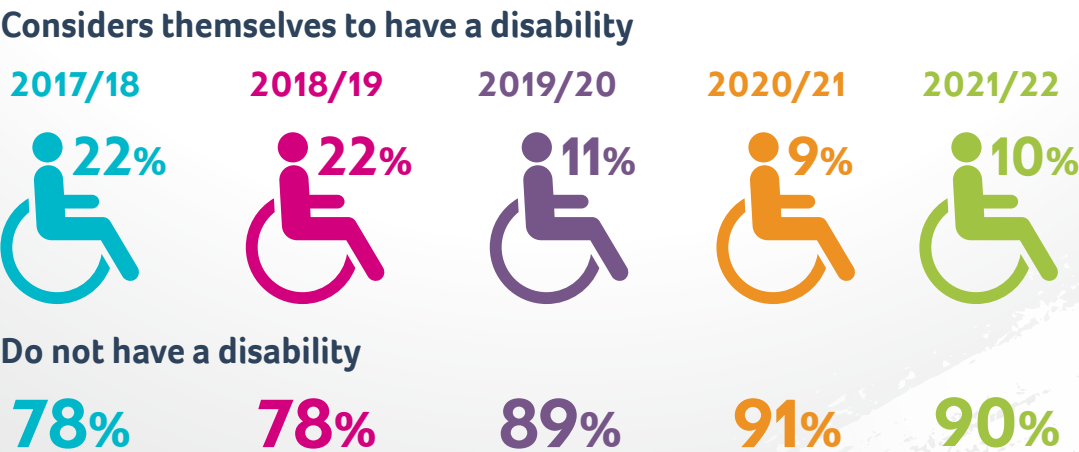
Religion



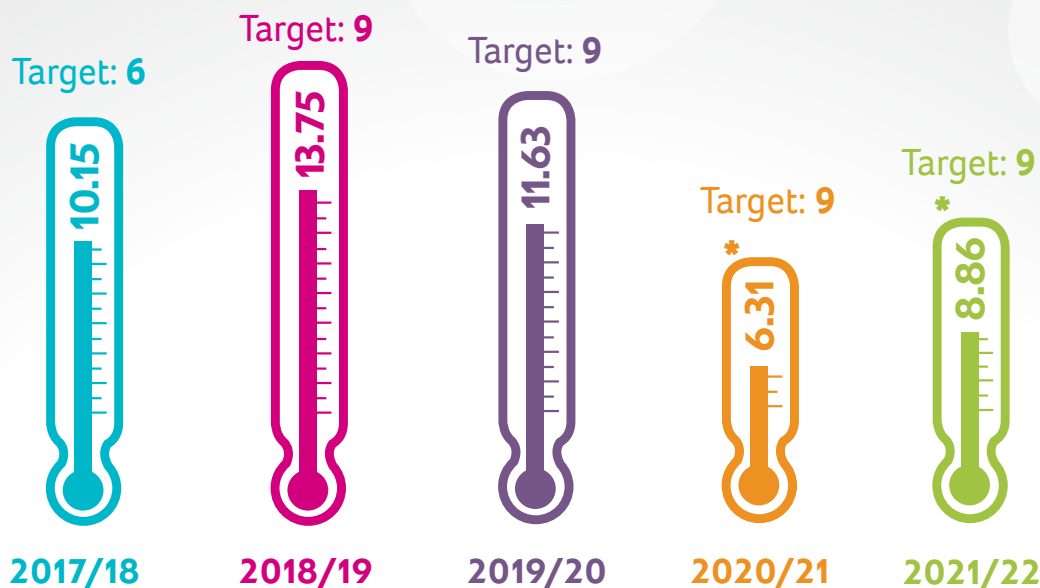
Gender



Disability

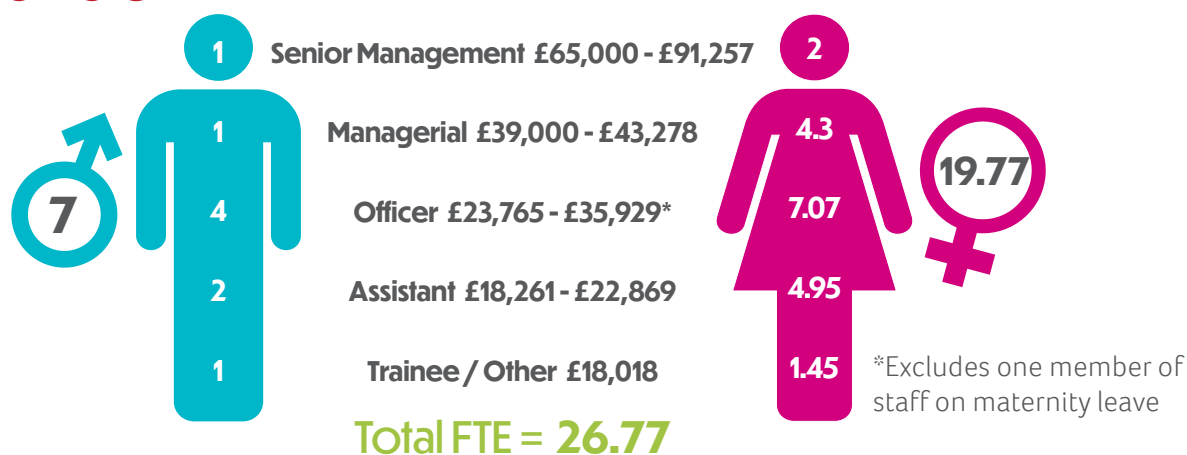


Average number of days sick per employee



*Calculation based on Housemark formula

Grade of role



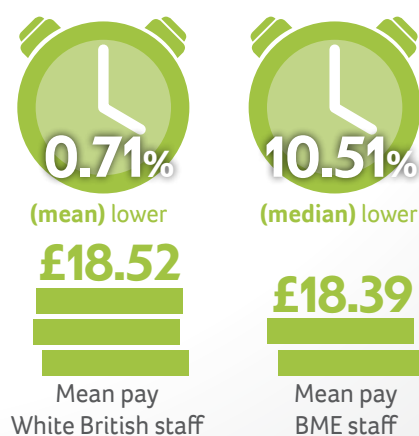
Gender Pay Gap (as of 5th April 2022)



The **mean** gender pay gap is now **-22.5%**, women are paid on average **£3.32** more than men. The data suggests that this is largely due to an increased number of female staff in leadership positions within the association, both in the senior leadership team and due to the creation of 'seniors' roles during our Operations Department restructure.

This year the median gap has reversed significantly in favour of women, to **-28.6%** (women are paid **£3.85** more than men per hour). We have seen both an overall reduction in the number of men employed, together with the fact that more women have been promoted in the association and as a result, we have a greater proportion of women in the 'upper', and 'upper middle' quartiles. We also have less women in the 'lower' quartile.

Ethnicity Pay Gap information (as of 5th April 2022)



Our **mean** pay has reduced to **0.71%**, meaning that on average, BME staff are paid **£0.13** less than White British staff. We now have **24%** more BME employees in the 'upper' and 'upper middle' quartiles.

Our median (midpoint) ethnicity pay gap is **10.51%**, a difference of **£1.82**. This year, there is a higher percentage of BME staff across the 'upper and upper middle' quartiles collectively, than White British staff. Similarly, the ethnicity split in the 'lower and lower middle' quartiles collectively has improved for BME staff.

Staff per 100 Dwellings



3.00
2018

2.62
2019

3.01
2020

3.13
2021

3.09
2022

Overall Staff Satisfaction rate from annual survey

Smaller value (0) being better

Target: 2.1

2.2

2017/18

Target: 1.7

1.9

2018/19

Target: 2.0

1.8

2019/20

Target: 1.8

2.0

2020/21

Target: 1.8

1.8

2021/22

VFM Sector Scorecard

Number	Detail	AWHA 2019/20	AWHA 2020/21	AWHA 2021/22	Peer Group Median 2020/21
1	Operating Margin	24%	25%	20%	25%
2	Interest Cover (EBITDA MRI)	2.34	3.11	2.27%	2.18
3	New Supply (see 8 below)	0%	0%	0%	0.7%
4a	Gearing	46%	44%	41%	35%
4b*	Adj. Gearing	25%	25%	24%	35%
5	Reinvestment %	1.6%	1.4%	2.2%	4.6%
6	Return on Capital Employed	3.5%	3.8%	3.5%	3.2%
7	Cost Per Unit	£3,444	£3,375	£3,973	£3,666
8	New Supply (include acquisitions)	2.4%	1.2%	0.1%	0.7%

Equal to / better than our peers

Within 10% of our peers

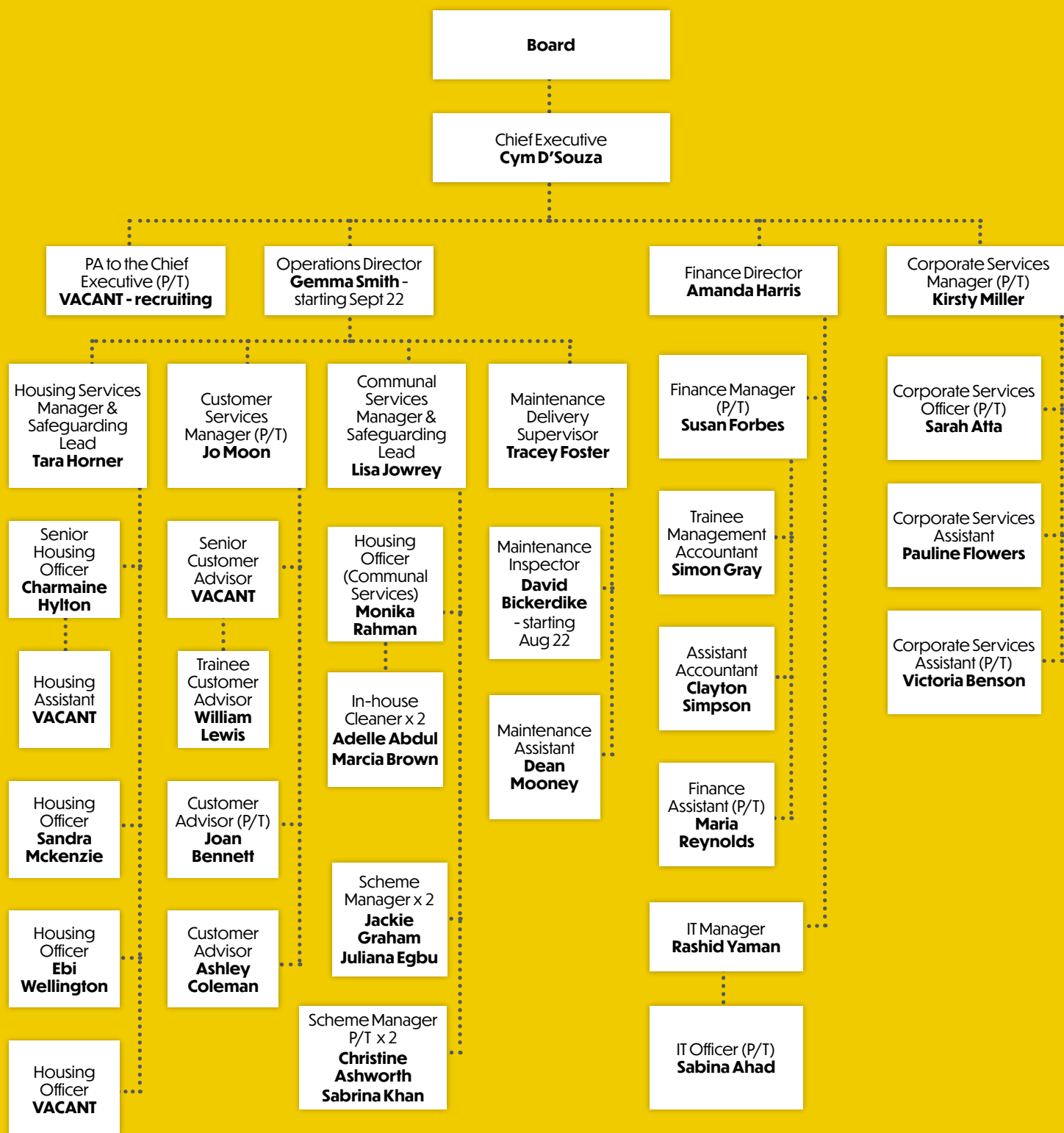
Below / worse than our peers

***4b) Gearing** – Our gearing percentage (loans as a percentage of fixed assets) appears higher than others due to a difference in accounting treatment for social housing grant for some of our properties. To provide more comparable figures, if social housing grant was treated the same for all our properties, our gearing would be below our peers at 24% for 2021/22 (25% - 2020/21).

Reinvestment – if we were able to include investment in property acquisitions our reinvestment figure would be higher at 3%.

New Supply – the association grows through an acquisitions which is not recognised as new supply under Regulator guidance – see (8) During the year we have acquired 1 property.

Arawak Walton Housing Association Staff Structure 2022



Chris Page retires



Chris Page, our Operations Director for fifteen years decided to take early retirement and left Arawak Walton in February this year.

Chris joined the association at a time of many challenges, striving to deliver high quality services in areas of high deprivation

and social unrest. Void levels and rent arrears were significant areas of concern for the association.

Over the years he engendered a fantastic team spirit and engagement between our staff and customers. Today we are a financially strong and well respected organisation delivering our mission objectives successfully.

A great deal of that is down to Chris's commitment to maintaining high quality services in the face of many challenges. Chris will be really missed by all the staff and stakeholders and will always be a friend of Arawak Walton, having poured so much of his heart and soul into the association over the years.

Our Staff



Cym D'Souza
Chief Executive



Jo Moon
Customer Services Manager (P/T)



Amanda Harris
Finance Director



Kirsty Miller
Corporate Services Manager (P/T)



Rashid Yaman
IT Manager



Lisa Jowrey
Communal Services Manager



Tara Horner
Housing Services Manager



Susan Forbes
Finance Manager (P/T)



Simon Gray
Trainee Management Accountant



Ebi Wellington
Housing Officer



Pauline Flowers
Corporate Services Assistant



Sandra McKenzie
Housing Officer



Victoria Benson
Corporate Services Assistant (P/T)



Jackie Graham
Scheme Manager



Sarah Atta
Corporate Services Officer (P/T)



Monika Rahman
Housing Officer (Communal Services)



Dean Mooney
Maintenance Assistant



Charmaine Hyllon
Senior Housing Officer



Joan Bennett
Customer Advisor (P/T)



Juliana Egbu
Scheme Manager



Ashley Coleman
Customer Advisor



Maria Reynolds
Finance Assistant (P/T)



Sabrina Khan
Scheme Manager (P/T)



Clayton Simpson
Assistant Accountant



Christine Ashworth
Scheme Manager (PT)



Marcia Brown
In-house cleaner



Tracey Foster
Maintenance Delivery Supervisor



William Lewis
Trainee Customer Advisor



Sabina Ahad
IT Officer (P/T)



Adelle Abdul
In-house cleaner

Our Board



Ms Evelyn Asante-Mensah
OBE, DLit, MA
Chair of Board

Pennine Care NHS Foundation Trust, Chair of the North West Regional Black, Asian and Minority Ethnic Assembly, Chair of Bridging the Gap Manchester (Manchester, South Central Foodbank), Governor at Manchester, Metropolitan University, Associate Community Governor at St. Mary's CoE Primary School

Length of Service: Since 2013



Mr David Brown
MCIH
Deputy Chair (Chair of Audit)

Director of Operations, Pine Court Housing Association, Co-opted Board Member,

Community Gateway Association

Length of Service: Since 2014

Members



Ms Anita Patel
(Chair of Remuneration)
Masters in Housing Studies, MCIH
Business Intelligence/Business Change Manager,
Great Places Housing Group

Length of Service: Since 2014



Mr Rob Wakefield
BSc (Hons), CPFA
Chief Executive, Community Gateway Association,
Trustee of Preston Vocational Centre

Length of Service: Since 2016



Ms Sally Penni MBE
LLB (Hons) in Law, FRSA, C.C.M.I
Barrister at Kenworthy's Chambers, and Door tenant 4 Bream Buildings London, Benchers at Honourable Society of Gray's Inn, Vice Chair of Association of Women

Barristers, Founder and CEO of Women in the Law UK, Trustee Royal Exchange theatre Manchester, Vice Chair of Governors, Camberwell Park SEND School, Manchester, Trustee of Access to Justice Foundation, Member of Productivity Institute

Length of Service: Since 2017



Ms Jenny McGarry
Head Teacher, St Mary's C.E. Primary School

Length of Service: Since 2019



Ms Elizabeth Webster
BA (Hons), MA
Tenant Co-opted Board Member

Length of Service: Since 2019



Mr Troy Tull
Senior Risk Analyst, Worldpay

Length of Service: Since 2020



Ms Sharon Thomas
Dip H.E., B.A.Hons, Mental Health First Aider
Social Investment Specialist at S4B partner of Onward Homes, Volunteer as a youth director, Treasurer of Cheetham

Cultural Festival, Director of Burnside Community Centre

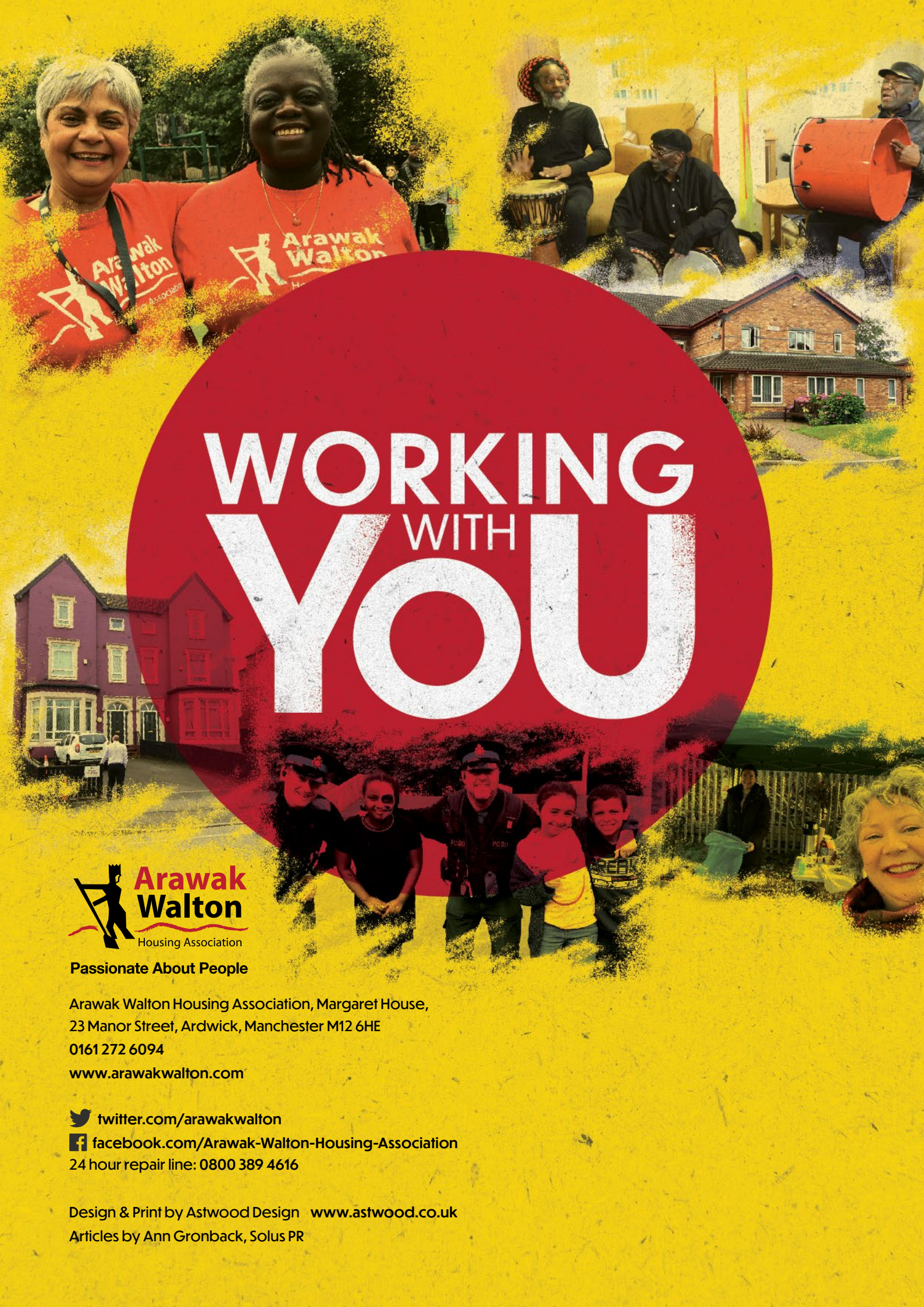
Length of Service: Since 2020



Mr Rob Brown
Project Manager, Central Neighbourhoods Team, Neighbourhoods Directorate, Manchester City Council

Length of Service: Since 2020

Board Resignations:
David McGovern




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Passionate About People

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