

# **Arawak Walton Housing Association Annual Report**

2023/2024

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### **Chair's Statement 2024**

Welcome to our annual report for 2023/24. I am delighted to provide our customers and stakeholders with an overview of our achievements over the last year.



It's been a challenging year in terms of managing our priorities given our limited resources and escalating costs. However, after careful deliberation at Board and with staff we believe we have been successful at prioritising the right areas to focus on and we are delighted to be able to present the results of the independent tenant satisfaction survey that took place this year.

The Tenant Satisfaction Measures show how well landlords are performing.

We are extremely pleased with the performance shown in our results which confirm our tenants are satisfied with our services to provide homes that are well maintained (85.8% satisfied), and safe (87.7% satisfied), we keep common areas clean and well maintained (85.85% satisfied), we treat tenants fairly and with respect (89.2% satisfied). Our satisfaction rating of tenants reporting they are satisfied with our overall service is 85.3%. We continue to look for ways to improve how we serve our tenants and have restructured to recruit additional resources to help achieve exceptional performance.

Despite increasing costs and the challenges we face in terms of being able to invest in the existing properties we own, we are pleased that the Regulator has continued to assess us having the highest rating for Governance and Financial Viability (G1/V1).

It is a testimony to the Board and staff and indeed the support of our many stakeholders of the professional way that Arawak Walton achieves the objectives it sets to deliver its ongoing mission.

We also now own and manage 1,132 homes. We spent in excess of £1.7m on acquisitions and refurbishment within the inner-city areas of Manchester where we predominantly work. Again, this has mainly been through stock rationalisation opportunities via our partners. We play an important role in retaining social housing in the Sector and making capital receipts available to our partner associations to build more homes to address the housing crisis. We continue to extend our ownership of homes in Moston, Gorton and Rusholme, which are very popular with our tenants.

As a result, our net asset base has increased to £38.2m (2023: £37.5m) which represents a gross cost of circa £49.6m and our reserves are £14.5m.

We have restructured our Operations directorate during the year to strengthen our teams to improve delivery of tenant services in our communities.

We have introduced new posts to manage our asset and compliance responsibilities, stock condition surveys, and tenant engagement, so we can improve our knowledge of our stock and tenants, areas of increased scrutiny by the Regulator.

We continue to face many challenges, not least working in inner city areas where there is a desperate need for affordable homes in both the rented and ownership sectors. Despite the challenges on delivering services with limited resources available to support our tenants we continue to grow to address our growing waiting lists. In the current climate our homes and services are needed more than ever by those who are suffering most through financial hardship.

The ethos of the association remains true to its mission of providing quality homes to multi-cultural communities living in Manchester, Trafford and Stockport. We may be relatively small in size, but we continue to be place makers and lead the way in showing how community cohesion really works to make areas attractive, vibrant and sustainable.

Over the rest of this annual report, you will read about the way our work gives opportunities to improve our communities', tenants' and staff's life chances and create places where people want to live.

The key part of this holistic approach is our commitment to customer service. This was reflected in our retention of the Customer Service Excellence Standard re-assessed during 2024.

I must as always thank everyone who has worked so hard this year to make Arawak Walton the respected and successful organisation it is today. From the founder members who remain actively interested in our work, current and past Board members, staff, partner organisations and finally our great tenants who make our work so worthwhile. I am confident about our future plans and welcome the opportunity to work with our Board, staff, tenants and supporters to deliver them.

Please take the time to look through the following pages and I hope you find the information provided interesting and enjoy the new format of our 2025 calendar.

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Chair Arawak Walton HA

## **Accounts Information**



### **Statement of Comprehensive Income**

	Year ended 31 Mar 2024	Year ended 31 Mar 2023
	£	£
Turnover	6,399,252	5,877,428
Operating expenditure	(5,437,658)	(4,635,356)
Surplus on disposal of property, plant and equipment (fixed assets)	-	-
OPERATING SURPLUS	961,594	1,242,072
Interest receivable	11,379	6,106
Interest and financing costs	(870,655)	(633,045)
SURPLUS FOR THE YEAR	102,318	615,133
OTHER COMPREHENSIVE INCOME		
Actuarial (losses)/gains in respect of pension scheme	(181,000)	(115,000)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	(78,682)	500,133

### **Statement of Financial Position**

	Year ended 31 Mar 2024 £	Year ended 31 Mar 2023 £
FIXED ASSETS		
Tangible fixed assets	38,250,060	37,508,795
Total fixed assets	38,250,060	37,508,795
CURRENT ASSETS		
Trade and other debtors	220,529	281,935
Cash and cash equivalents	632,133	1,518,081
Total current assets	852,662	1,800,016
LESS: CREDITORS: amounts falling due within one year	(1,853,117)	(1,709,934)
NET CURRENT ASSETS/(LIABILITIES)	(1,000,455)	90,082
TOTAL ASSETS LESS CURRENT LIABILITIES	37,249,605	37,598,877
CREDITORS: amounts falling due after more than one year	(22,042,821)	(22,338,944)
PROVISIONS FOR LIABILITIES		
Pension – defined benefit liability	(658,235)	(632,703)
Total net assets	14,548,549	14,627,230
RESERVES		
Non-equity share capital	23	22
Income and expenditure reserve	14,548,526	14,627,208
TOTAL RESERVES	14,548,549	14,627,230

## Report of the Independent Auditors for the Year Ended 31 March 2024 (Extract)

We have audited the financial statements of Arawak Walton Housing Association Limited "the Association" for the year ended 31 March 2024 which comprise of 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.

# 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.

## 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.

### **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 2023 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.

Beever and Struthers

#### **Beever and Struthers**

Statutory Auditor Date: 24/7/2024

One Express, 1 George Leigh Street, Ancoats, Manchester, M4 5DL



## **KPI's - Our Homes**



### **Locations of stock**



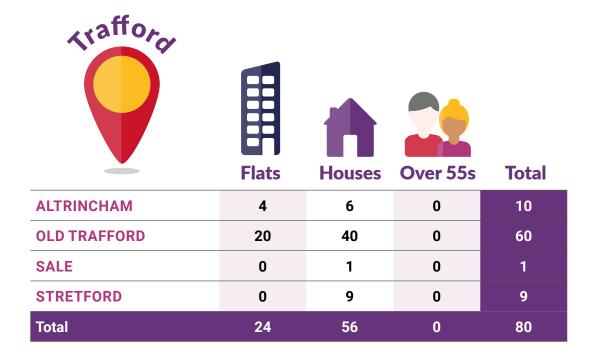


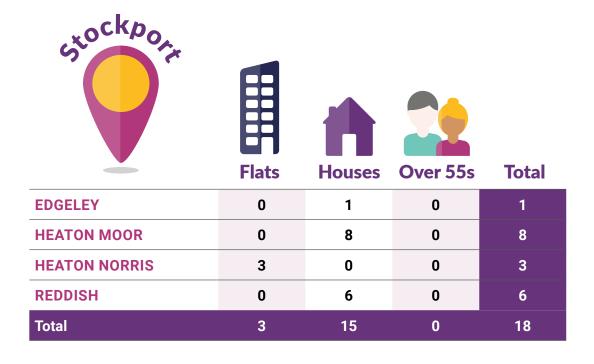


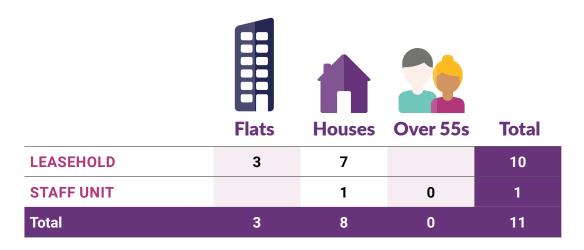




	Flats	Houses	Over 55s	Total
ABBEY HEY	0	9	0	9
ALEXANDRA PARK	38	44	4	86
ARDWICK	26	132	0	158
BESWICK	0	1	0	1
BLACKLEY	0	4	0	4
CHEETHAM HILL	2	69	0	71
CHORLTON	0	1	0	1
CLAYTON	0	2	0	2
FALLOWFIELD	7	6	0	13
GORTON	0	14	0	14
HARPURHEY	0	11	0	11
HIGHER OPENSHAW	0	1	0	1
HULME	17	40	0	57
LEVENSHULME	0	44	0	44
LONGSIGHT	0	41	75	116
MILES PLATTING	0	2	40	42
MOSS SIDE	0	59	0	59
MOSTON	0	19	0	19
NEWTON HEATH	5	6	0	11
RUSHOLME	0	106	0	106
VICTORIA PARK	0	0	28	28
WHALLEY RANGE	109	57	0	166
WITHINGTON	0	4	0	4
Total	204	672	147	1023









In addition to the properties that we own, we manage 71 units on behalf of the Boaz Trust.



### **Our customers**

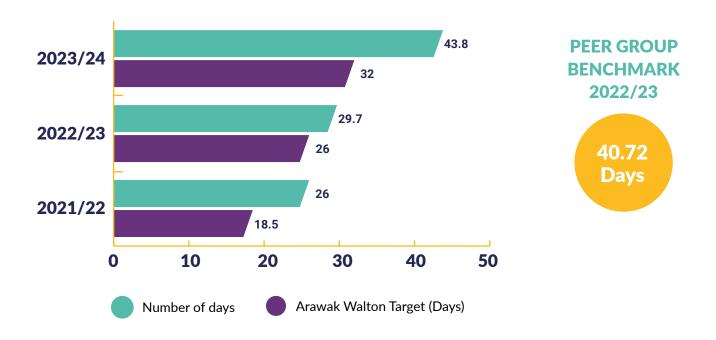


**Lettings in the Year to March 2024** (Total)





### Average number of days taken to re-let a property





## Rent arrears as a percentage of the annual rent due (excluding former tenants)



### **Complaints**

Year	Number of Properties	Number of Complaints Received	Complaints %	Acknowledgment on time	Response on time	Arawak Walton Target
2023/24	1,115*	40	3.5%	100%	87%	100%
2022/23	1,108*	29	2.6%	100%	100%	100%
2021/22	1,101*	13	1.2%	100%	100%	100%

<sup>\*</sup>Number excludes Boaz, leaseholders, and shared ownership

### Analysis of the complaints received during 2023/24 shows that:

8 about 17 contractors were about relating to about conduct and about pest repairs/ service cleaning not being kept control maintenance levels standards informed Of the 40 complaints, three were reviewed by the Operations 8 of the 40 Director as a second stage review. were in relation All complainants are informed to the level of complaints was about about their right to escalate service from were not rent the complaint to the Housing **Arawak Walton** upheld **Ombudsman Service and 3 took** staff this option in this year.

Ethnic Origin of Complainants in 2023/24	No.	% age	Ethnic Origin of All tenants 23/24
BME:	29	72.5%	75%
Non-BME:	8	20%	24%
Unknown/Not Applicable	3	7.5%	1%

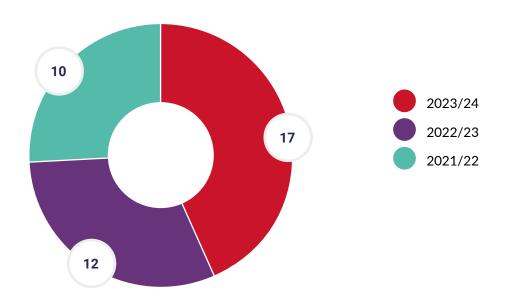
### **Examples of Action taken in response to complaints**





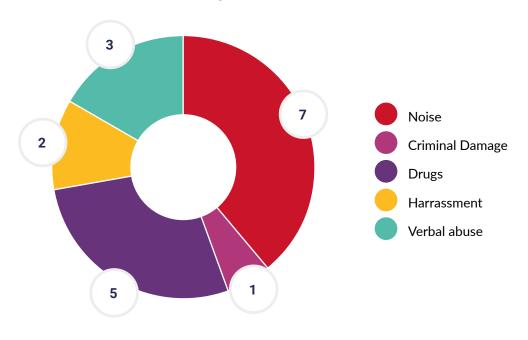
We received 114 compliments during the year as shown above. 107 related to repairs/contractor service, 1 on cleaning standards and 6 in relation to staff.

## **Anti-Social Behaviour Complaints 23/24**

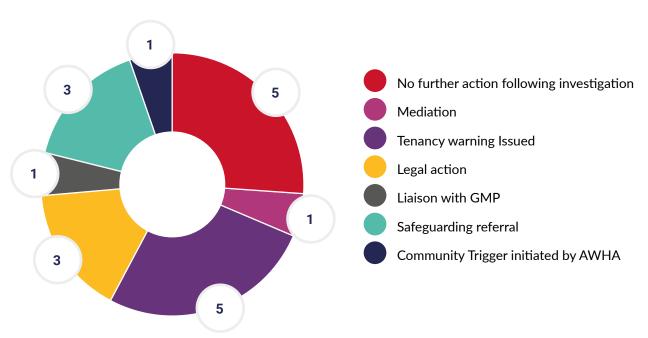




### **New cases in 2023/24**



### Action Taken - new cases in 2023/24

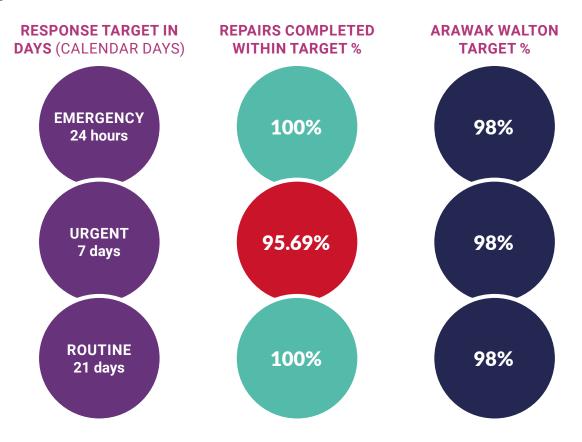




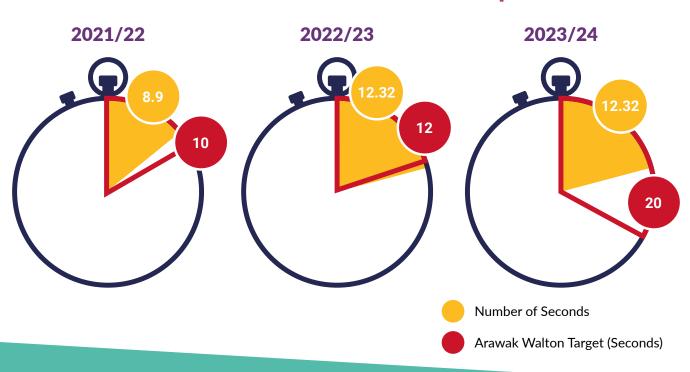
## **Repairs**



### **Repairs Performance**



### Number of seconds taken to answer the telephone



### **Tenant Satisfaction Measures**



Tenant Satisfaction Measures (TSMs) have been introduced by the Regulator of Social Housing. They show and compare information on areas such as repairs, safety checks and complaints.

**Tenant Satisfaction Measures:** 

Enable tenants to scrutinise their landlord's performance

Give landlords insight about where they can improve

Provide
a source of
intelligence to
the regulator about
whether landlords are
meeting regulatory
standards

There are 22
Tenant Satisfaction
Measures, covering
five themes. 10 of
these are management
information reported by
the landlord, and 12 are
measured by carrying
out tenant surveys.

Thank you to those who participated in the surveys, your input has helped us focus on areas for improvement.

### **Anti-social behaviour**

Measure	Description	Performance
NM01 (1)	Number of anti-social behaviour cases, opened per 1,000 homes.	8.9
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.0

## **Building Safety**

Measure	Description	Performance
BS01	Proportion of homes for which all required gas safety checks have been carried out.	100.00%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	100.00%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100.00%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	100.00%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100.00%

## **Decent Home Standards and repairs**

Measure	Description	Performance
RP01	Proportion of homes that do not meet the Decent Homes Standard.	0.0%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	83.5%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	96.7%

### **Complaints**

Measure	Description	Performance
CH01 (1)	Number of stage one complaints received per 1,000 homes.	34.9
CH01 (2)	Number of stage two complaints received per 1,000 homes.	2.7
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	87.5%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	100.0%

## **Tenant perception measures**

Measure	Description	Performace
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	85.3%
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	89.5%
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	87.5%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	85.8%
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	87.7%
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	81.3%
<b>TP07</b>	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	84.7%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	89.2%
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	53.7%
TP010	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	85.8%
TP011	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	80.1%
TP012	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	75.5%

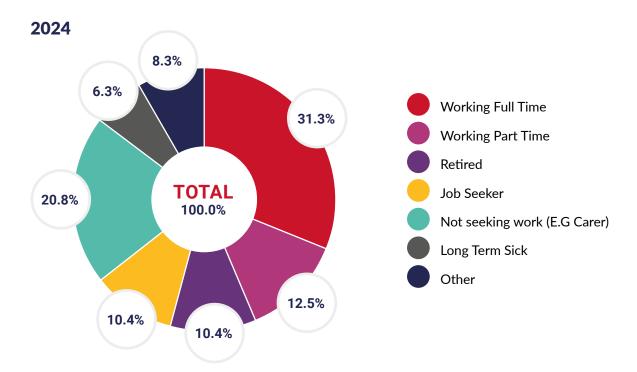
## **Equality, Diversity and Inclusion**

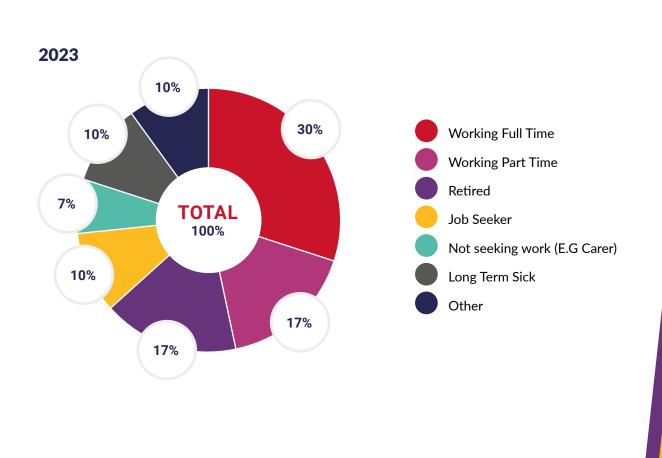


### **Ethnic Origin of Tenants**

	New Tenants		All Tenants	
Ethnic Origin – Head of Household	No	%	No	%
BLACK / BLACK BRITISH CARIBBEAN	6	13%	158	15%
BLACK / BLACK BRITISH AFRICAN	10	21%	224	21%
BLACK / BLACK BRITISH: OTHER	4	8%	105	10%
MIXED: WHITE & BLACK CARIBBEAN	2	4%	47	4%
MIXED: WHITE & BLACK AFRICAN	1	2%	24	2%
MIXED: WHITE & ASIAN	0	0%	9	1%
MIXED: OTHER	1	2%	13	1%
ASIAN / ASIAN BRITISH BANGLADESHI	1	2%	10	1%
ASIAN / ASIAN BRITISH PAKISTANI	4	8%	83	8%
ASIAN / ASIAN BRITISH INDIAN	2	4%	14	1%
ASIAN / ASIAN BRITISH CHINESE	4	8%	7	1%
ASIAN BRITISH OTHER	1	2%	27	3%
OTHER: ARAB	2	4%	35	3%
OTHER: OTHER	0	0%	35	3%
TOTAL BME	38	79%	791	75%
WHITE BRITISH	6	13%	200	19%
WHITE IRISH	0	0%	22	2%
WHITE OTHER	0	0%	27	3%
GYPSY OR IRISH TRAVELLER	0	0%	1	0%
NO INFORMATION	4	8%	9	1%
Total	48	100%	1,050	100%

### **Economic Status Of New Tenants**





## Percentage of tenants with Customer Profile survey completed



Actual %

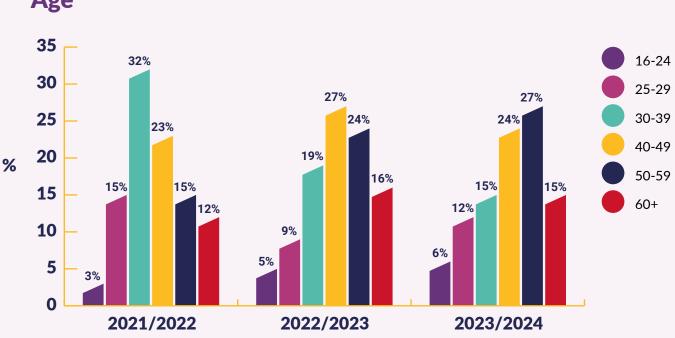
Arawak Walton Target %



# **Equality, Diversity and Inclusion** - Staff



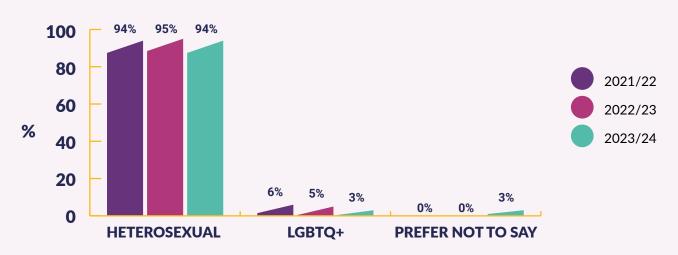




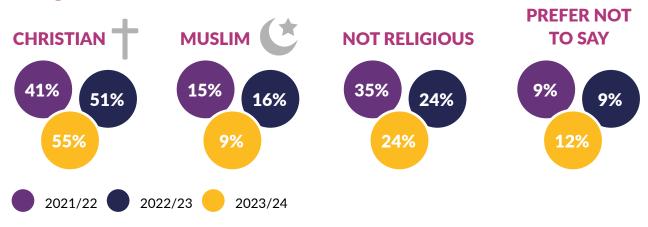
### **Ethnicity**

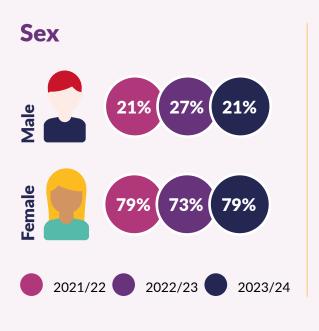


### **Sexual orientation**



### Religion or belief



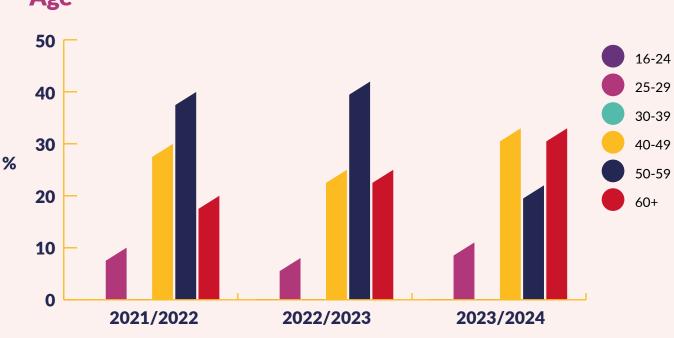




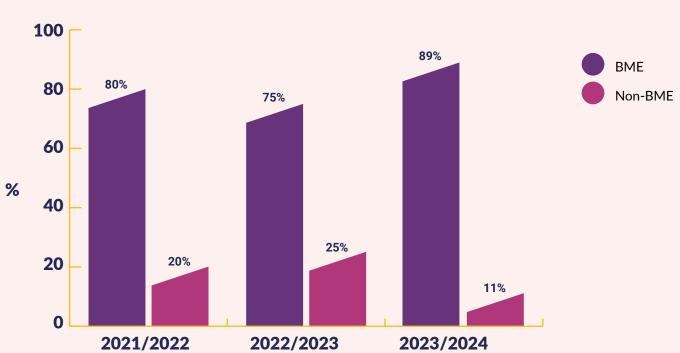
# **Equality, Diversity and Inclusion** - Board



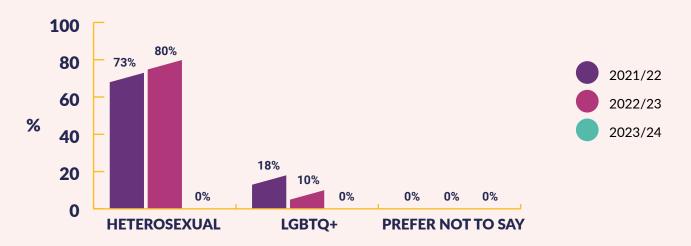




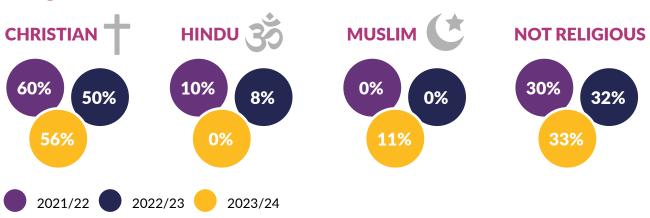
### **Ethnicity**

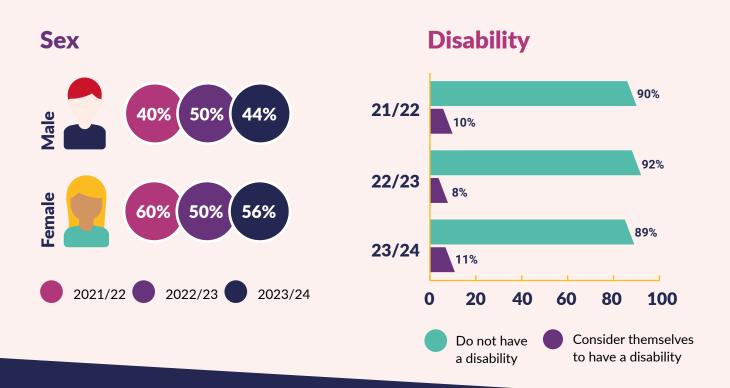


### **Sexual orientation**



### Religion or belief





### **Staff Information**





#### **NUMBER OF DAYS**













**ARAWAK WALTON TARGET (DAYS)** 



### Gender pay gap information (as at 05.04.24)

### 2023/24



#### Women's hourly rate is

-10.13% (mean) lower (.ie. higher)

13.51% (median) lower

Our mean (average) gender pay gap equates to -10.13%, meaning that males are paid on average £1.94 less than women. Our median (midpoint) gender pay gap is a difference of £2.63 in favour of men.

#### **MEAN MALE AND FEMALE PAY**



Our results show a reverse pay gap in favour of women. Males are paid on average £1.94 per hour less than women. Our reverse pay gap is largely due to the high numbers of females working both for the association, and in leadership positions, however the gap has reduced from last year, due to changes in our middle to upper quartiles, where we now have more males earning more than £35K pa.

### **Ethnicity Pay Gap information**

TOTAL EMPLOYEES

TOTAL BME STAFF

TOTAL WHITE BRITISH STAFF







We currently employ more **White British employees** in roles which fall into the upper pay quartiles, which is affecting the mean and median figures. It is possible that the pay gap will be positively impacted by ongoing recruitment to numerous vacant senior level positions within the association which are currently ongoing. However, it has highlighted a need to ensure that not only are we employing a diverse range of staff which reflect the communities that we serve, but also that we are ensuring that BME staff are represented at all levels of our workforce.

Due to significant staffing changes in our leadership team and upper quartile in 2023/24, our mean ethnicity pay gap has significantly increased to 33.87% (7.78% in 2022/23), meaning our White British employees are paid on average £8.78 more than our BME employees per hour

### **Staff per 100 Dwellings**



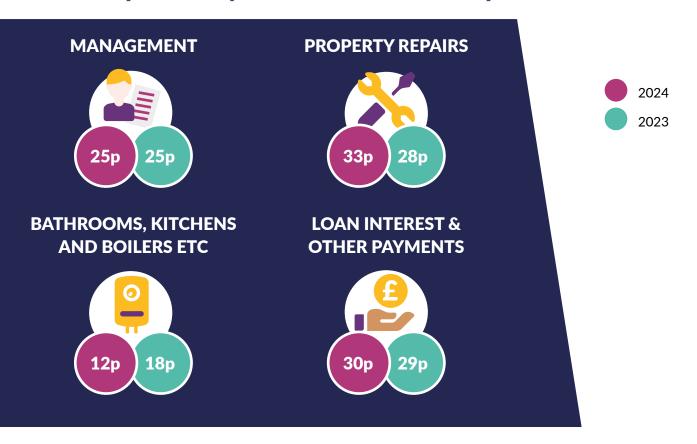
## Overall Staff Satisfaction rate from annual survey

Disability	Smaller value (0) being better	Arawak Walton Target
2023/24	2.2	2
2022/23	2.0	1.8
2021/22	1.8	1.8

## **Value for money**



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



### **Average Rent Levels**



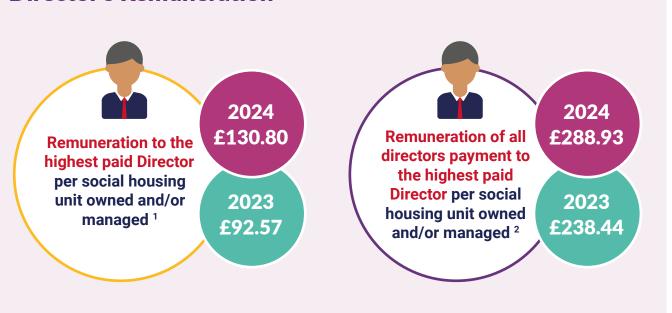
### **Property Maintenance Expenditure**

	2023/24 £	2022/23 £
Cyclical and planned works	439,109	422,985
Repairs	1,004,655	726,617

### **Community Sponsorships Expenditure**



### **Director's Remuneration**



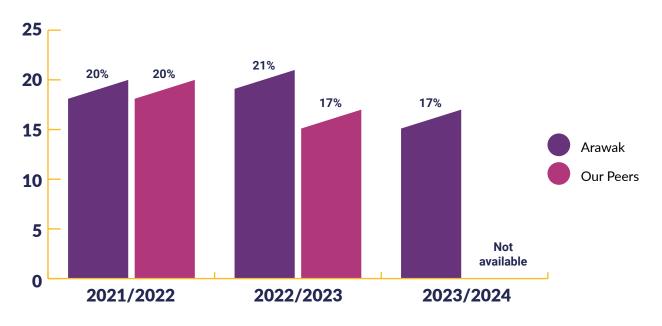
#### Notes

- <sup>1</sup> excludes pension and national insurance contributions
- <sup>2</sup> includes pension and national insurance contributions for current or former directors

### **Value for Money Highlights**

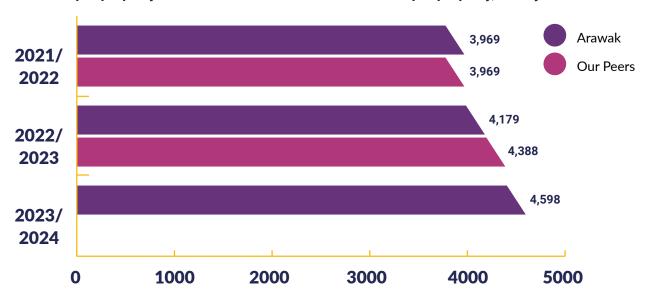
### **Operating Margin**

A key measure used in the sector and monitored by our Regulator, is operating margin. This measures the profitability of operating activities and shows the financial efficiency of a business.



### **Cost Per Property**

The cost per property measure assesses what our costs are per property, each year



### Value for money

At Arawak Walton we have had another busy year ensuring we achieve and improve our value for money. Despite an uncertain economic environment, which has brought cost increases across all areas, we have been able to provide services as normal, whilst focusing on the most efficient ways of working.

We have continued to focus on health and safety and invest in our properties which, together with inflationary increases, has meant that our costs have increased.

During the year we prioritised staff resources to commence an ongoing programme of property inspections and tenancy visits to enhance our knowledge of property conditions and tenants' needs.

We also undertook a review of our customer facing teams, which has resulted in identifying the need for additional staff posts in order to enhance our customer experience and increase our tenant and community engagement. These changes will be implemented in 2024/25.

During the course of the year we continued to maintain our stock and invested £720k by replacing 45 kitchens, 36 windows & doors and 23 bathrooms. In addition to this, we invested £137k in fire safety improvements at a number of our communal schemes and will continue to do this over the forthcoming year.

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.

For all expenditure over £15k we carry out a tender process ensuring we procure at the best prices, in order to obtain best value for our tenants.

During the year we acquired seven properties, most of which are for social rent, which will help expand our stock in order to address the shortage of social housing in our areas.

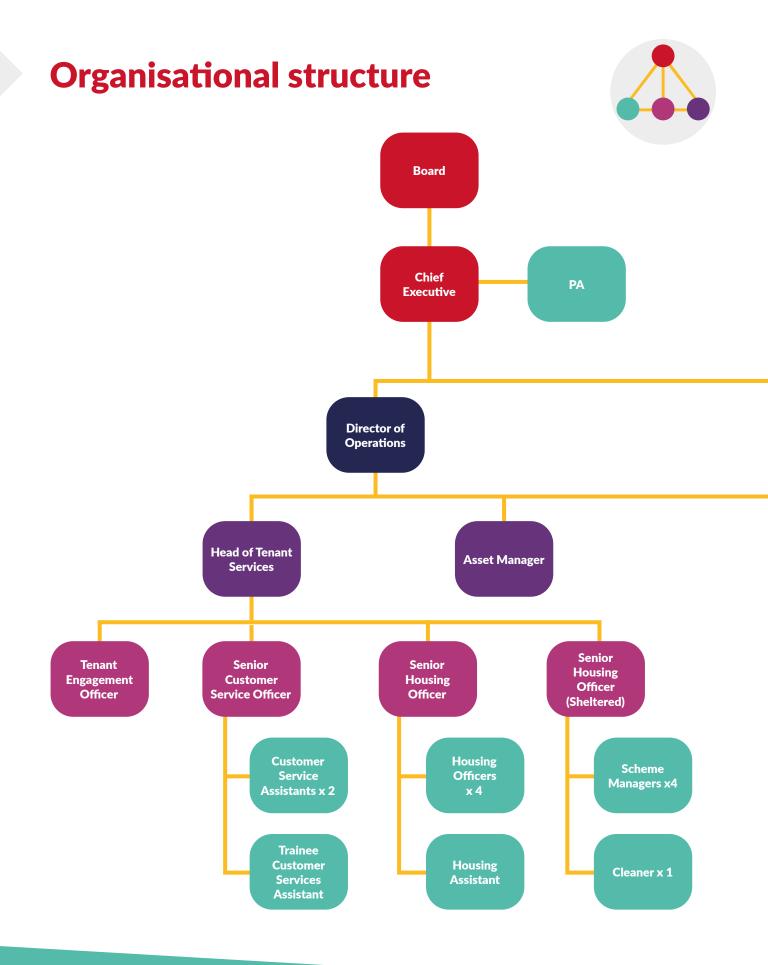
During the year we have reviewed our asset management strategy, focussing on fire safety measures and investment in carbon reduction measures for all of our properties. Our 30 year business plan includes estimated costs of around £120k for further fire safety measures and continues to include investment in carbon reduction measures of £2m in order to get all our properties to a minimum EPC rating of C, which is planned to commence in 2025/26.

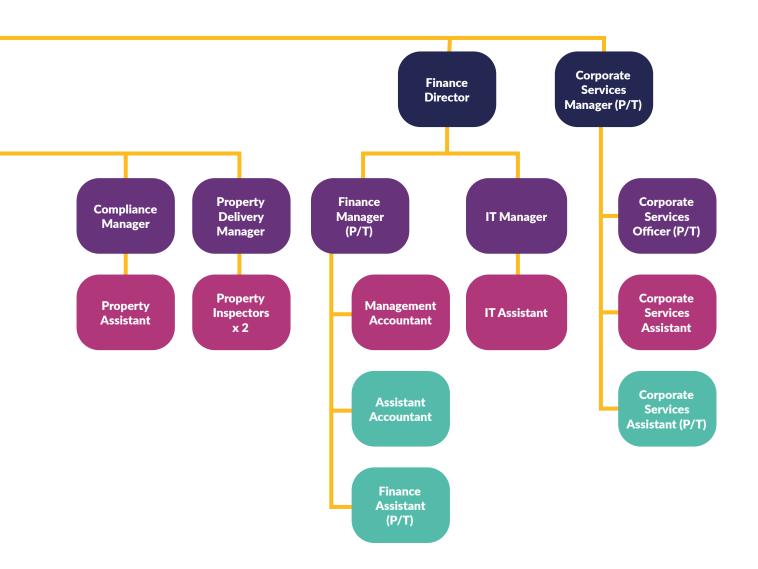
We constantly work to improve our value for money and we have plans to do this over the course of the next year.

For more information on our costs and our full value for money report, please see the performance section on our website:

Our Performance - Arawak
Walton Housing Association

https://arawakwalton.com/ our-performance/





## **Board information**





Adrian Carridice-Davids Chair of the Board

Member of Remuneration and Appointments Committee

Non-Executive Director for Blackpool Teaching Hospitals NHS Foundation Trust

Associate Non-Executive Director for Warrington & Halton Hospitals NHS Foundation Trust



Troy Tull
Board Member
Chair of Remuneration &
Appointments Committee
Member of Audit
Committee
SOX Controls Manager
at Worldpay



Board Member
Member of Audit
Committee
Assistant Director of
Neighbourhoods at
Stockport Homes

**Anila Khalid** 



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



Robert Wakefield BSc (Hons),CPFA Board Member Member of the Audit Committee Chief Executive of Community Gateway Association



Rob Brown Deputy Chair of the Board

**Chair of Audit Committee** 

Project Manager - Stakeholder Engagement Strategy & Partnerships Team

Growth & Development Directorate Housing and Residential Growth, Level 8

**Manchester City Council** 



Larry Gold

Member of Audit
Committee

Chief Executive of South
Yorkshire Housing



Sharon Thomas Dip H.E, BA (Hons) Mental Health First Aider

Board Member

Member of Remuneration and Appointments Committee

Social Investment Specialist at S4B Housing



Sally Penni MBE, LLB (Hons) in Law, FRSA, C.C.M.I

**Board Member** 

Member of the Audit Committee

Barrister at Law for Kenworthy's Chambers in Manchester

Vice Chair of Association of Women Barristers UK

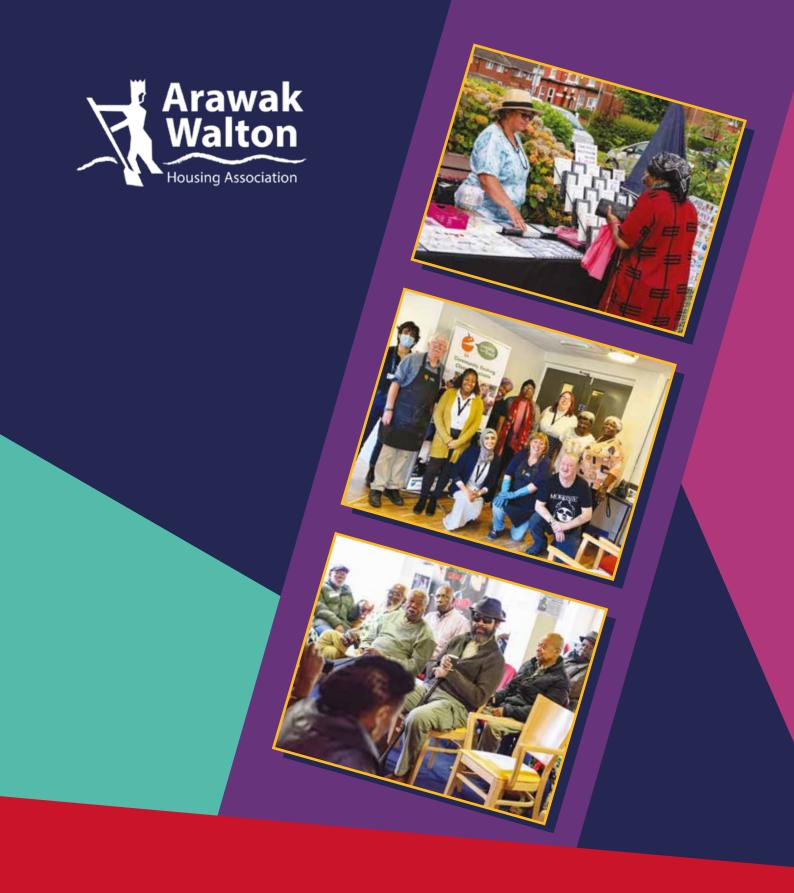


Jenny McGarry BEd Honours in Education

**Board Member** 

Member of Remuneration and Appointments Committee

Head Teacher of St. Mary's CE Primary



Arawak Walton Housing Association 23 Manor Street Ardwick Manchester, M12 6HE

www.arawakwalton.com

### **Contact us:**

**Tel:** 0161 272 6094 **24 hour repair line:** 0800 389 4616 **Email:** contact@arawakwalton.com

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@Arawak-Walton-Housing-Association