



Arawak Walton Housing Association

Annual Report

2024/2025

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Chair's Statement 2025

Welcome to our Annual Report for 2024/25. It remains a privilege to serve as Chair of Arawak Walton Housing Association (AWHA), and I take seriously the responsibility of helping guide this unique and important organisation. I am pleased to share this overview of our achievements and reflect on the progress we continue to make together.



First and foremost, our successes are made possible by the dedication of our staff, the commitment of our Board, and the ongoing support of our tenants, partners, and stakeholders. Their collective efforts ensure that AWHA stays true to our vision and values.

The social housing sector is evolving, with the introduction of new consumer standards and the Tenant Satisfaction Measures (TSMs) from the Regulator of Social Housing. These changes strengthen accountability and ensure that tenants' voices remain at the centre of housing services.

We welcome this focus, which supports the fundamental purpose of social housing: safe, secure, and decent homes for all.

At AWHA, we have responded proactively. This year we introduced our Tenant Experience Committee (TEC), alongside our long-standing Tenant Quality Panel (TQP). Together, these groups provide assurance to the Board that we are delivering excellent services, meeting regulatory requirements, and listening carefully to the feedback of those who matter most—our tenants. These forums help us continually improve; while also building the skills and capacity of our staff so they can deliver the best possible service.

We are also proud of our Tenant Satisfaction Measures results for 2024, which placed Arawak Walton among the top-performing housing associations nationally. Highlights include 84% overall satisfaction, 95% of tenants feeling kept informed, and 92% saying they are treated fairly and with respect. These results reflect the quality of our services and the strength of our tenant relationships, while also showing us where we need to improve, particularly in complaints handling.

Our new Corporate Plan 2025–2030 sets out how we will build on these foundations. It reaffirms our commitment to remain true to our purpose as a BME-led housing association, working in diverse communities across Manchester, Trafford and Stockport. We are proud to play a vital role in providing social housing in inner-city areas and in ensuring that the multicultural communities we serve are supported to thrive. The plan also strengthens our focus on value for money, governance, and long-term resilience, so that we can continue to deliver for future generations.

Crucially, Arawak Walton is more than a landlord. Over the past year, we have deepened our work in the community, supporting initiatives that promote cohesion, inclusion, and wellbeing. From partnering with local groups to backing events that bring people together, we are helping to build stronger, safer, and more connected neighbourhoods.

We now own and manage 1,192 homes, and last year invested over £3.1m in repairs and refurbishments, ensuring that our properties are well-maintained and safe. We also continued to work with partner associations to make capital receipts available to provide more homes, contributing to the wider effort to tackle the housing crisis.

Our finances remain strong, with net assets of £37.5m and reserves of £15.2m, giving us the stability to deliver on our mission in the years ahead. The Board continues to focus on good governance and succession planning, and our newly restructured HR and Governance Committee will ensure we are well-prepared to meet regulatory requirements and future challenges.

Finally, I want to thank all those who make Arawak Walton what it is—our tenants, staff, Board members, and partners. Together, we are building more than homes: we are nurturing communities, championing diversity, and proving the power of small housing associations to make a big difference.

Adrian Carridice-Davids

Chair of Arawak Walton Housing Association

CEO's Statement 2025

As I approach my tenth month as CEO of Arawak Walton Housing Association, I feel truly privileged to lead an organisation with such a proud history and deep community roots. From my very first day, the warmth, commitment, and teamwork shown by our staff and Board have made me feel not just welcome, but part of the Arawak Walton family.



The work we do in our communities is remarkable – and it goes far beyond providing safe, high-quality homes. We are more than a landlord. We stand alongside our tenants, offering support that improves wellbeing, and strengthens neighbourhoods. Whether it's tackling loneliness, supporting families through difficult times, or working with local partners to create opportunities, our focus is always on improving lives, not just providing a home.

Our tenants continue to tell us they are highly satisfied with our services, and I am grateful for all feedback – the positive and the constructive – because it helps us to improve and deliver even better outcomes.

Listening to, and acting on, the voices of our tenants will always remain at the heart of what we do.

Our identity as a BAME-led organisation is not just part of our history, it is central to our future. We remain rooted in meeting the housing and support needs of African and Caribbean communities, while also being here for all who need us. This commitment will guide us as we face the challenges and opportunities ahead.

To our staff, Board, tenants, and partners – thank you for the trust, the energy, and the belief in our shared mission.

I look forward to what we will achieve together in the years to come.

Accounts Information



Statement of Comprehensive Income

	Year ended 31 Mar 2025	Year ended 31 Mar 2024
	£	£
Turnover	6,927,253	6,399,252
Operating expenditure	(5,555,689)	(5,437,658)
Surplus on disposal of property, plant and equipment (fixed assets)	168,260	-
OPERATING SURPLUS	1,539,824	961,594
Interest receivable	9,057	11,379
Interest and financing costs	(917,914)	(870,655)
SURPLUS FOR THE YEAR	630,967	102,318
OTHER COMPREHENSIVE INCOME		
Actuarial (losses)/gains in respect of pension scheme	53,000	(181,000)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	683,967	(78,682)

Statement of Financial Position

	Year ended 31 Mar 2025 £	Year ended 31 Mar 2024 £
FIXED ASSETS		
Tangible fixed assets	38,212,417	38,250,060
Total fixed assets	38,212,417	38,250,060
CURRENT ASSETS		
Trade and other debtors	246,137	220,529
Cash and cash equivalents	820,623	632,133
Total current assets	1,066,760	852,662
LESS: CREDITORS: amounts falling due within one year	(1,775,051)	(1,853,117)
NET CURRENT ASSETS/(LIABILITIES)	(708,291)	(1,000,455)
TOTAL ASSETS LESS CURRENT LIABILITIES	37,504,126	37,249,605
CREDITORS: amounts falling due after more than one year	(21,821,417)	(22,042,821)
PROVISIONS FOR LIABILITIES		
Pension – defined benefit liability	(450,192)	(658,235)
Total net assets	15,232,517	14,548,549
RESERVES		
Non-equity share capital	24	23
Income and expenditure reserve	15,232,493	14,548,526
TOTAL RESERVES	15,232,517	14,548,549

Report of the Independent Auditors for the Year Ended 31 March 2025

We have audited the financial statements of Arawak Walton Housing Association Limited “the Association” for the year ended 31 March 2025 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.



Opinion on the financial statements

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Board of Management is responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In our opinion, the financial statements:

Give a true and fair view of the state of the Association's affairs as at 31 March 2025 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.



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 been maintained; or

The Association has kept proper accounting records; or

The financial statements are in agreement with the books of account; or

We have received all the information and explanations we require for our audit.

Beever and Struthers

Beever and Struthers
Statutory Auditor
Date: 30/07/2025

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



KPI's - Our Homes

Locations of stock





Flats



Houses



Over 55s

Total

	Flats	Houses	Over 55s	Total
ABBEY HEY	0	9	0	9
ALEXANDRA PARK	38	44	4	86
ARDWICK	26	131	0	157
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	671	147	1022



Flats

Houses

Over 55s

Total

ALTRINCHAM	3	6	0	9
OLD TRAFFORD	20	40	0	60
SALE	0	1	0	1
STRETFORD	0	9	0	9
Total	23	56	0	79



Flats

Houses

Over 55s

Total

EDGELEY	0	1	0	1
HEATON MOOR	0	8	0	8
HEATON NORRIS	3	0	0	3
REDDISH	0	6	0	6
Total	3	15	0	18

	 Flats	 Houses	 Over 55s	Total
LEASEHOLD	4	7	0	11
STAFF UNIT	0	1	0	1
Total	4	8	0	12

	 Flats	 Houses	 Over 55s	Total
 Grand Total	234	750	147	1131

In addition to the properties that we own, we manage 61 units on behalf of the Boaz Trust.

Homes owned & managed

	Growth last 3 years	Growth net	No of homes owned & mgt
2025		-1	1,131
2024		7	1,132
2023		7	1,125

Our customers



Lettings in the Year to March 2025 (Total)

HOW OUR TENANTS FOUND US

Direct application
to the Association



21 44%

Transfers
– existing tenants



17 35%

Nominated by
local authority



10 21%



TOTAL LETTINGS

48 100%

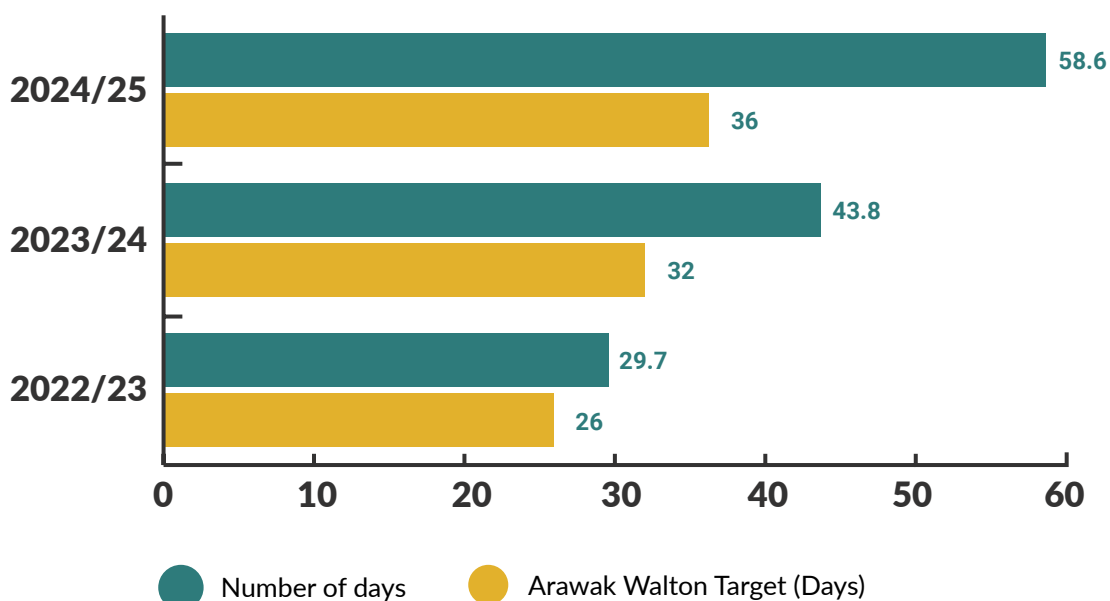
Including no. of
formerly homeless



5 10%



Average number of days taken to re-let a property



THE PEER
MEDIAN FOR
2023/24

31.3
Days

Rent collection

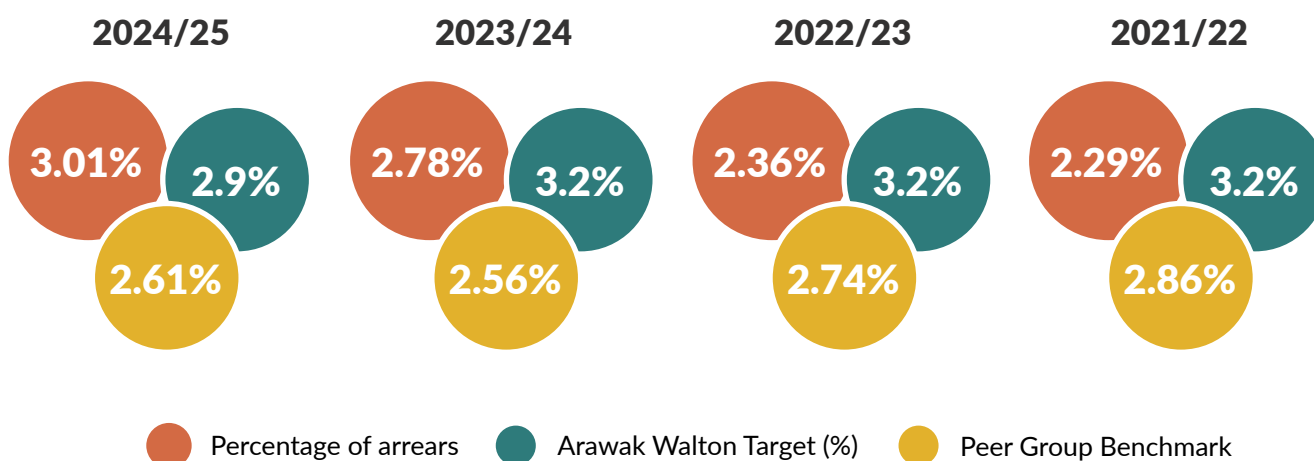
The proportion of rent due collected for the year was:

97.74%

PEER GROUP
BENCHMARK
2023/24

97.76%

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



Complaints



Year	Number of Properties	Number of Complaints Received	Complaints %	Acknowledgment on time	Response on time	Arawak Walton Target
2024/25	1,105	74	6.7%	99%	81%	100%
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%

*Number excludes Boaz, leaseholders, and shared ownership

Of the 74 complaints received, 54 were upheld either in whole or in part and 20 were not upheld. The main reasons for tenants raising a complaint were repairs and maintenance e.g. poor-quality workmanship, property condition e.g. damp, mould and condensation, neighbourhood and environmental issues e.g. communal cleaning and grounds maintenance, tenancy issues e.g. rent increase, contractor conduct e.g. failure to attend, staff conduct e.g. poor attitude and lack of support.

All complainants are informed of their right to escalate their complaint and ask the Chief Executive (or a Director in their absence) to review a stage one decision and 10 tenants took this option 2024/25. If a tenant remains dissatisfied with our response then they have the option to reach out to the Housing Ombudsman Service.

Ethnic Origin of Complainants in 2024/25	Ethnic Origin of Complainant %	Difference	Ethnic Origin of All tenants 24/25
BME:	78	2	80
Non-BME:	21	-2	19
Unknown/Not Applicable	1	0	1

Examples of Action taken in response to complaints

When a tenant makes a complaint, we aim to use lessons learned to improve our service delivery. Some of the learnings we have collated are:

COMMUNICATION:

We should let tenants know before new processes are implemented or when there are changes to existing processes to ensure there are no surprises and there is understanding of our ways of working. Also, around repairs so that tenants are kept informed of progress of works. There may be circumstances when this is not possible, for example, health and safety matters that require immediate change.

SERVICE CONTRACTS:

Closer monitoring of work carried out under service contracts. Housing Officers carry out monthly estate inspections and will identify any areas where works are not carried out in line with service specifications which will be addressed with the relevant contractor.

UNDERSTANDING OUR PROPERTIES:

Property information should be kept up to date so that when repair works are required, they are not delayed.

CUSTOMER SERVICES:

Provide ongoing training so that the service we provide meets our tenants needs

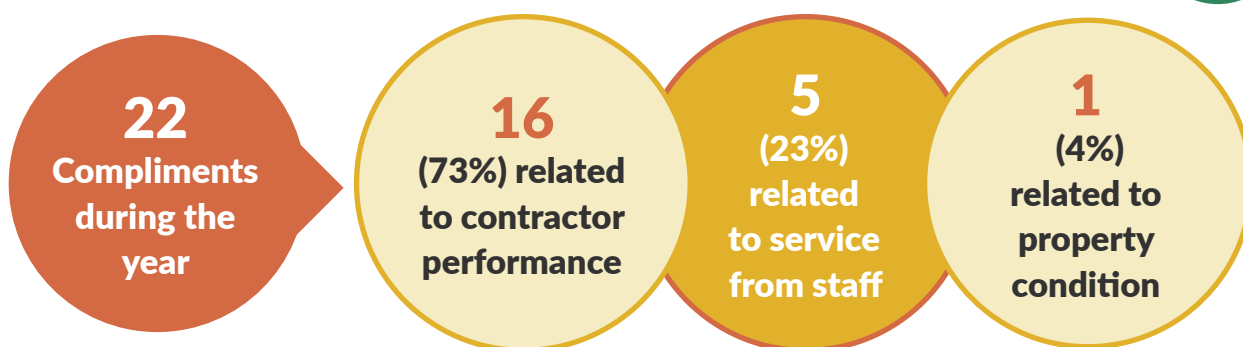
KNOWING OUR TENANTS:

Provide more flexibility around appointments, in particular, for those tenants who work full time.

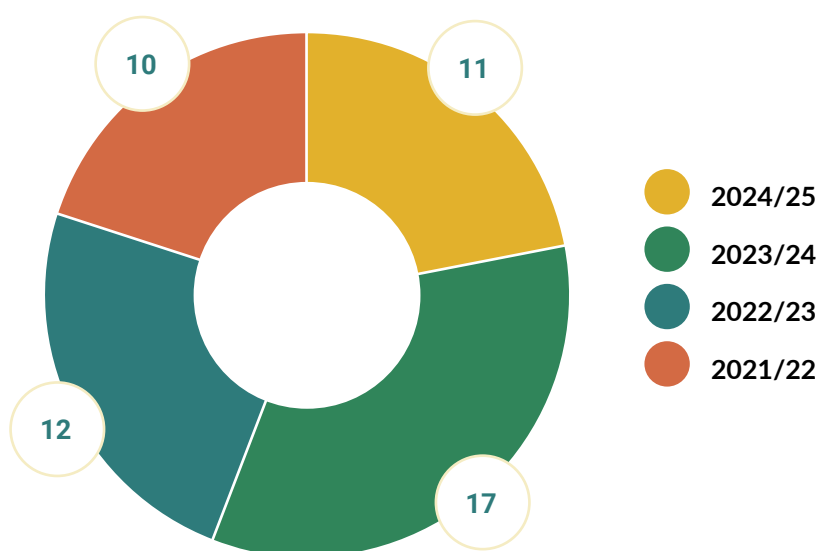
CONTRACTOR PERFORMANCE:

We will be introducing bi-monthly meetings with our contractors where we will look at performance and any issues around quality of work.

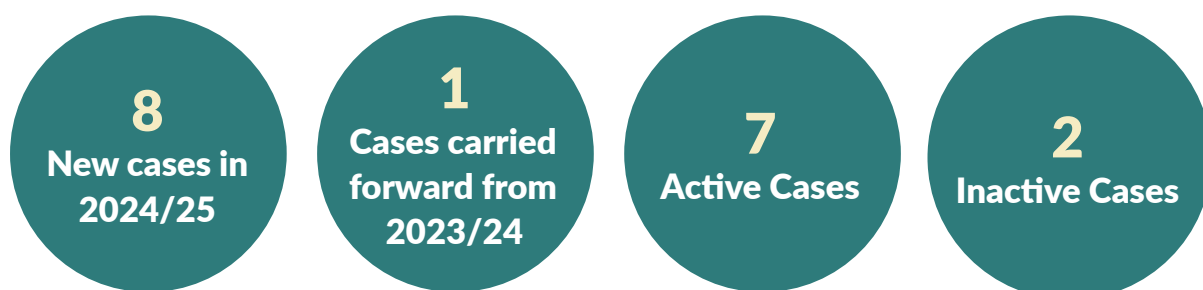
Compliments



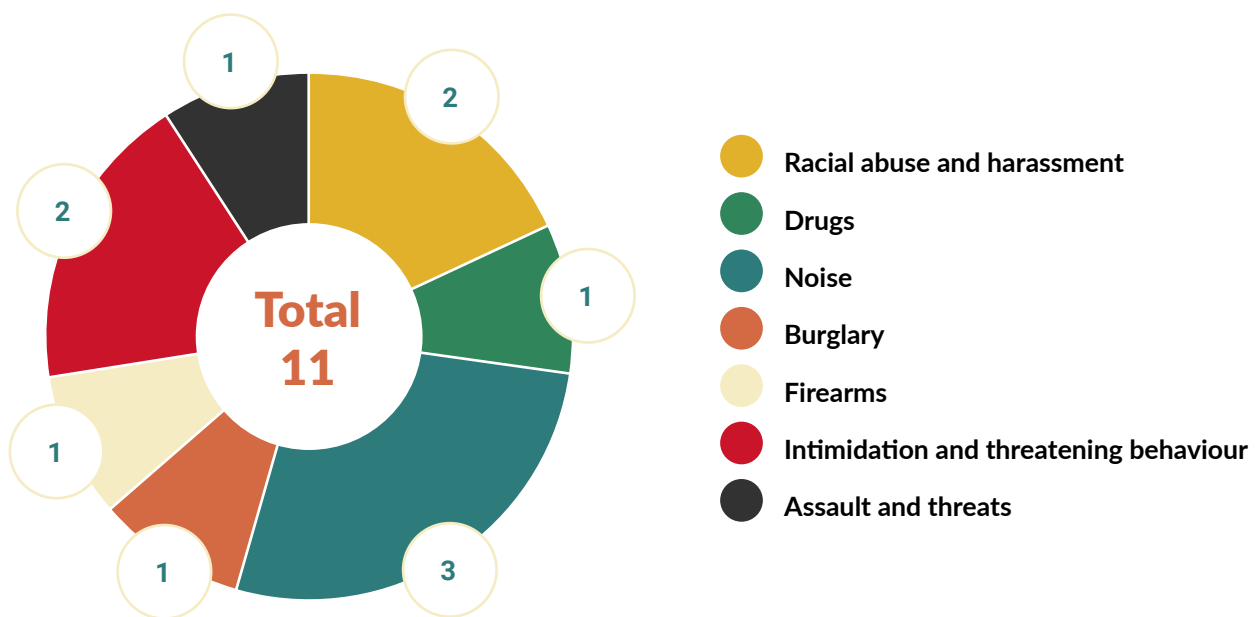
Anti-Social Behaviour Complaints 24/25



Anti-Social Behaviour Cases Analysis



General issue of new cases in 2024/25



Action Taken – new cases in 2024/25



Number of new cases reported in 2024/25 notably lower than previous year and require better understanding if this a true reflection of behaviours in our neighbourhoods to establish if ASB has reduced or is being underreported. Reintroduction of estate inspections and resident drop-ins with housing team being visible and accessible on site will assist to better understand ASB.



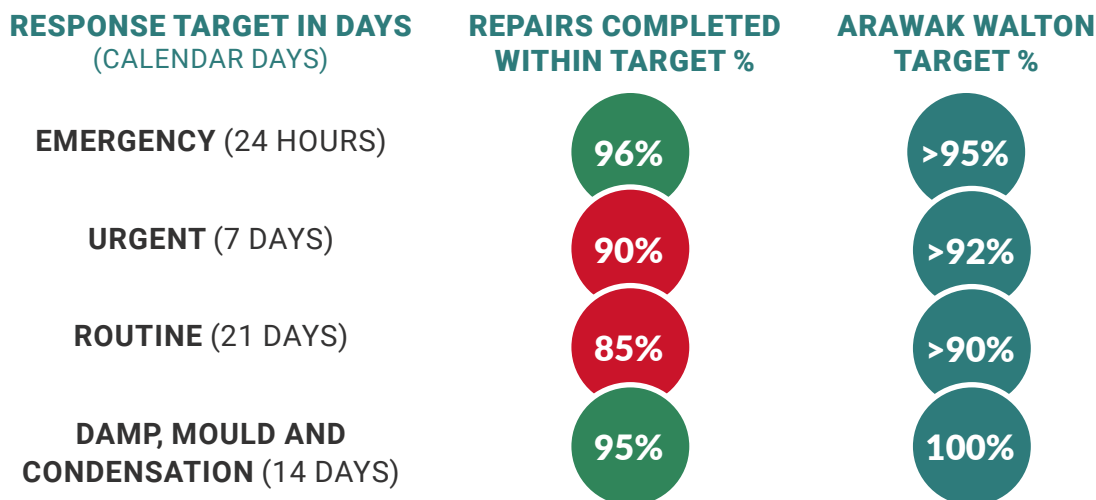
“I’m really grateful to have Zahra as my scheme manager. She’s a good one, really nice, and I truly appreciate her.”

Quote from compliment submitted about our Scheme Manager, Zahra

Repairs



Repairs Performance

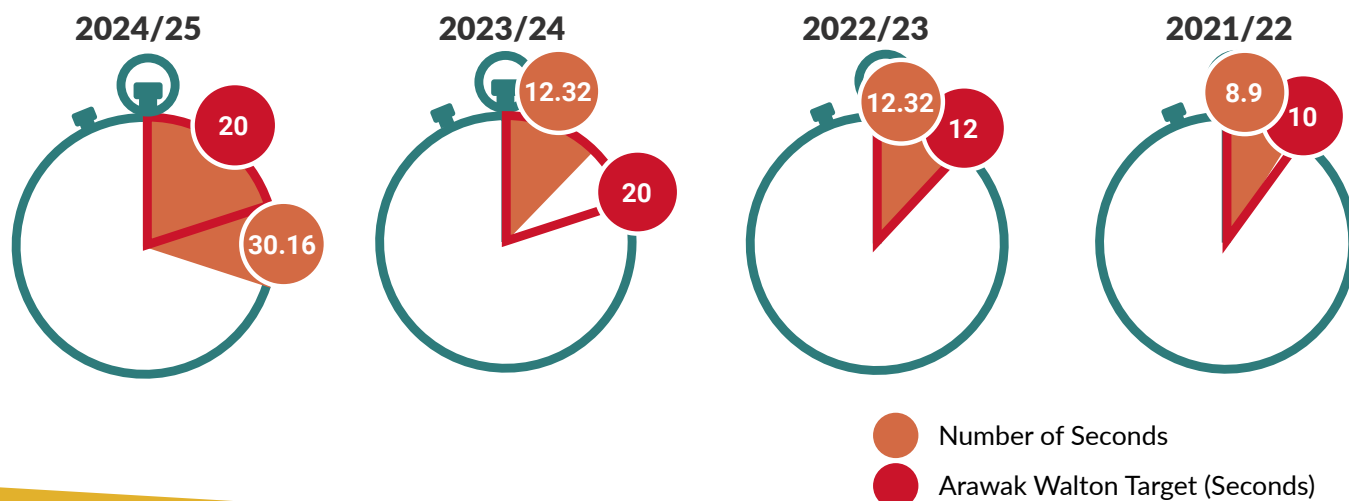


Keeping Our Homes Safe and Well-Maintained

Keeping our homes safe and comfortable is always our top priority. Over the past year, we carried out gas safety checks in every home with a gas boiler and completed electrical safety checks in 225 homes as part of our regular five-year cycle. We also carried out asbestos reinspections where needed, and checked the condition of 297 properties through our stock surveys. Our teams regularly inspected estates to make sure everything stays in good condition.

We've also made a number of improvements for residents. This included fitting new doors and windows in 38 homes, installing new doors in 26 more, giving 19 kitchens a fresh upgrade, and replacing around 60 boilers to help keep homes warm and energy-efficient.

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:



Tenant Engagement

We recognise the importance of ensuring that our tenants' voices are heard, and we are dedicated to listening and engaging with them to continuously enhance our services and communities.

To support this, we have implemented key initiatives that strengthen resident involvement and well-being. In 2024, we partnered with Acuity to conduct a comprehensive Tenant Satisfaction Survey, giving residents the opportunity to provide honest feedback and shape future service delivery.

We also introduced a 24/7 tenant support and wellbeing service through Life & Progress, offering access to practical help and emotional support, including budgeting advice, debt management, mental health guidance, and awareness around alcohol and drug use. These initiatives are part of our wider commitment to empowering residents, improving quality of life, and ensuring their voices remain central to how we operate.

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.

Tenant perception measures

Measure	Description	Peer Sector Median Scores (2024/25)	Performance 2023/24	Performance 2024/25
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	79.9%	85.3%	84.3%
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.	79.3%	89.5%	85.0%
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.	75.3%	87.5%	83.7%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	80.7%	85.8%	84.0%
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	85.3%	87.7%	86.4%
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	71.0%	81.3%	83.5%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	82.0%	84.7%	94.8%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	85.2%	89.2%	92.4%
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.	44.1%	53.7%	46.3%
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	77.3%	85.8%	83.2%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	75.7%	80.1%	84.7%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	75.7%	75.5%	80.1%

Anti-social behaviour

Measure	Description	Peer Sector Median Scores (2024/25)	Performance 2023/24	Performance 2024/25
NM01 (1)	Number of anti-social behaviour cases, opened per 1,000 homes.	30.3	8.9	9.9
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.90	0.0	1.8

Building Safety

Measure	Description	Peer Sector Median Scores (2024/25)	Performance 2023/24	Performance 2024/25
BS01	Proportion of homes for which all required gas safety checks have been carried out.	100.00%	100.00%	100.00%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	100.00%	100.00%	100.00%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100.00%	100.00%	100.00%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	100.00%	100.00%	100.00%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100.00%	100.00%	100.00%



Decent Home Standards and repairs

Measure	Description	Peer Sector Median Scores (2024/25)	Performance 2023/24	Performance 2024/25
RP01	Proportion of homes that do not meet the Decent Homes Standard.	0.00%	0.0%	0.0%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	85.4%	83.5%	83.4%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	96.7%	96.7%	96.0%

Complaints

Measure	Description	Peer Sector Median Scores (2024/25)	Performance 2023/24	Performance 2024/25
CH01 (1)	Number of stage one complaints received per 1,000 homes.	43.8	34.9	67.0
CH01 (2)	Number of stage two complaints received per 1,000 homes.	5.8	2.7	6.3
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	98.2%	87.5%	81.1%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	100.0%	100.0%	100.0%



A photograph of a man with a beard and glasses, wearing a black beanie and a black sleeveless shirt over a green mesh shirt. He is holding a microphone to his mouth and speaking. The background is a plain wall with a light fixture. A red diagonal line runs across the right side of the image.

“ Whenever I asked for any services or if I have any problems they solve them straight away, it is better then I expected.”

24/25 Tenant Satisfaction Measures Report

Equality, Diversity and Inclusion

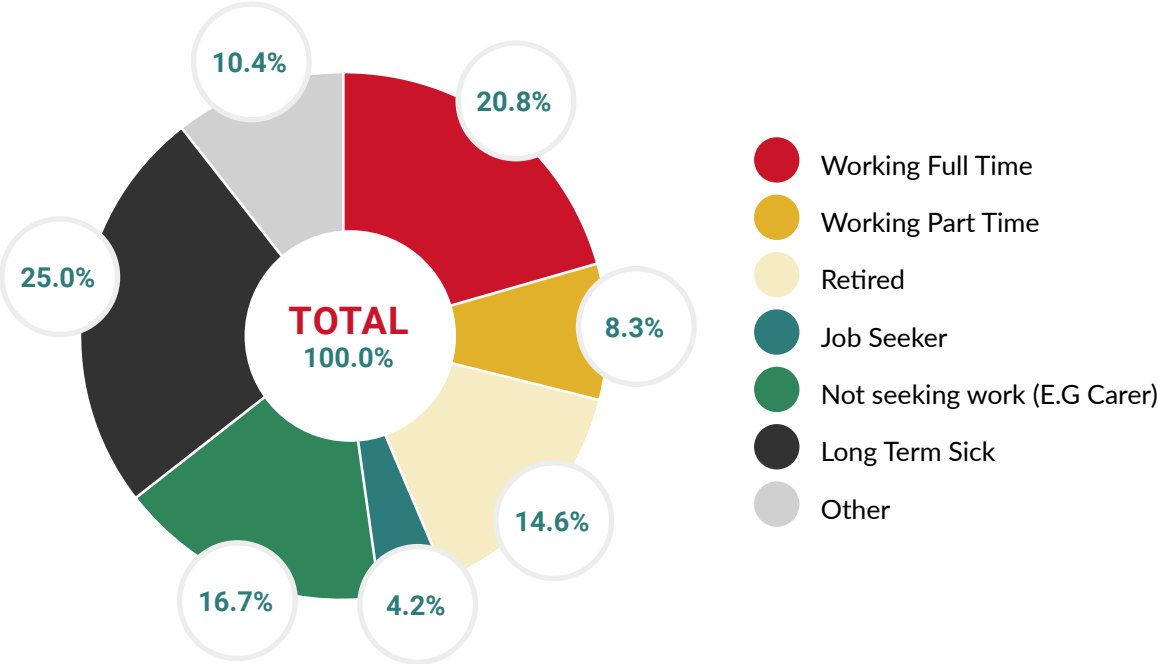


Ethnic Origin of Tenants Housed by Arawak Walton 2024-25

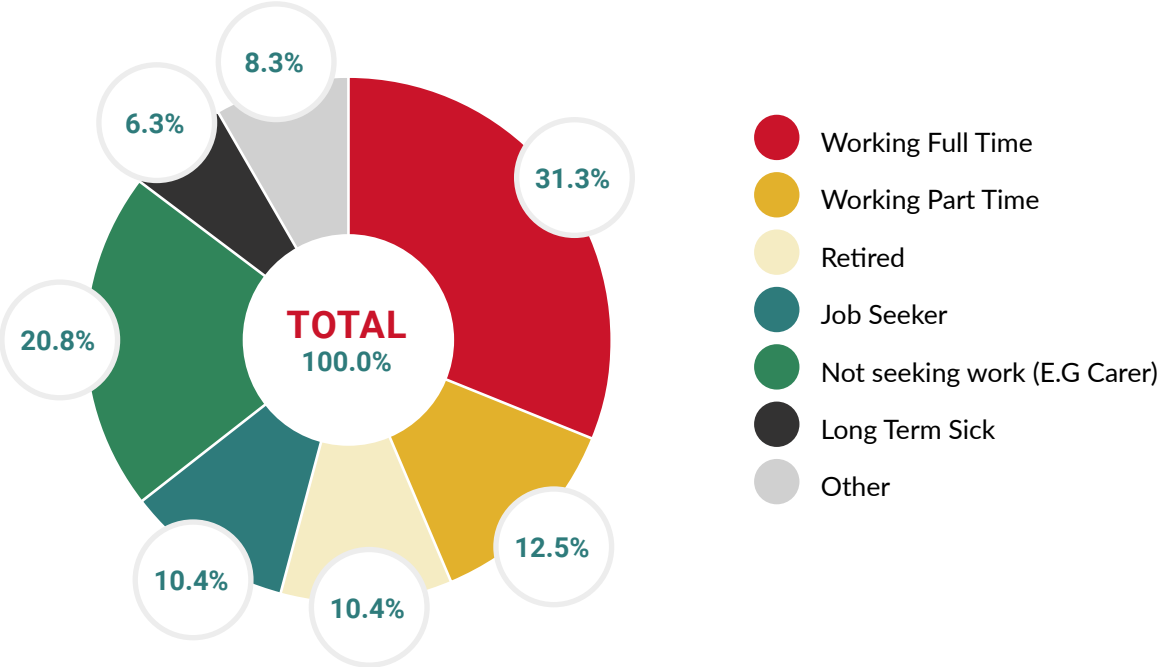
Ethnic Origin – Head of Household	New Tenants		All Tenants	
	No	%	No	%
BLACK / BLACK BRITISH CARIBBEAN	6	12%	155	14%
BLACK / BLACK BRITISH AFRICAN	11	22%	235	22%
BLACK / BLACK BRITISH: OTHER	1	2%	109	10%
MIXED: WHITE & BLACK CARIBBEAN	1	2%	47	4%
MIXED: WHITE & BLACK AFRICAN	1	2%	24	2%
MIXED: WHITE & ASIAN		0%	8	1%
MIXED: OTHER	1	2%	15	1%
ASIAN / ASIAN BRITISH BANGLADESHI	2	4%	11	1%
ASIAN / ASIAN BRITISH PAKISTANI	3	6%	86	8%
ASIAN / ASIAN BRITISH INDIAN		0%	13	1%
ASIAN / ASIAN BRITISH CHINESE		0%	6	1%
ASIAN BRITISH OTHER	1	2%	29	3%
OTHER: ARAB	4	8%	41	4%
OTHER: OTHER	2	4%	37	3%
TOTAL BME	33	67%	816	76%
WHITE BRITISH	16	33%	195	18%
WHITE IRISH			20	2%
WHITE OTHER			28	3%
GYPSY / IRISH TRAVELLER			1	0%
NO INFORMATION			9	1%
Total	49	100%	1069	100%

Economic Status Of New Tenants

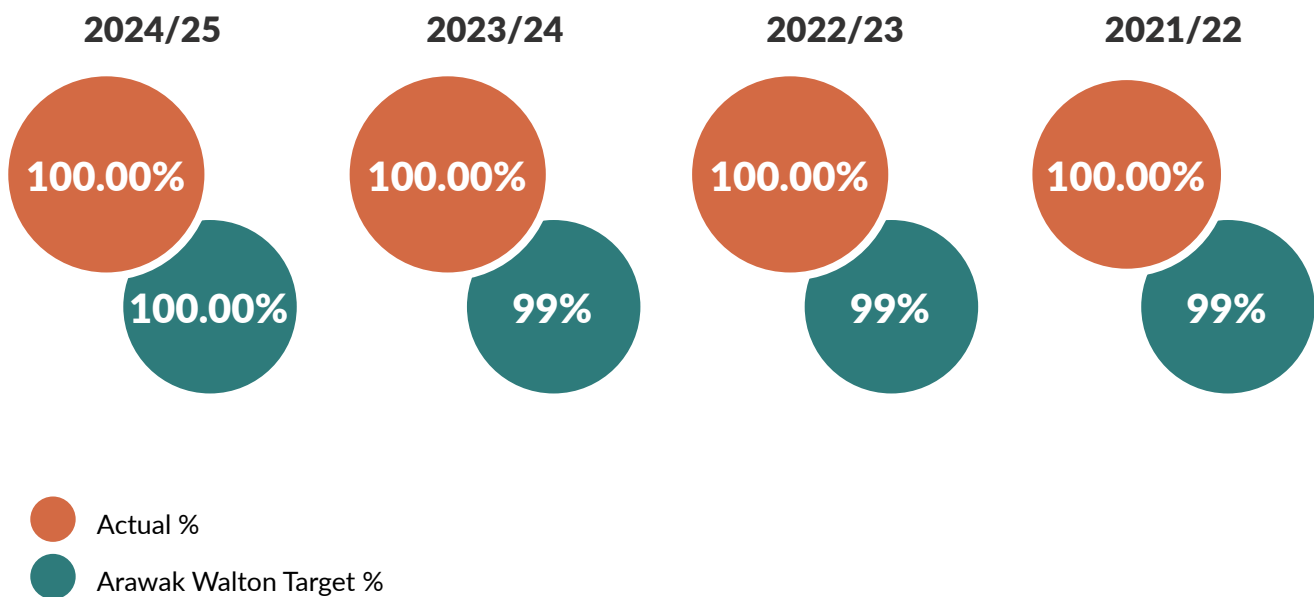
2025



2024



Percentage of tenants with Customer Profile survey completed



Building Stronger, Connected Communities

We are committed to enhancing the well-being of our tenants and building strong, connected communities. Over the past year, we've partnered with housing associations, charities, and local groups to deliver a variety of community initiatives, including Christmas hampers, Easter egg donations, clean-up days, and children's sunflower planting competitions.

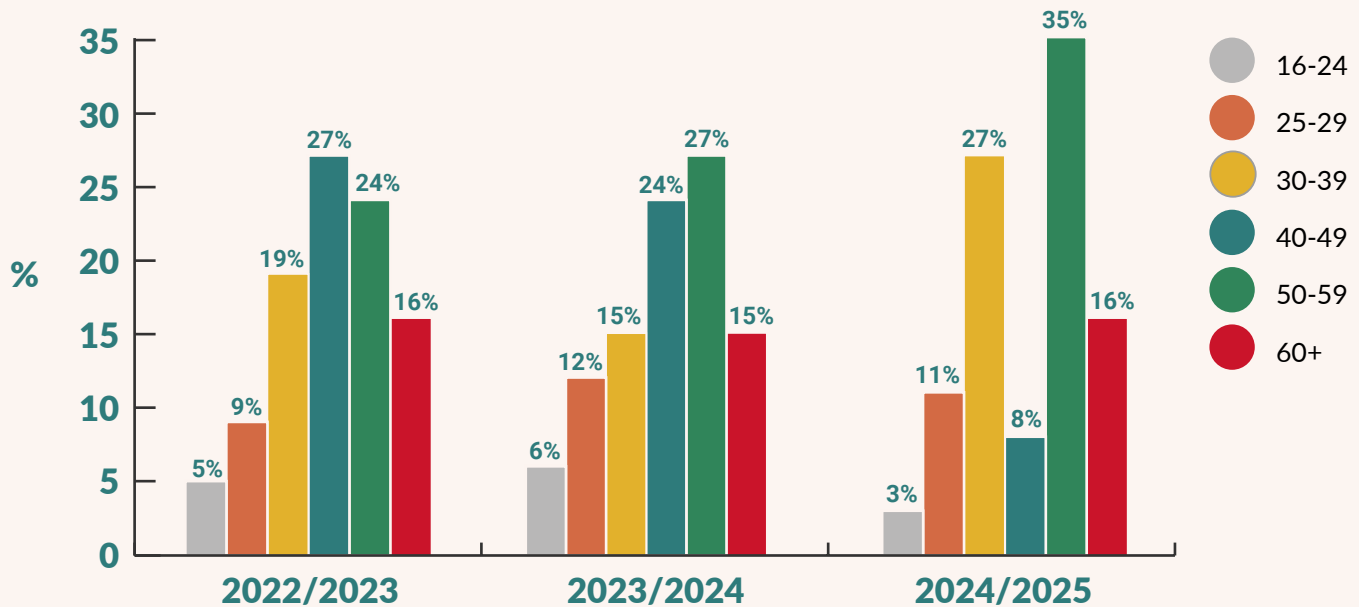
Within our Housing for Older Persons schemes, we funded and hosted a wide range of inclusive events, such as a Windrush Awareness Workshop, Black History Month and Eid celebrations, a Macmillan Coffee Morning, World Laughter Day, South Asian Heritage Month, an International Day, Burns Night, and Christmas parties across all schemes. These activities help foster connection, celebrate diversity, and reflect our ongoing investment in the communities our tenants call home.



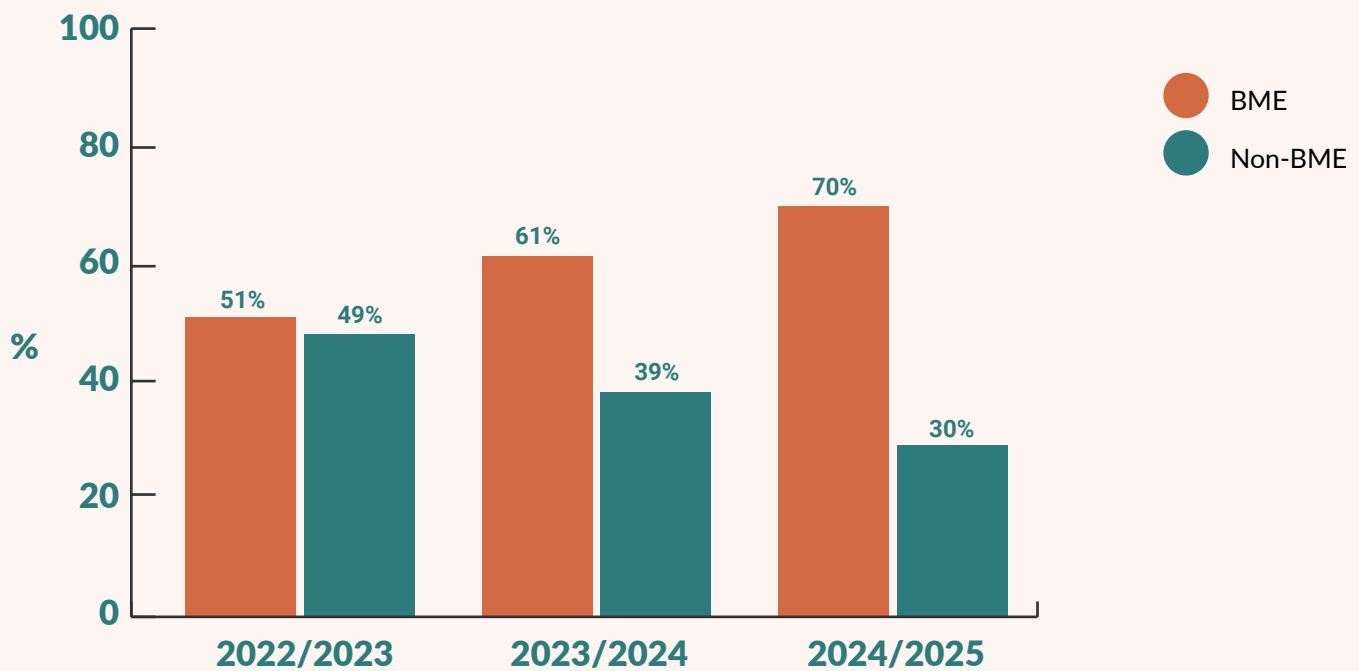
Equality, Diversity and Inclusion - Staff



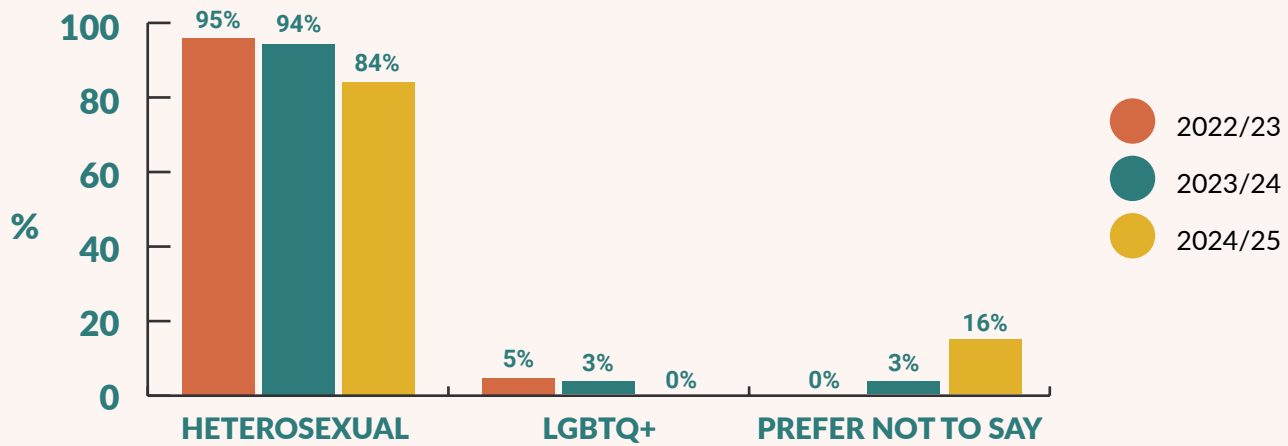
Age



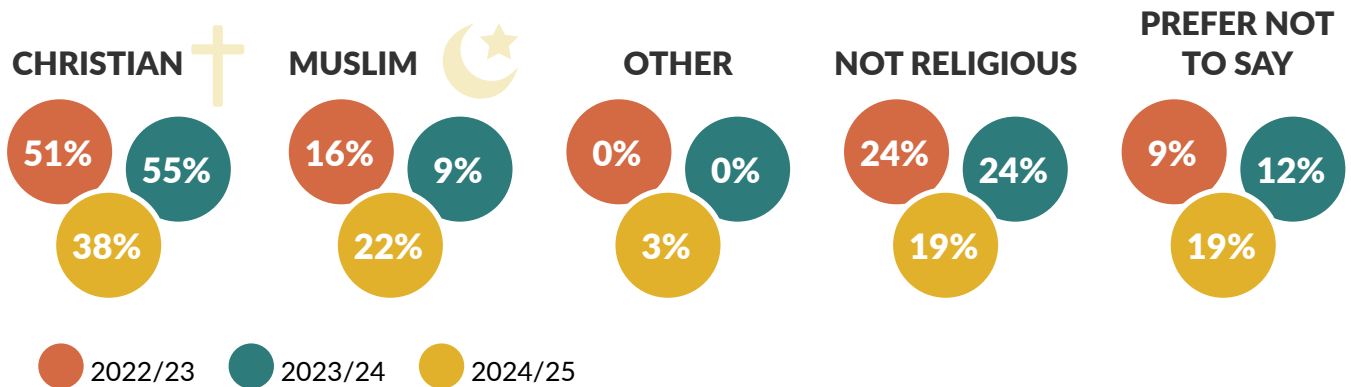
Ethnicity



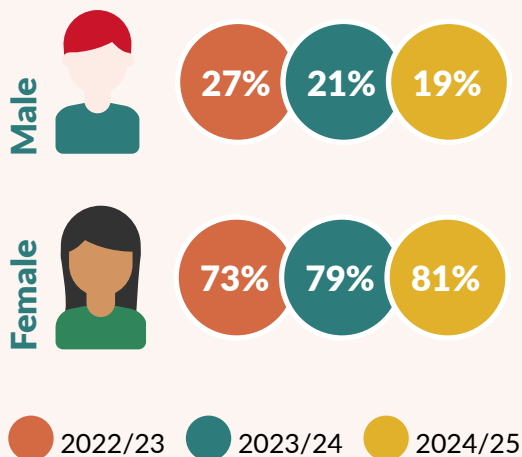
Sexual orientation



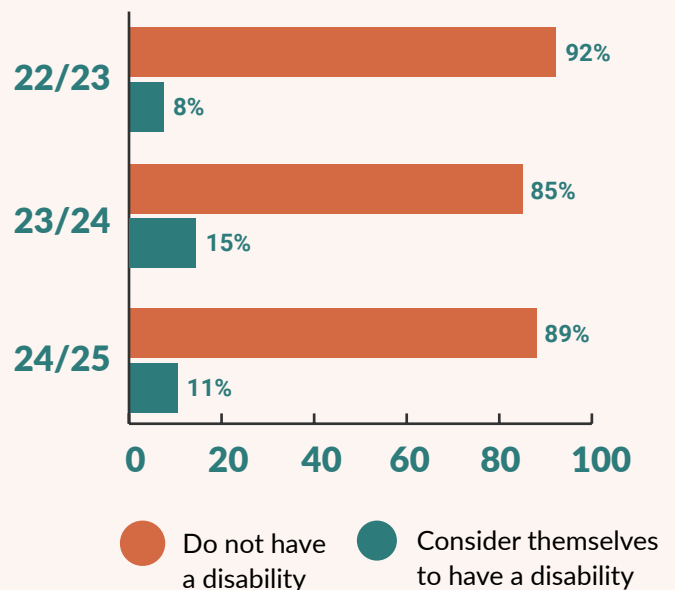
Religion or belief



Sex



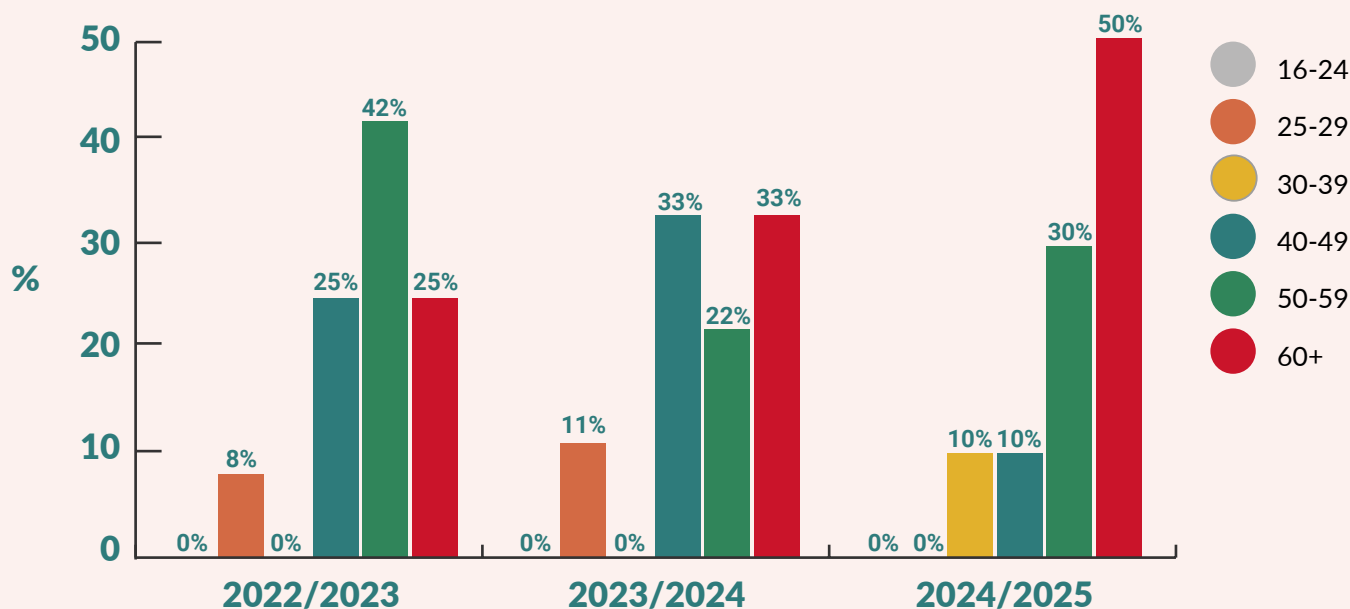
Disability



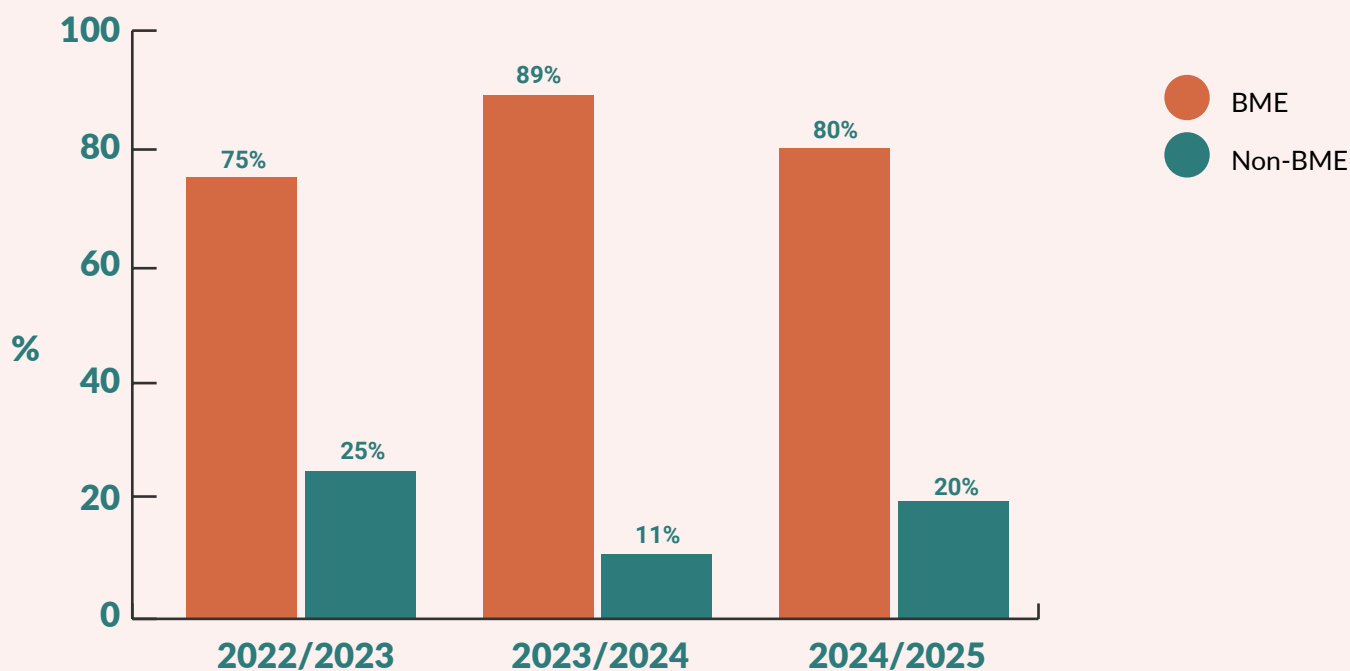
Equality, Diversity and Inclusion - Board



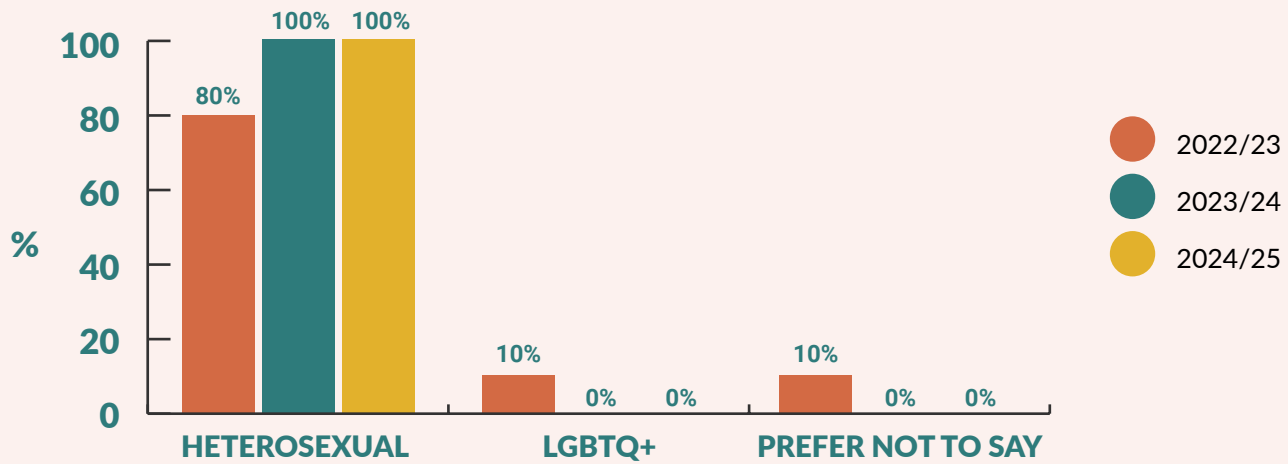
Age



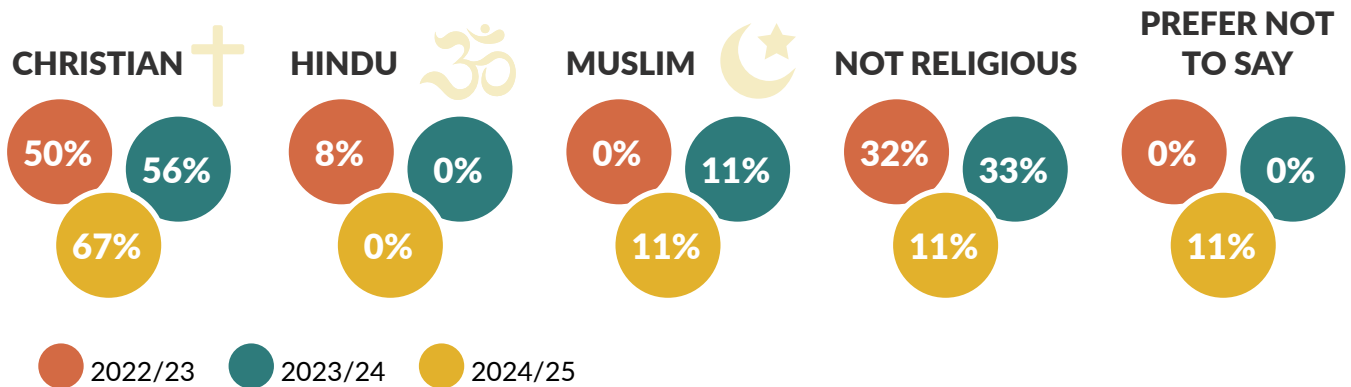
Ethnicity



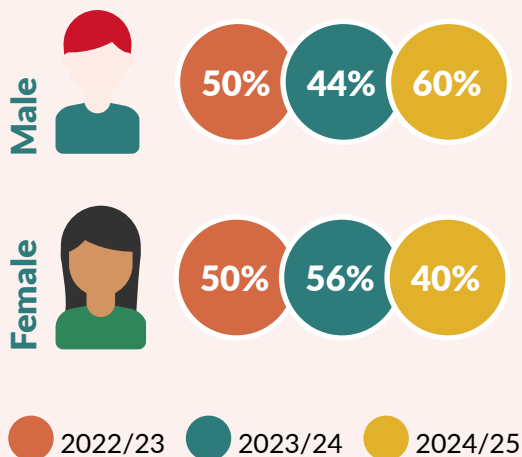
Sexual orientation



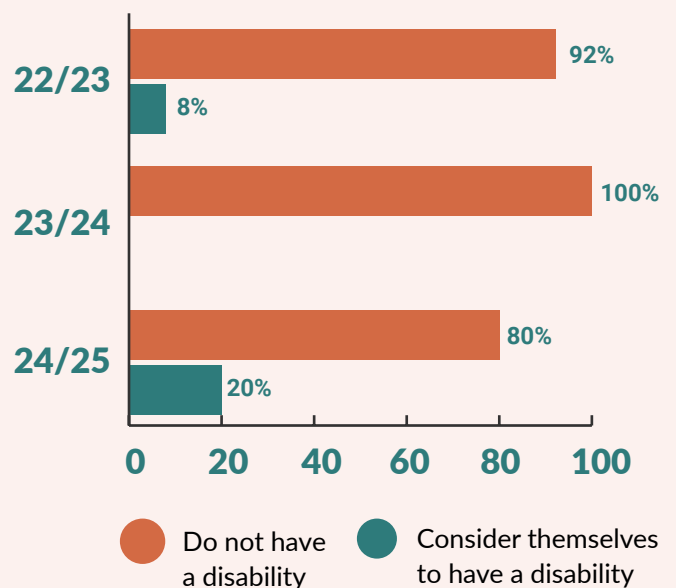
Religion or belief



Gender



Disability



Staff Information

Average number of days sick per employee



NUMBER OF DAYS



- 2024/25
- 2023/24
- 2022/23

ARAWAK WALTON TARGET (DAYS)



Gender pay gap information (as at 05.04.24)

2024/25



Women's hourly rate is

22.57% (mean) lower

9.02% (median) lower

Our mean (average) gender pay gap equates to 22.57%, meaning that males are paid on average £5.83 per hour more than women. Our median (midpoint) gender pay gap is a difference of £1.80 per hour in favour of men.

MEAN MALE AND FEMALE PAY



Our results show a pay gap in favour of men. Males are paid on average £1.80 per hour more than women. Our pay gap is largely due to the number of males working in leadership positions

Ethnicity Pay Gap information

TOTAL EMPLOYEES



TOTAL BME STAFF



TOTAL WHITE BRITISH STAFF

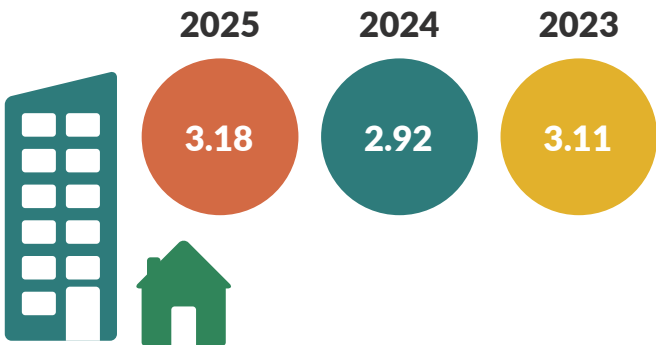


MEAN	MEDIAN
27.45%	31.94%

Due to staffing changes in our leadership team and upper quartile in 2024/25, our mean ethnicity pay gap has decreased to 27.45% (33.87% in 2023/24), meaning our White British employees are paid on average £7.34 more than our BME employees per hour.

We currently employ more White British employees in roles which fall into the upper pay quartile, which is affecting the mean and median figures. The figure highlights 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.

Staff per 100 Dwellings



Overall Staff Satisfaction rate from annual survey

Disability	Smaller value (0) being better	Arawak Walton Target
2024/25	2.0	2
2023/24	2.2	2
2022/23	2.0	1.8

Value for money



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

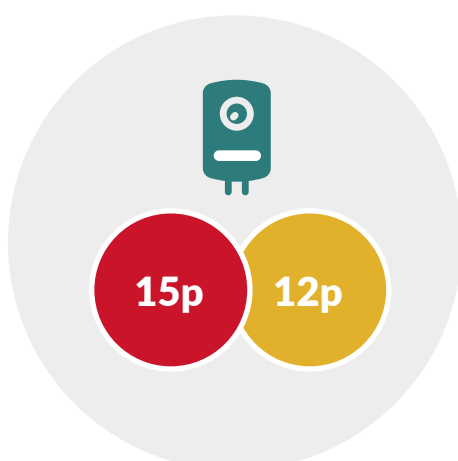
MANAGEMENT



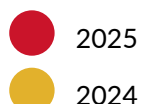
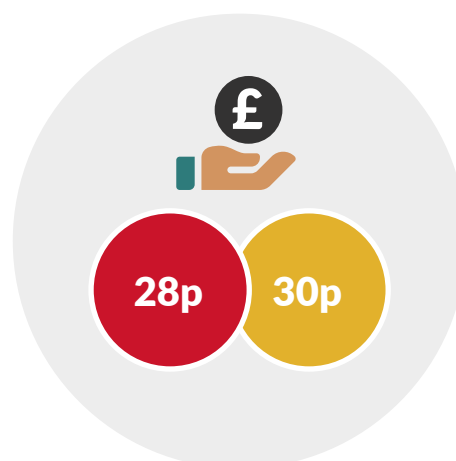
MAINTENANCE



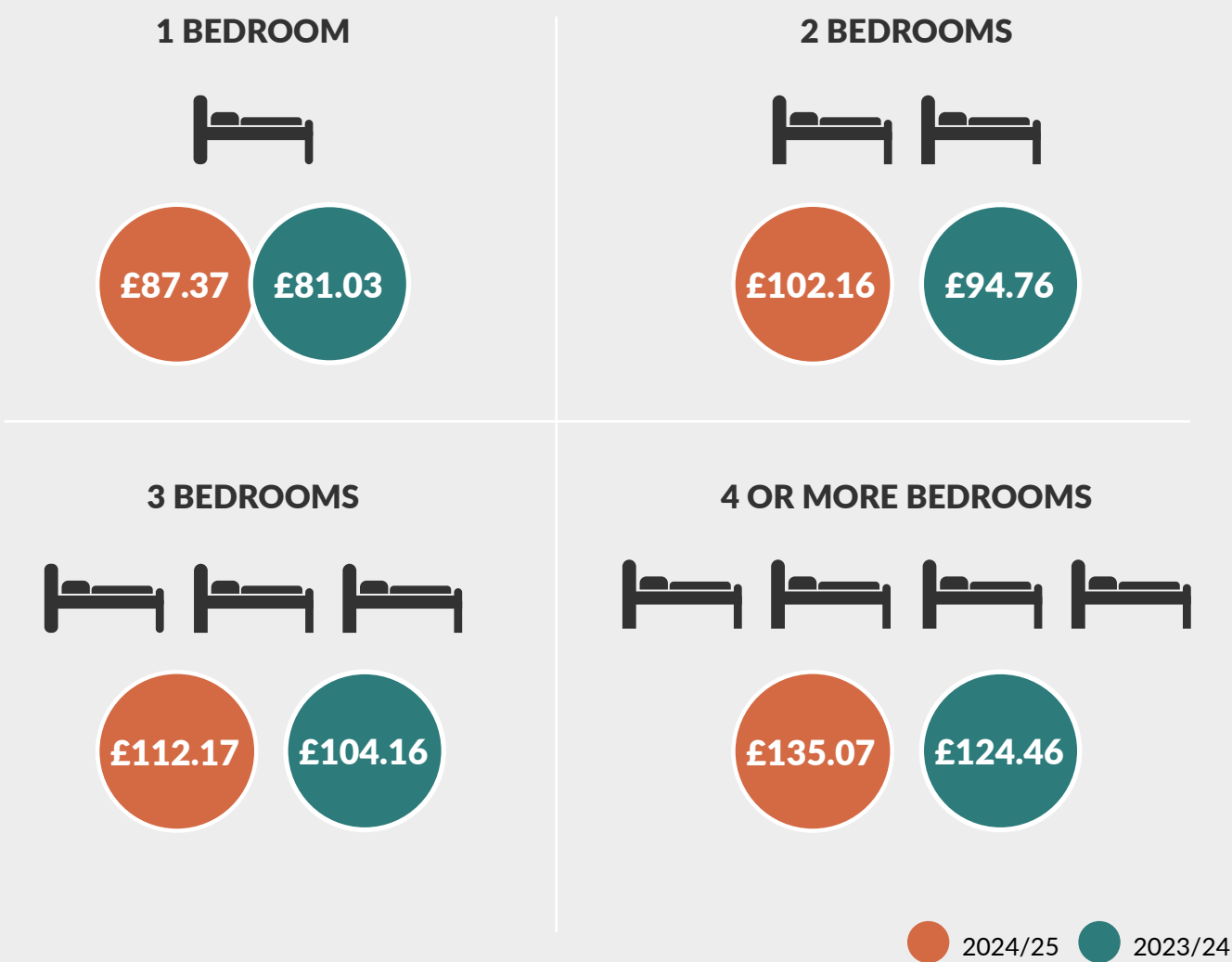
BATHROOMS, KITCHENS AND BOILERS ETC



LOAN INTEREST & OTHER PAYMENTS



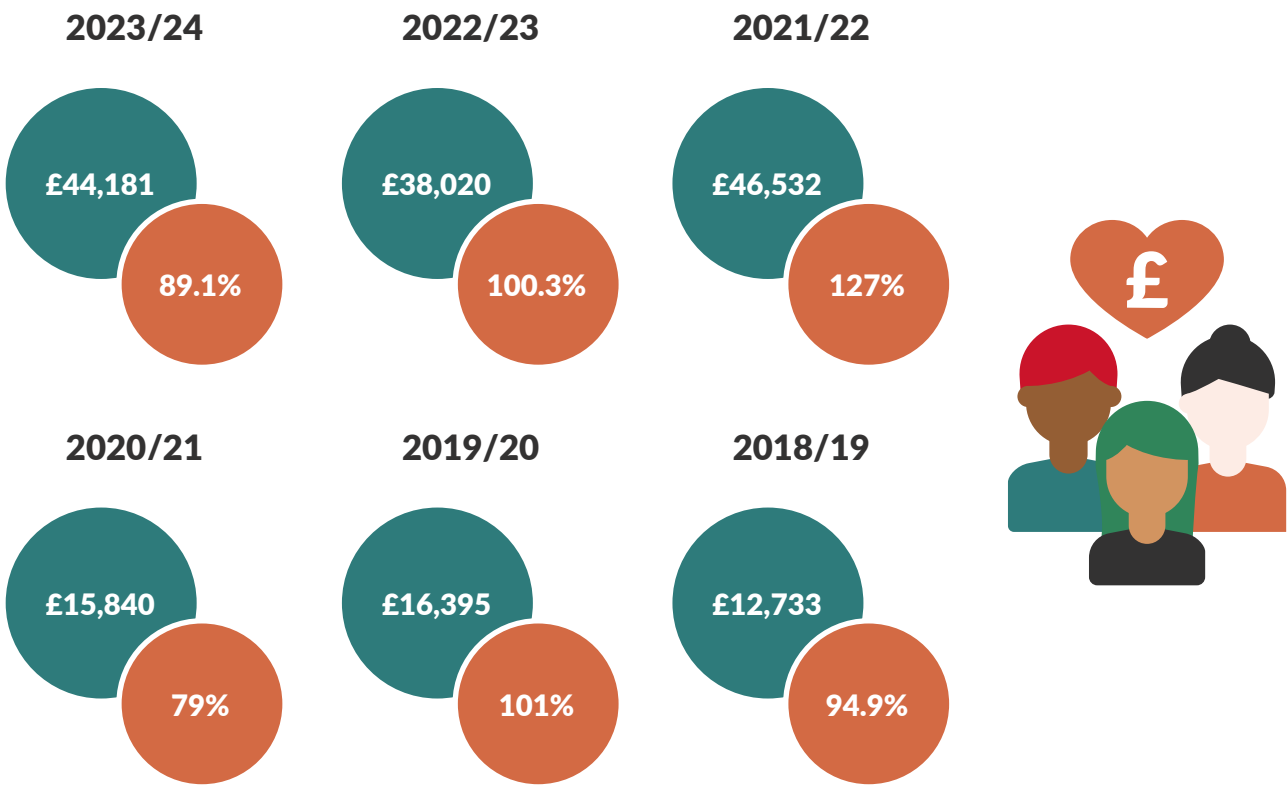
Average Rent Levels



Property Maintenance Expenditure

	2024/25 £	2023/24 £
Cyclical and planned works	443,280	439,109
Repairs	1,191,200	1,004,655

Community Sponsorships Expenditure



- How much spent in pounds (£'s)
- % spend against budget



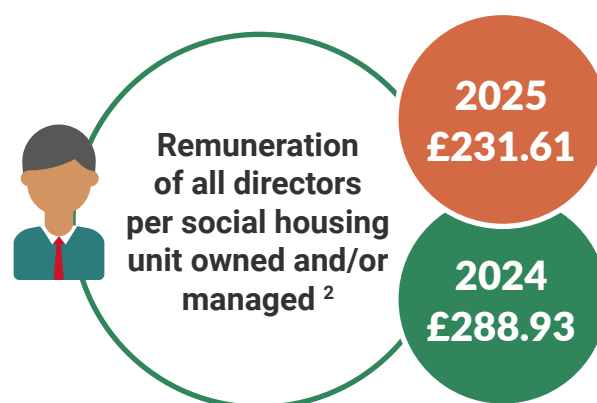
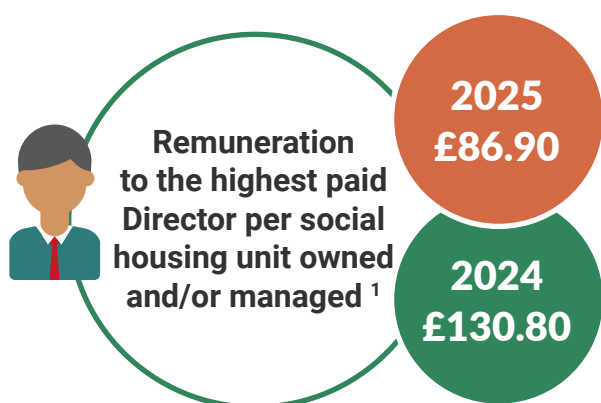
Community Donations and Support

As part of our commitment to playing a wider role in the communities we serve, the association continues to deliver on its Community Engagement Strategy, which is rooted in an Asset-Based Community Development (ABCD) approach.

This strategy emphasises supporting and empowering local communities where our residents live, backed by a dedicated budget for community sponsorship, resident involvement, and engagement initiatives. Each year, the association provides targeted financial support to grassroots groups and community events through relatively small, responsive donations. These contributions are often guided by our front-line staff, who maintain strong local relationships and help identify where support can have the greatest impact. In 2024/25, we focused our donations on groups that demonstrate meaningful community engagement and measurable outcomes, with a total of £6,374 awarded across a range of impactful initiatives.



Director's Remuneration



Notes

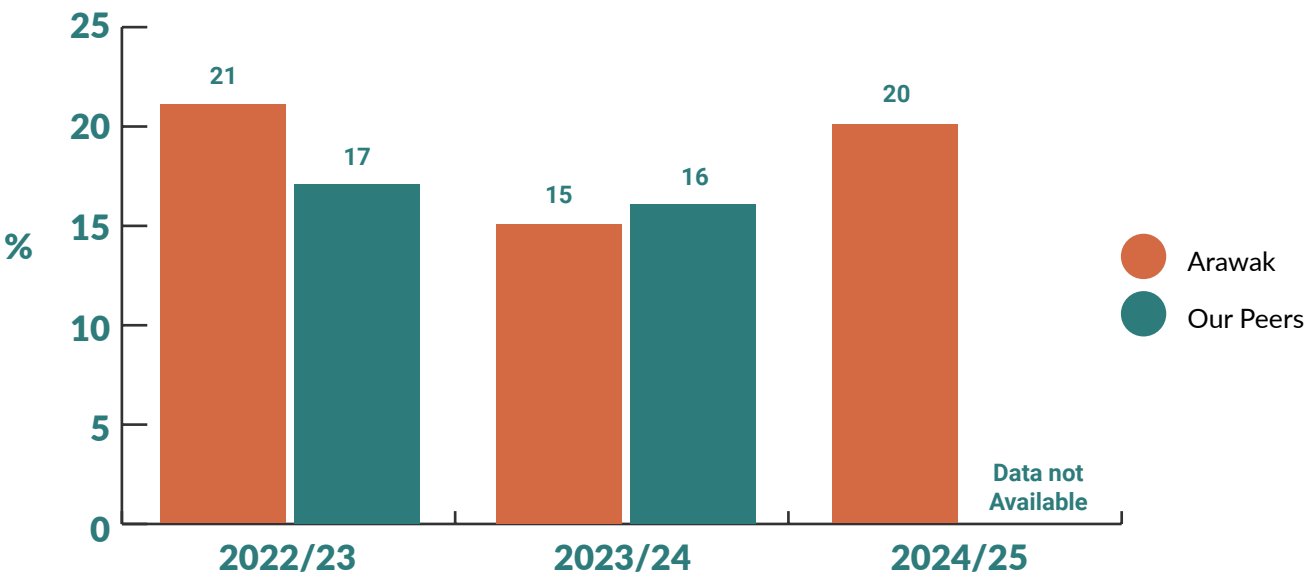
¹ excludes pension and national insurance contributions

² includes pension and national insurance contributions for current or former directors

Value for Money Highlights

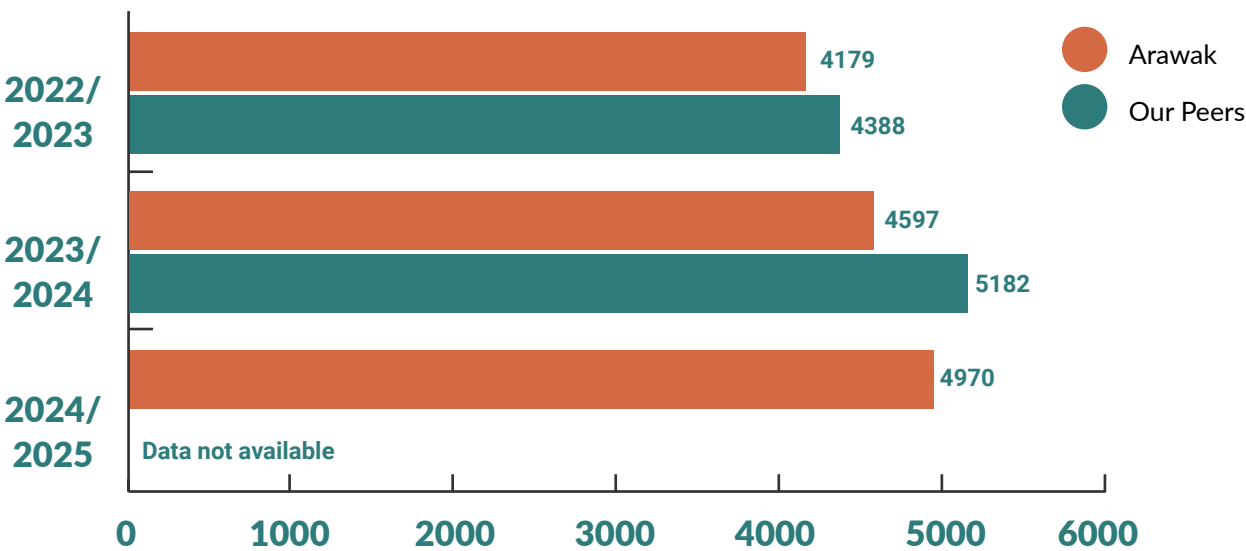
Operating Margin

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.



Value for money

At Arawak Walton, we've had another busy year, focusing on making sure our homes are safe, comfortable and affordable – while also making every penny count.

Here's a look at what we've achieved this year:

Putting Tenants First

- **84% tenant satisfaction**
- **276 home visits** to better understand our tenants' needs and property conditions.
- Hired a **Tenant Engagement Officer** to strengthen our connection with our tenants and our communities.
- Continued our **Customer Service Excellence** accreditation.

Improving our Homes

- Invested **£990k** in property improvements:
- Incl 42 new kitchens and programmes for new windows, doors, boilers, roofs & bathrooms
- We started working with **two new repairs contractors** to improve service.
- We reviewed our **void relet process** to reduce the time homes are empty.

Making Every Pound Count

- Saved **£46,000** on office and overhead costs.
- Retendered our **electrical testing** programme to save more in 2025/26.
- Achieved a **20% operating margin**, beating our target.
- Kept our **cost per home** below the average of similar housing providers.

Supporting Communities

- Sponsored **12 local support groups** with over **£6,000** in donations.
- Opened our sheltered schemes for **community events** – from cultural celebrations to fun theme days.
- Continued to support tenants with **wellbeing services** through Life and Progress.

Looking ahead

We're planning to:

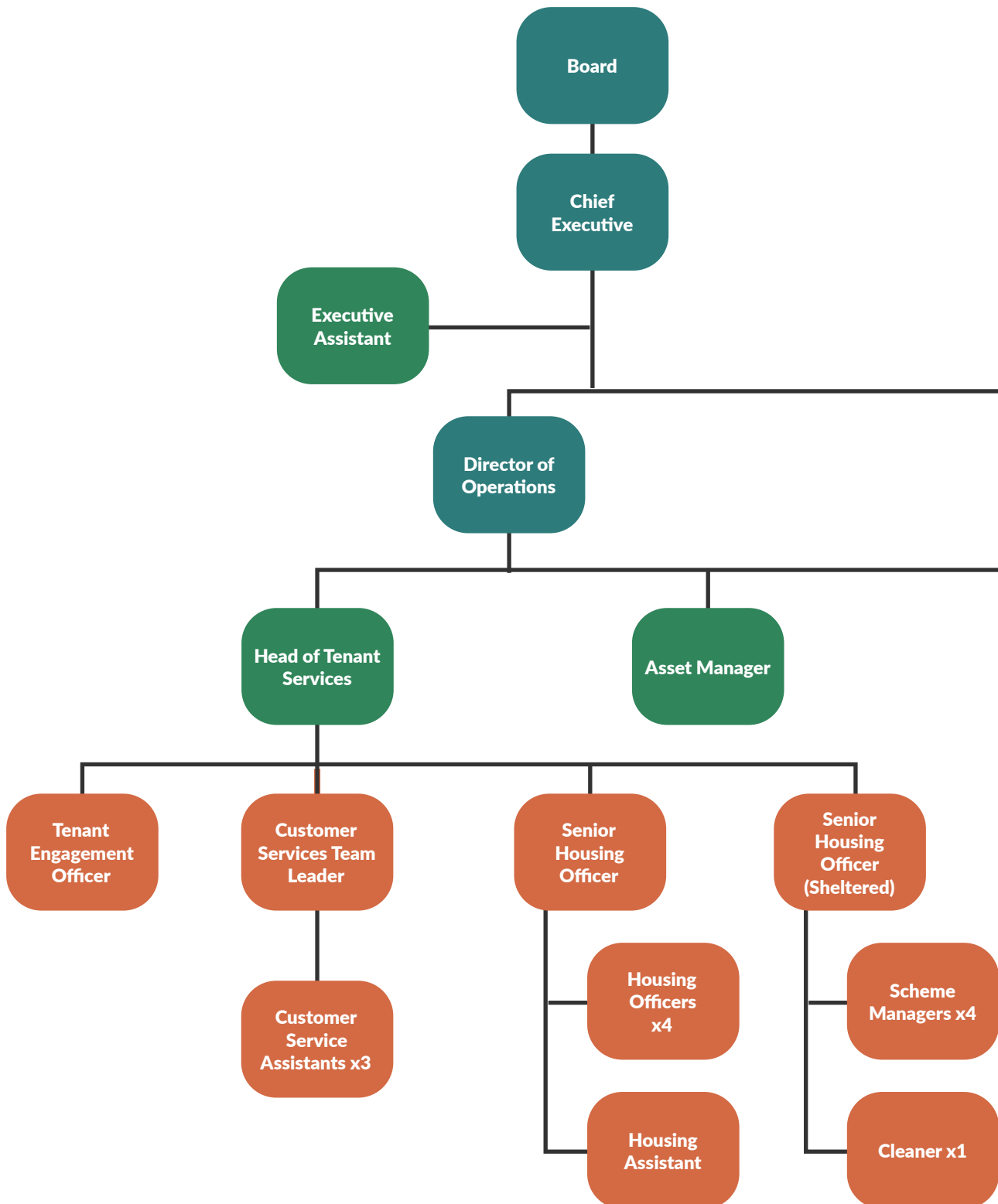
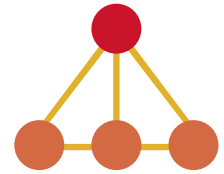
- Complete a full **stock condition survey** to guide future investments.
- Explore **new housing** opportunities and funding.
- Launch a **new IT strategy** to improve digital access and services.
- Keep rents affordable while investing in **carbon reduction** and **property upgrades**.

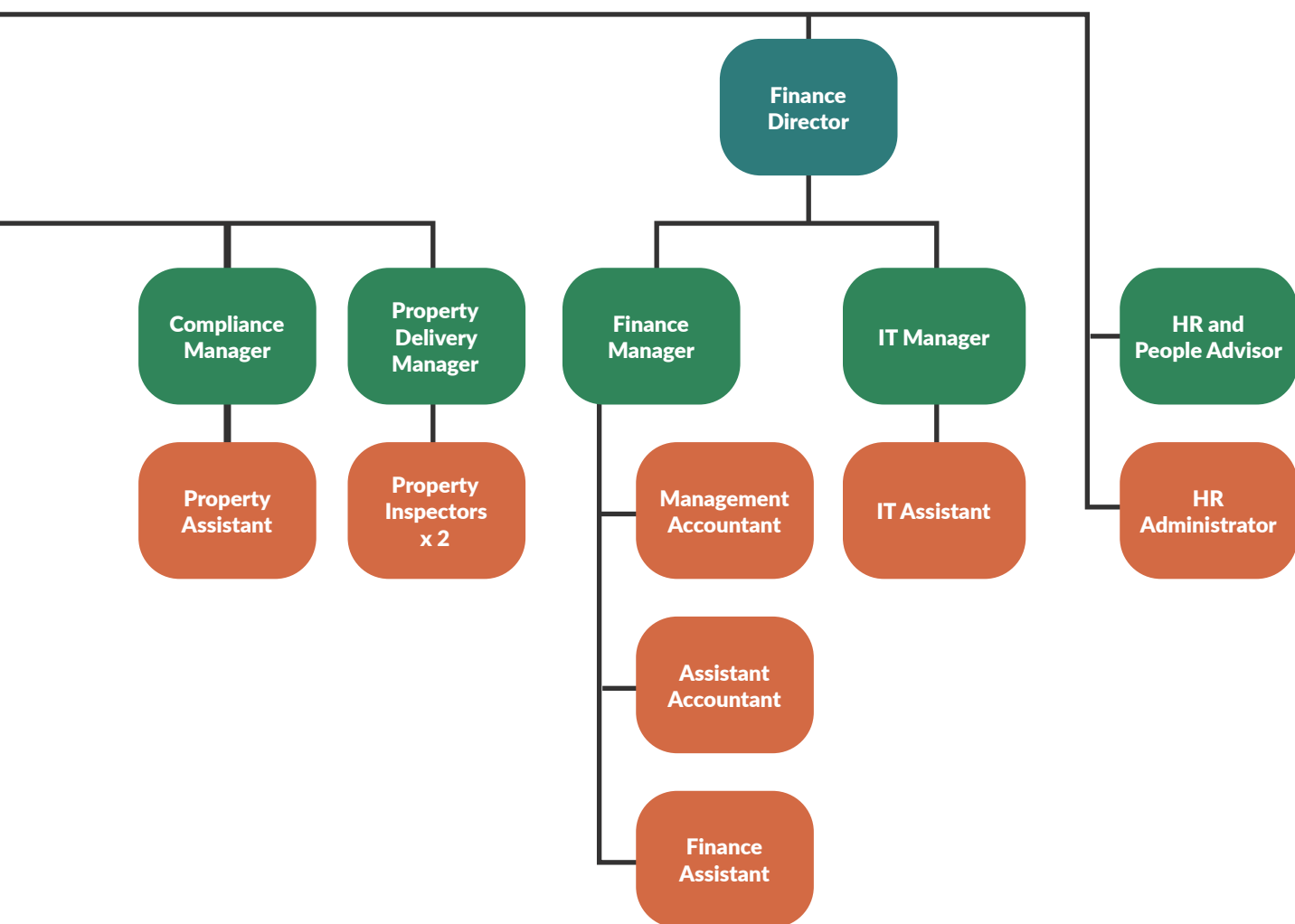
For more information on our costs and our full value for money report, please see the performance section on our website

Our Performance - Arawak Walton Housing Association

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

Organisational structure





Board information



Adrian Carridice-Davids **Chair of the Board**

Member of the HR & Governance Committee

Non -Executive Director for Blackpool Teaching Hospitals NHS Foundation Trust

Chair of North Brixton Big Local



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



Troy Tull

Board Member

Chair of the HR & Governance Committee

Member of the Audit Committee

SOX Controls Manager at Worldpay



Anila Khalid

Board Member

Member of the Audit Committee

Member of the Tenant Experience Committee

Assistant Director of Neighbourhoods at Stockport Homes



Elizabeth Webster

Board Member

Chair of the Tenant Experience Committee

Member of the HR & Governance Committee

Tenant of Arawak Walton



Nigel Gloudon

Board Member

Member of the Audit Committee

Associate Director of Finance and Performance - NHS Cheshire & Merseyside Integrated Care Board



Samson Chen

Board Member

Member of the Tenant Experience Committee

Building Surveyor at Salvation Army



Julie Jarman

Board Member

Member of the HR & Governance Committee

Retired



Sharon Thomas

Board Member

Member of the HR & Governance Committee

Social Investment Specialist at S4B Housing

Member responsible for complaints (MRC)]

Chair of the Complaints Learning Forum



Larry Gold

Member of the Audit Committee

Chief Executive of South Yorkshire Housing

Executive Team



Ulfat Hussian

Chief Executive



Amanda Harris

Finance Director



Michael Redford

Operations Director



**Arawak
Walton**

Housing Association

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