

Corporate Strategy & Business Plan 2008-13

Cosmopolitan Housing Association Ltd



April 2008

FINAL



Corporate Strategy & Business Plan 2008-13

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CHAIR'S STATEMENT

Welcome to Cosmopolitan Housing Group's Corporate Strategy and Business Plan 2008-13. This Plan has been developed to outline the Association's current market position and set out its ambitious objectives and direction for the future.

This is the second Corporate Strategy and Business Plan that the Association has produced during my period as Chair of the Association. During this time, we have already made significant progress in terms of achieving strong governance, continued growth, and excellent service delivery. However, we are operating within an environment of considerable challenge and change, and it is important that we maintain the pace of improvement to ensure that our customers continue to receive first class housing services.

The Board has worked with tenants and staff to develop a strategic direction for the Association that places our residents and the diverse communities in which they live at the heart of everything we do. We will focus our priorities moving forward on improving the quality of our services, and on achieving continued and sustainable growth.

We will achieve our vision through applying our commitments to continuous improvement and adopting a flexible and innovative approach to identifying opportunities for growth. We will also develop and enhance our relationships with our partners to maximise the impact we can have in the neighbourhoods in which we operate.

These are exciting times, and the Board will ensure that it supports its staff to deliver the objectives set out in this plan to the utmost standards of quality and excellence to bring about real improvements for the tenants and communities that we serve.

Beatrice Fraenkel
Chair

EXECUTIVE SUMMARY

This document represents Cosmopolitan Housing Association's (CHA) '**Corporate Strategy and Business Plan 2008-13**'. It is a five year rolling business plan that sets out the Association's corporate priorities and objectives. It is supplemented by a **Forward Plan** which provides a greater level of detail about the delivery targets and timescales that will be implemented over the forthcoming year.

The Business Plan sets out CHA's **Vision** to be a growing housing association that delivers three star quality services to a diverse range of service users across the North West of England. This is to be achieved in accordance with a set of **Core Values** that have been set by the Group Parent, and outline the minimum standards that should characterise all of CHA's interactions with its staff, customers, partners and stakeholders. These values are the culture that the Parent would wish all organisations within the Group to foster.

Following an outline of CHA's **Current Position**, the Business Plan outlines the **Future Position** that CHA intends to achieve. This reflects a dual commitment to improving quality and continued growth. Through a focus on quality, CHA will bring about improvements in customer satisfaction levels for both the services it delivers and the standard of its housing stock. This will be coupled with a challenging programme of sustained growth both as part of the National Affordable Housing Programme (NAHP) and through more diverse means.

In devising its Strategy, CHA has undertaken a **Market Analysis**. Reference has been made to the wider housing sector which is undergoing a period of considerable and radical change. This creates both risks and opportunities for CHA, reflected in its SWOT analysis. This Business Plan sets out how CHA will take advantage of the opportunities that exist whilst mitigating the risks.

The next section of the Business Plan outlines CHA's three **Objectives**. These are to:

1. Achieve continuous improvement in resident satisfaction
2. Achieve sustained growth through partnership working
3. Achieve growth through diversification in response to unmet needs

In **Objective 1 - Achieve continuous improvement in resident satisfaction**, the Business Plan sets out CHA's commitments to improving customer satisfaction through a concerted focus on improving quality to bring about service excellence. It is through this approach that CHA is also able to strengthen its commitments to continued growth and expansion. The approach places tenants at the heart of everything CHA does. It highlights the need to implement CHA's commitments to resident involvement, and to obtain regular feedback on satisfaction with services delivered against agreed standards so that they may shape services and bring about continuous improvement. It also highlights the need for CHA to proactively work to meet the diverse needs of the communities it serves, and it also reinforces the need for CHA to raise and maintain a high profile for the organisation in order to reinforce the positive CHA brand.

Objective 2 - Achieve sustained growth through partnership working reflects CHA's commitments to continued growth and expansion, both in terms of traditional social housing developments and more innovative and diverse property and service orientated approaches. Through delivery of this objective, CHA will be able to generate improved economies of scale, and increase operational efficiencies whilst contributing to the local communities in which CHA operates. This approach will also involve CHA drawing upon the Group wide opportunities to generate surpluses to fund further growth. The growth activities will include the Association's contribution to the Government's National Affordable Housing Programme, as well as non-grant funded developments such as supported housing.

Objective 3 is to Achieve growth through diversification in response to unmet needs Whilst acknowledging that further research and analysis of the markets are required, it has identified a number of key areas for potential growth. This includes housing for older and/or vulnerable people, intermediate rented housing, key-worker accommodation, and housing for younger people and first-time buyers. It is an approach that is premised upon effective partnerships, both with specialist agencies as well as developers and building firms and requires CHA to exploit its strengths and ameliorate its weaknesses.

The Business Plan also provides a section on the Resources that CHA will require in order to deliver upon its programme of challenge and change. A detailed Budget for 2008/09 has been produced to support the Plan, and a Forward Plan has been developed to outline the specific actions that are required for CHA to deliver on its objectives during 2008/09.

VISION AND VALUES

Vision

Cosmopolitan Housing Association's Vision is to be a growing and financially vibrant housing association that delivers three star quality services to a diverse range of service users across the North West of England.

Values

Cosmopolitan Housing Group companies respect the following values in the pursuance of their common purpose to provide sustainable housing and quality services:

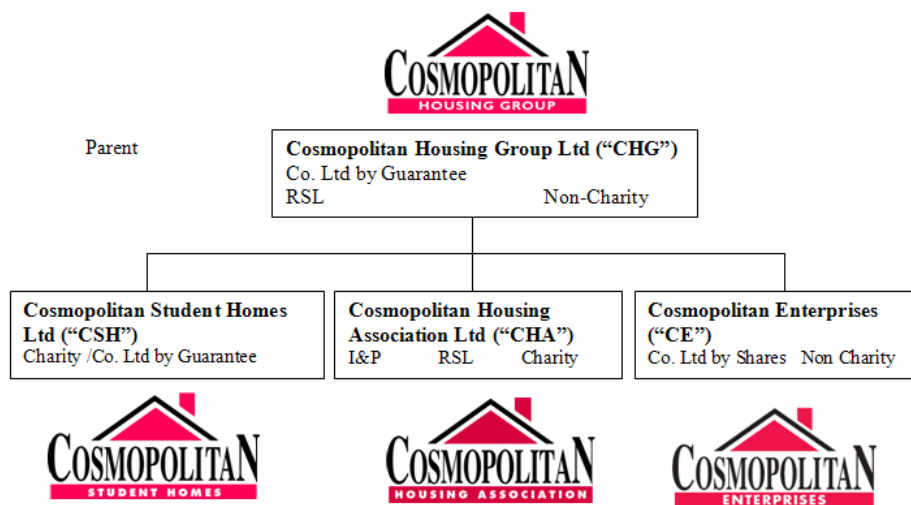
- Listen to, and communicate with, customers, employees and external stakeholders in a timely, accurate, understandable and respectful manner.
- Understand the value of effective and efficient business processes to bring about positive results.
- Foster an environment that promotes personal and corporate innovation, sharing and maximisation of resources together with a desire for team work.
- Be open to change and flexible in attitude.
- Acknowledge that respect, integrity, trust and fairness are fundamental to personal, customer and inter agency relationships.
- Value a culture where everyone is involved, accountable, respected and appreciated.
- Aim to perform at the highest level of competence and take pride in accomplishment.
- To operate at the highest standards of governance and probity
- Adopt a culture that acknowledges staff as the organisation's most valuable asset and seek to invest, develop and retain its employees to achieve mutual benefits

CURRENT POSITION

Cosmopolitan Housing Association (CHA) was established in 1969 as Liverpool and District Student Housing Association. The organisation has undergone several name changes, most notably to Young Persons Housing Association, before adopting its present name. The organisation's specialist roots are well described by the previous names, initially concentrating on the development and management of accommodation for students and young people.

Since its establishment, the organisation has grown organically through a mixture of partnership working and the adoption of a nimble approach. Its flexibility has been its strength, adapting to the changing environment and obtaining new developments through securing grant funding and building a reputation for deliverability.

The formation of the Cosmopolitan Housing Group represents the most recent chapter in the organisation's development. Formed on 1 April 2003, the Group created Sister Companies to Cosmopolitan Housing Association, one for the development of student homes and the other to undertake commercial developments.



CHA now owns and manages approximately 2000 properties in Liverpool, Wirral, Halton, Knowsley, Sefton, St Helens and West Lancashire. The Association has close working relationships with the Local Authorities and a range of partner and stakeholder groups in each of these areas. It is now well positioned to build upon its strengths as a flexible organisation that can be relied upon to deliver continued growth alongside a commitment to service excellence.

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Purpose

CHA's reason for being is to provide high quality and affordable housing whilst contributing to the broader generation of sustainable communities. CHA does this through engaging with its customers and working in partnership with key stakeholders to create neighbourhoods where people want to live today and in the future.

The strength of its assets allows CHA to draw down commercial and social funding to grow its asset base and generate efficiencies that are recycled into continuous improvements in service quality.

Services

The core housing services that CHA delivers are summarised as follows:

- Housing management services, including: Estate management; Lettings; and Resident Involvement.
- Property management, including planned and responsive repairs.
- Development of social housing, including housing for rent, sale and shared ownership.

CHA also engages in more diverse activities, such as:

- Student accommodation – Managed by Cosmopolitan Student Homes
- Non-grant funded housing developments including Intermediate rented housing and supported housing
- Homelife – Estate agency services

Service Users

Information from the 2006 Tenants Satisfaction Survey indicates the following key statistics in relation to CHA's existing tenant profile:

- 30% of tenants are aged 60 years or above
- 8% of respondents were from a BME background
- 43% have a longstanding illness, disability or infirmity
- 6% of tenants use a wheelchair
- Only 15% of tenants are employed full-time, and a further 8% part-time

- 36% of tenants are in receipt of Income Support
- Only 6% of tenants have a household net income above £16,000 per annum
- 63% of tenants receive their whole household income from state benefits, with a further 18% receiving partial income from state benefits
- 73% of households are currently in receipt of Housing Benefit

This information is based upon a representative sample of 505 tenants using a quota frame to ensure that the proportion of respondents from different areas and property sizes represented those in the wider tenant population. This represents approximately 31% of CHA's properties and provides a statistical confidence level of 95%.

Stakeholders

CHA is unable to achieve its vision through working alone. Some key stakeholders in whom CHA must engage with include the following:

- **Residents** – CHA will engage with its residents as its core customers to ensure that they shape and tailor CHA's services in line with their aspirations.
- **Local Authorities** – CHA works with local authorities to assist them to meet their housing and neighbourhood agendas. They are also key for achieving planning and community engagement.
- **Regulators** – The Housing Corporation (and its future incarnations) and the Audit Commission are responsible for ensuring that CHA complies with its legislative, regulatory and best practice requirements.
- **Developers** – CHA works with a range of developers from the private sector to achieve its growth objectives. This will take on an increasing significance as the sector de-regulates and means that housing associations will be competing for funds alongside profit-making bodies.
- **Lenders** – CHA's lenders expect it to meet set lending covenants, demonstrate financial viability, and operate as viable businesses through prudent and strong management.
- **Contractors** – High quality contractors are essential for CHA to be able to deliver and maintain high service standards that represent value for money.
- **Staff** – Employees of the Group that are responsible for delivering CHA's services are its most valuable asset. CHA will engage with its staff to ensure they are informed and equipped to deliver on the objectives set out in this Plan.

Regulatory Position

The Housing Corporation Assessment (HCA) sets out their overall assessment of the housing association. CHA is currently designated as 'low risk', with "green lights" for all four areas of Viability, Governance, Management and Development. As a result, the corresponding degree of contact it can expect will be low.

CHA considers itself to be in full compliance with the Housing Corporation's Regulatory Code. It will maintain this status, which will remain under constant review and reported as part of the Self-Assessment Compliance Statement which is submitted on an annual basis.

MARKET ENVIRONMENT

Market Position

Regional Social Housing Market

CHA operates on a regional basis within the North West of England, and predominantly within the Greater Merseyside area.

The North West's housing market differs from the national housing market in various ways. Although nationally we have experienced soaring housing markets, 2007 has witnessed reducing confidence and increased volatility in the marketplace. This needs to be combined more locally with significant deprivation and poor economic performance.

CHA is a medium sized provider of social housing, which has traditionally out performed for its size through its participation in such initiatives as Strategic Housing Partnerships, stock transfers, development programmes, and regeneration and housing market renewal activities. However, mergers and large scale stock transfers in recent years have reduced the relative size and influence of CHA regionally and increased competition. This places greater pressure on CHA to ensure that it delivers high quality services whilst ensuring that processes remain value for money and continued growth and expansion pursued.

External Influences

Housing has now become an issue of major debate within the political arena, driven in particular by concerns over affordability and rising property prices spurred on by low interest rates and limited supply; and by large scale regeneration initiatives such as Housing Market Renewal.

The social housing landscape is also subject to significant change, and is currently facing its most extensive upheaval in a generation. CHA will review and respond to these external drivers for change on an ongoing basis so that it may continually revise its business plan in relation to change. It is possible to identify four common themes:

- Promotion of increased efficiency and improved value for money in services
- “Double devolution” and increased community empowerment
- The requirement to ensure resident involvement and accountability
- Introduction of competition in the marketplace, particularly from the private sector

Regulatory Changes

The Housing and Regeneration Bill published in November 2007 confirmed the proposed creation of the following:

- Homes and Communities Agency
- The Office for Tenants and Social Landlords (OFTENANT)

The Homes and Communities Agency will see the amalgamation of roles currently undertaken by the Housing Corporation, English Partnerships, the Urban Regeneration Agency and the Commission for New Towns. It will also take on board some of the investment functions of the Department of Communities and Local Government (DCLG) in relation to housing market renewal, the ALMO Decent Homes programme, stock transfer, and PFI. Going live in 2009, the agency will streamline the currently dispersed investment functions into a single entity to bring about a more co-ordinated approach to building new homes and regeneration activity. It will also confirm the ability of profit making bodies to participate in social housing, exposing the market to increased competition.

OFTENANT will represent a new social housing regulator, taking over the regulatory functions currently undertaken by the Housing Corporation. Its objectives are to:

1. Encourage and support a supply of well-managed social housing, of appropriate quality, sufficient to meet reasonable demands.
2. Ensure tenants have an appropriate degree of choice and protection.
3. Ensure tenants have the opportunity to be involved in management.
4. Ensure registered providers perform their functions efficiently, effectively and economically.
5. Ensure registered providers are financially viable and properly managed.
6. Encourage providers to contribute to the environmental, social and economic well-being of the areas in which the housing is situated.
7. Encourage investment in social housing.
8. Avoid imposition of an unreasonable burden on public funds.
9. Regulate in a manner which minimises interference and is proportionate, consistent, transparent and accountable.

It is too early for the sector to fully understand what impact all these changes will have on social housing, as the Bill is still progressing through its parliamentary stages and is likely to be amended as it goes through its journey.

The overall regulatory burden is also changing and exactly what implications this will have on Housing Associations will become clearer during the course of the year, We will ensure both the forward plan and business plan are continually kept under review.

(References throughout this plan to the Housing Corporation should be interpreted in light of the changes above that are due to be implemented from 2009)

Strong and Prosperous Communities: The Local Government White Paper

The publication of *Strong and Prosperous Communities: The Local Government White Paper* (“The White Paper”) by the Department for Communities and Local Government in October 2006 furthered the theme of regulatory devolution and demonstrated the important role to be played by communities in designing and monitoring local services.

Local authorities have been developing their Local Area Agreements (LAAs) for their respective scope of operations during 2007, and these will take on an increasingly important role over the duration of this plan.

CHA will participate in such arrangements through its partnership working with local authorities, ensure that it listens to its customers, and actively promote the critical role of local communities through ensuring that its strategies and policies are responsive to local and regional priorities.

The approach advocated by The White Paper is further reflected within the Housing Corporation’s *Neighbourhoods and Communities Strategy*. There is a strong emphasis placed upon increasing the choice and influence of tenants over the services that they receive from their landlord, in accordance with clear and deliverable service standards.

What Tenants Want – Report of the Tenant Involvement Commission

A key theme to emerge from this report is the pivotal role that tenants need to be given in all aspects of housing associations operations. This includes the following:

- The need for housing associations to get the basics right and to go the extra mile wherever possible.

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- Housing associations need to give tenants choice in all that they do, which includes enabling tenants to be involved in areas and ways that suit them.
- The involvement also needs to be personal, and that means that housing associations need to be aware of the specific needs and requirements of individual tenants, including the equality and diversity implications of their services.
- Housing associations need to be accountable. This includes assessing the governance structures of their organisation, board membership and forum structures, and promoting a range of ways for tenants to influence the services that their landlord delivers.

The way in which CHA will respond to these themes has been considered in the formulation of this Plan, and incorporated into its actions and objectives.

Rent Restructuring

The Rent Plan sets out the way in which CHA will comply with the Housing Corporation's Rent Restructuring requirements whilst remaining financially viable. The first rent plan was produced in April 2002 and the plan is updated every year in accordance with the 10 year restructuring programme.

The implications of Rent Restructuring is to place constraints on the ability of housing associations to raise additional income through rents, and on the requirement for efficiencies and the need to make priorities about the nature and type of services that they deliver.

CHA's Rent Plan demonstrates that it will have no difficulty in achieving full compliance with the requirements of Rent Restructuring by 2012.

However, the implications of Rent Restructuring upon CHA is that it is unable to raise its rents to provide additional service offerings. CHA must operate within a limited core service income that is set by a pre-defined formula that is linked to inflation.

SWOT Analysis

To better understand CHA's position within the social housing marketplace, a SWOT (Strengths; Weaknesses; Opportunities; Threats) analysis has been undertaken to enable the organisation to focus upon its key priorities. This is reproduced below as follows:

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| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> • Good relationships with tenants, keeping them informed and engaged • Financially strong • Long-standing and experienced Management Team • Reputation as an organisation that can deliver • Flexible approach to service delivery • Relatively strong performance indicators • Property type and condition • Longstanding and experienced Management | <ul style="list-style-type: none"> • Dispersed stock • Financial gearing is increasing, and may create future restrictions if not controlled • Overall size does not create economies of scale • Not particularly good at communicating organisation's strengths / successes |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Involvement in National Affordable Housing Programme (NAHP) • Specialist development opportunities, e.g. Supported Housing • Participation in regeneration initiatives, e.g. Evolve in Sefton • Possible joint working with other partner organisations / additions to Group structure | <ul style="list-style-type: none"> • Threat of being "frozen" out of major conurbations due to relative small size and existing partnerships / stock transfer • Pressures from rationalisation agenda • Changes in legislation / regulation and impact of compliance and/or implementation • Increased level of competition (including from private sector) and increasingly raised expectations from service users • Requirement to continue to cut costs to compete in marketplace |

Strengths and Weaknesses

In pursuing its growth objectives, some key strengths that CHA will market to third parties include the following:

- Successful track record and reliability of delivery.
- Financially stable with ability to draw down finance for future development activity.
- Ability to subsequently manage developed schemes well, reflected in its strong performance indicators and high levels of tenant satisfaction.
- Ability to work with local communities to gain support for development proposals.

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Through pursuing a programme of growth and expansion, CHA will ameliorate some of its identified weaknesses. This will include the following:

- Areas will be targeted to increase the concentration of CHA's stock in particular areas and therefore reduce the impact on managing dispersed stock through the production of economies of scale.
- Increased growth will also spread the overall management costs of CHA, increasing economies of scale.
- Through continued growth, the burden of overheads will be reduced and benefits will be realised in overall profitability of CHA to generate surpluses for re-investment in existing stock.
- Growth will be restricted through traditional methods due to the impact that this will have on the financial gearing of CHA. This is currently at 51.3%, and there is approximately £20 million available for draw down within the constraints of its financial covenants. As a consequence, CHA's growth strategy is reliant upon it being able to pursue off balance sheet solutions with a funding partner.

Risk Management

Risk management is concerned with ensuring that there are sufficient controls in place to mitigate the effects of adverse risks, but also ensuring that organisations put in place systems that minimise the likelihood for opportunities to be missed.

The Group has adopted a Risk Management Strategy which sets out the way in which all organisations within the Group should effectively manage risk. Through effective management of the threats and opportunities facing the Association, it will be in a stronger position to deliver its business objectives, provide improved services and obtain better value for money.

CHA will review its Critical Risk Map annually, and consider this as part of the annual business planning process.

FUTURE POSITION

Over the period 2008-13, CHA will embark upon a programme of challenge and change which will bring about considerable progress for the benefit of its existing and future tenants and the wider communities in which it operates.

Context

CHA is aware of the wider competitive market in which it operates. This framework provides the context within which CHA measures itself against similar organisations in order to ensure it can compete effectively and maintain competitive advantage.

CHA will maintain a suite of performance indicators, including all those that are reported upon externally in addition to management indicators that assist in monitoring the standard and quality of CHA's services.

The social housing sector is subject to extensive regulation and monitoring. This produces a broad range of performance information that assists CHA to benchmark its services against similar organisations operating in the sector.

In particular, reference is made to the Housing Corporation's suite of performance indicators, against which CHA aspires to achieve top quartile performance. CHA is also a member of the Housemark benchmarking club, which is utilised to set targets with reference to comparator groups and to monitor performance on an on-going basis.

The social housing sector has already seen the emergence of league tables in relation to Operating Costs and scoring criteria as part of the Audit Commission Inspection Programme. It would be a natural progression for this to be extended and amalgamated into a full housing association league table for the sector. This would fit with a sector that increased the focus on tenant empowerment and the ability for tenants to choose their landlord. It is essential therefore that CHA adopts a strong focus on service quality and continuous improvement within this Plan.

The targets and deliverables that are set for CHA will be included within its Delivery Plan and suite of performance indicators which will be reported to Board on a quarterly basis.

Service Quality

Over the period of this Plan, CHA will:

- provide high quality services which will be evidenced by satisfaction levels in excess of 90%. This will be underpinned by external recognition for the quality of CHA's services through the achievement of a three star service rating from the Audit Commission.

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- provide high standards of accommodation. Satisfaction levels with the product will be in excess of 90% and full Decent Homes compliance will be achieved and maintained.
- review and develop a revised programme of asset management, in consultation with its users, and this programme will be widely publicised and fully resourced.
- design new properties to a high service specification, within the constraints permitted by the funding framework in which CHA operates. This will reflect our customers aspirations, and will be evidenced through the achievement of external recognition for high quality design and neighbourhood shaping.
- provide staff with clear guidance through a full up to date policy and procedural framework and support this with training to assist them to deliver the quality of services that CHA aspires to deliver.

Growth

CHA must continue to grow to ensure that affordable housing needs are met and economies of scale can be achieved. This growth is reliant upon the continuing development of strong partnerships and the exploitation of opportunities both with and without grant funding.

CHA is setting a target for sustainable year on year internal growth of 5%. This will be delivered through participation in the Government's National Affordable Housing Programme (NAHP) and through more diverse methods.

CHA will also have a role to play in contributing to the broader growth objectives of the Group through constitutional change and expansion..

CHA is currently the only social housing provider within the Group, and continue to act as an asset to the Group Brand through its sustained delivery of quality and excellence and the ability to share overheads and generate efficiencies.

It is acknowledged that through CHA maintaining a sustained focus on growth, quality and excellence, a benefit will be conferred on the Group as a whole. The growth will enable CHA to reduce its overhead burden on the Group and generate additional efficiencies. It will also showcase the benefits of belonging to the Cosmopolitan Housing Group structure, and enable the Group as a whole to attract other organisations to join it.

STRATEGY

Corporate Objectives

Following an analysis of key factors influencing CHA, we have developed a set of three Corporate Objectives which will drive the business forward.

The objectives are as follows:

- 1. Achieve continuous improvement in resident satisfaction**
- 2. Achieve sustained growth through partnership working**
- 3. Achieve growth through diversification in response to unmet needs**

Objective 1 - Achieve continuous improvement in resident satisfaction

Overall Strategy

CHA will deliver the highest quality services in an efficient and effective way, and in line with its customers' expectations in order to bring about year on year improvements in satisfaction levels. It will achieve this through implementing the actions set out in this Plan.

CHA's strategy for delivering high quality services is to:

- empower its tenants to exercise influence over the services they receive
- obtain regular feedback on the standards of service that they expect, and use this to identify opportunities for improvement. This is to be done within an environment of limited resources.
- retain existing customer base and be recognised as a landlord of choice

Regard will also be given to the relevant and current regulatory standards set down by the Housing Corporation and the Audit Commission's Key Lines of Enquiry (KLOEs). CHA will achieve this through self-assessment, in which it will regularly review its performance and standards against the suite of Audit Commission KLOEs that exist. It will also open itself to external and objective scrutiny through the procurement of a consultancy to undertake an inspection audit, benchmarking CHA's services against the KLOEs.

Through a concerted focus on raising standards and improving the quality of its services, CHA will also strengthen its position within the social housing marketplace. This will assist the organisation to showcase the CHA product and achieve sustained growth in the following ways:

- Strengthens the quality of "offer" that CHA is able to submit as part of any competitive bidding processes in which it partakes, both for services and development opportunities.
- Highlights the benefits of being a member of the Cosmopolitan Housing Group, attracting other housing associations to join the Group structure to achieve economies of scale.

Corporate Communications

Whilst delivering service excellence is the objective, CHA recognises that this must be reinforced by a continuous focus on showcasing its achievements to a range of key audiences in order to strengthen the profile and reputation of the organisation.

CHA's approach will be guided and supported by the Group's appointed PR advisors, James Rae Communications. A framework and strategy for communications has been developed, and progress against this will be reported to the Board on a Quarterly basis to highlight the exposure that CHA is able to receive.

This approach will be enhanced through the facilitation of a series of workshops, provided by James Rae Communications, outlining to officers how to identify "newsworthy" items and exploit the media to CHA's advantage.

Customer Satisfaction

CHA will undertake:

- a formal STATUS Survey at least every three years
- an interim survey for all major service areas conducted annually
- quarterly customer feedback

This information will be used as a baseline for on-going monitoring of service quality and enable management to ensure continuous improvements and raise overall customer satisfaction levels.

Qualitative monitoring will be undertaken across a broad range of customer focussed services and used by management to drive up service improvements.

Service Standards

CHA will:

- develop in consultation with its tenants a revised set of service standards across all areas of its activities. These will be widely publicised and set the levels of service that CHA's customers can expect.
- work with a third party organisation to undertake a "mock inspection" of its

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services to ensure objective assurances of service quality.

- following the move to a single contractor for the delivery of its responsive repairs services, implement the findings of the Property Services Review, undertaken with external consultancy support. Performance and satisfaction levels will be monitored closely over the course of this plan to drive up the standards of service delivered.
- ensure the Development Department achieves and maintains ISO 9001 accreditation.

Asset Management

The Association will:

- achieve full Decent Homes compliance in 2008, and maintain these standards thereafter.
- establish a dedicated Asset Management Team, to update and subsequently maintain an up to date stock condition database to inform management decision making and the formulation of an adequately resourced, focussed and publicised planned improvement programmes. This will require a review of CHA's Asset Management Strategy and an assessment of stock viability.
- adopt a consortia approach to purchasing for planned investment activities. This will either be done through participation in Fusion21, Procurement for Housing, or through partnering with other housing associations to achieve economies of scale.
- continue to explore and deliver opportunities for rationalising stock

Performance and Targets

CHA will continue to operate its current performance reporting mechanisms in the Balanced Business Scorecard format. This will incorporate an increasing range of qualitative and tenant based indicators.

Targets will be reviewed annually, and set with reference to past performance and benchmarking information to achieve 'top quartile' performance wherever feasible and realistic to do so.

Continuous Improvement

CHA will:

- utilise the information it receives from customers to influence its continuous improvement programmes. This will include the undertaking of three Best Value Reviews per annum, which will also include engaging with our customers.
- publish an annual Continuous Improvement Newsletter to provide tenants with information about how services have improved and how they have influenced these changes. It also supplies details of performance indicators and benchmarks the Association against its peers so tenants may assess the services that they receive.

Value for Money

Value for Money goes hand in hand with delivering high quality and efficient services. Through the implementation of the Group's Value for Money Strategy improvements in efficiency and service delivery quality will be achieved.

This approach will be enhanced in 2008 through the introduction of a new Procurement Strategy.

CHA will continue to deliver efficiencies of 2.5% per year. Where cashable savings are identified, these will be re-invested into front line service delivery in accordance with CHA's objectives.

Sustainable Communities

The role of housing associations has changed in recent years. The focus for CHA is no longer simply on tenants and properties, but on creating safe and sustainable communities. CHA is able to create neighbourhoods where people want to live, and in turn increase satisfaction levels overall.

CHA is a medium sized housing association, and exceptionally well placed to exploit its knowledge and understanding of its tenants' needs and aspirations within the areas in which it operates, respond flexibly to meet these needs, and contribute to the wider neighbourhood regeneration agenda.

It will achieve this through:

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- contributing to the creation of safe, stable and cohesive communities by seeking to tackle all forms of anti-social behaviour, making use of a range of enforcement actions where appropriate.
- contributing to the objectives of the Government's newly formed *Youth Taskforce*, and working in partnership with local authorities, the Police and other agencies
- tackling Anti-Social Behaviour by continuing to develop support mechanisms for both the victims and the perpetrators of anti-social behaviour so that we work collaboratively to change their anti-social patterns of behaviour.

Resident Involvement

As a customer focussed organisation, CHA will:

- engage and empower its residents to influence the services they receive in order to create vibrant communities that meet the needs of the people that live within them.
- work in partnership with local residents to improve their quality of life in terms of housing outcomes, as well as wider environmental, social, health and economic regeneration.

CHA's approach to engaging with tenants is set out within the Association's Resident Involvement Statement, developed in partnership with residents to ensure it reflects their needs and aspirations. It will create opportunities for tenants to get involved in a range of ways that suit them, and about issues that they are interested in, through the operation of a Tenant's Menu of Options.

CHA will focus its approach to improving resident involvement activities in the following ways:

- Ensure resident involvement in governance through 25% resident Board membership.
- Maintain the Tenants' Forum.
- Review its Involvement Statements based upon detailed Impact Assessments annually.
- Provide a range of options for tenants to become involved in shaping CHA's services.
- Undertake a "Tenant Audit" of CHA's services.

Regeneration

The creation of sustainable communities requires an approach that goes beyond a focus on just housing. CHA will prioritise its resources on areas where they are required most, and where significant impact can be achieved. This will be the Lodge Lane area of Liverpool, the Evolve Regeneration area of Sefton, and the Halton Lodge area in Runcorn, where the need for regeneration is acute.

CHA will work in partnership as part of a multi agency approach in order to:

- Maintain involvement in Local Authorities community forums.
- Maintain position as an “Influencer” within the LIFE model in Liverpool, with a particular focus on the regeneration of the Lodge Lane area.
- Continue its commitment to the *Evolve* partnership, taking responsibility alongside its partners for contributing to the regeneration of the whole Evolve neighbourhood area in South Sefton, with a particular focus upon the Worcester Road area.
- Develop new properties that contribute to meeting housing demand within particular areas of need, and for a range of client groups including those that traditionally find it difficult to access and sustain mainstream housing.

Equality and Diversity

CHA’s overall approach to Equality and Diversity is in accordance with the Group’s Equality and Diversity Strategy. It identifies the Group’s commitments and responsibilities of all staff, Board Members and residents. It emphasises the commitment to achieve equality for all in relation to the following: Employment; Racial Equality; Religion; Gender; Marital Status; Sexuality; Disability; and Age.

CHA operates within the most disadvantaged sections of the community, delivering services to people that experience discrimination. It therefore has a moral and service-led obligation to respond to and meet the social diversity that exists within neighbourhoods in which it operates to promote a culture of community cohesion and celebrate difference. It also has a legal and regulatory responsibility to promote equality of opportunity in all its activities to both its customers and staff.

The achievement of every corporate objective of CHA requires that matters of equality and diversity be considered and respected. It is particularly relevant to achieving resident satisfaction. Each Board paper and policy is required to explicitly outline the Equality and Diversity implications of each proposal and all policies developed will also be subject to an Equalities Impact Assessment.

Equality and Diversity Priorities

The Association is required to comply with the Housing Corporation's Regulatory Code and revised Good Practice Note 8, as well as the Audit Commission's Key Lines of Enquiry (KLOE) 31 on Diversity. This will include setting and monitoring performance against a range of targets related to both employment and service delivery against a broad range of diversity areas. It includes considering the needs of groups such as gypsies, travellers, asylum seekers and those 'new' groups such as persons from Eastern European countries.

CHA will respond to other emerging developments in the Equality and Diversity agenda. It has recently developed a Disability Equality Scheme which it will continue to enhance over the duration of this plan, as well as developing and implementing a Gender Equality Scheme.

Diversity and Service Delivery

CHA delivers services to a broad range of client groups. The 2006 Tenant Satisfaction Survey demonstrated that 43% of tenant households contain someone who suffers from a longstanding illness, disability or infirmity. CHA therefore provides its services within a range of formats, including translation services, language flags, large print documents and additional assistance for its tenants. An on-going Census of its tenants' diversity needs will be undertaken so that CHA's staff may proactively act to meet its service user's needs.

An Aids and Adaptations Service is provided to assist tenants to remain within their own homes in accordance with the social model of disability. In order to meet demand and maximise CHA's impact, CHA will assist resident to also obtain alternative funding, such as Disabled Facilities Grants, in addition to the funding it will commit itself to meeting these needs.

Supported housing schemes are also developed to ensure that the specialist needs of particular groups are met. CHA is committed to providing services to these people, via managing agents, so as to ensure that properties are properly designed and equipped, as well as being in receipt of the necessary care and support services.

Overall, CHA's approach to dealing with vulnerable and diverse groups is one of flexibility, and staff are encouraged to adopt a flexible approach to dealing with the individual needs of our customers.

Financial Inclusion

73% of CHA's households are in receipt of Housing Benefit, signifying high levels of deprivation and financial marginalisation. CHA will develop and implement a Financial Inclusion Strategy over the course of this plan that will assist tenants to access services and participate more in society.

CHA will appoint a Welfare Benefits Advisor in 2008, and steps will be taken to address fuel poverty through the provisions of advice and guidance, and through a sustained commitment through CHA's asset management strategy to improving the thermal efficiency of its properties.

As a major purchaser and employer within the region through the provision of repairs and maintenance services, CHA will work with its Repairs and Maintenance Partner to provide employment and training opportunities to people that are local to the areas in which CHA operates.

Sustainable Development

CHA will implement the Group's commitments to sustainable development as set out in the Group Sustainability Policy. It will work to minimise the negative effects that it has upon the environment, promote the benefits that may be derived from an environmentally aware approach, and seek to procure sustainable resources wherever possible.

As a minimum CHA will:

- Ensure that all grant funded schemes meet or exceed Level 3 of the Code for Sustainable Homes
- Conduct an Annual Review of the Group's standard Design Brief to take into account resident feedback and ensure compliance with prevailing best practice
- Consult with communities and potential end users at the initial stage in the development process, including consideration of sustainability related issues
- Minimise the effect of Group's activities on the natural environment both through planning and design, as well as proactively seeking to promote the benefits of respecting the natural environment through the provision of advice and guidance literature on sustainability issues
- Work with tenants on an ongoing basis through CHA's resident involvement activities to assess its customer's approaches to sustainability and highlighting options that promote their contribution to this global agenda.

Objective 2 – Achieve sustained growth through partnership working

Overall Strategy

CHA will pursue an active and ambitious development programme to ensure housing needs are met and sustainable growth achieved. This will require strong partnerships to be developed and managed to ensure that opportunities for new development are maximised and resources are available to support this.

CHA will draw upon the shared risks and opportunities facing the Group to create new avenues for growth. Through use of the Inter-Company Loan Agreement, CHA will support the operations of its sister Company, Cosmopolitan Enterprises, to generate surpluses to gift aid back to the Group's charitable activities. Current targets set this at £500,000 per annum rising to £1 million over the next four years. These will be utilised to support CHA's planned maintenance requirements.

Over the past 10 years, CHA's loan repayments have grown by 362%, increasing gearing from 19.5% to 51.3%. This reflects a shift in balance of the property portfolio from older low debt properties to newer higher debt laden properties, and means that CHA needs to explore alternative delivery vehicles that remove new developments from its balance sheet.

CHA has developed funding mechanisms that increase revenue flow and service provision whilst also enabling it to benefit from asset appreciation and equity share. This enables CHA to engage in diversified activities such as supported housing without placing core social housing provision at risk. It also allows it to take advantage of more specialist and niche growth opportunities that provide opportunities for adding community value, such as through catering for the needs of vulnerable persons.

Property Development and Growth

The availability of grant funding is targeted at locations within the Housing Market Renewal Initiative areas, restricting the location of where CHA can build National Affordable Housing Programme (NAHP) funded schemes.

Details of the proposed future development programme are supplied at [Appendix A](#).

National Affordable Housing Programme

CHA will continue to access Housing Corporation grant funding through its participation

in the Plus-Harvest Partnership Group. For the 2008-11 allocation round, CHA will seek to develop a mixture of affordable housing both for rent and shared ownership in Liverpool, Sefton, Wirral, Knowsley, West Lancashire and St. Helens areas.

CHA will also seek to increase its allocation through additional mini bid round activity to the Housing Corporation throughout the year. To facilitate this process, a “reserve” list will be maintained to support this process.

Non-Grant Aided Developments

CHA will explore opportunities for developing non-grant aided schemes, including Section 106 development schemes. These schemes provide an opportunity to generate financial returns for CHA that may be hypothecated to support its more traditional social housing activities. However, such developments will require CHA to raise private finance. Due to the potentially adverse effects that such activities may have on the financial gearing, Joint Venture models will be utilised which still allow for equity participation.

Supported Housing

Through its on-going relationships with local authorities, CHA is aware of the significant demand for specialist accommodation and support services for vulnerable people.

CHA will develop a pipeline of supported housing properties on a revenue basis via an operational lease through a Joint Venture arrangement in which it is a 50% shareholder.

CHA will maintain relationships with a range of care providers to support its approach, and who will act as managing agents with specialist knowledge of particular client groups. CHA currently has a key relationship with European Lifestyles.

The supported housing schemes are designed to generate a return early in their life cycle with most schemes doing so from Year 1. This means that rent levels are higher than traditional general needs social housing schemes and are therefore not risk-free. However, contingency plans, including sale, mitigate these risks.

CHA has capacity to deliver such Supported Housing Schemes across the North West and would aim to develop approximately 25-30 bed-spaces per annum. This will add a further 125-150 management units for the Association over the duration of this plan.

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Private Finance Initiatives (PFIs)

CHA is keen to explore PFI type developments due to its experience in working with such arrangements and will proactively seek to identify and secure suitable projects that will contribute to the overall growth of the Association. It is setting a target of securing one major PFI deal every two years.

Strategic Partnerships

With the opening up of grant funding to the private sector, this creates additional opportunities for CHA to partner with private developers. It will therefore seek to strategically align itself with 1-2 major house builders within the region. This will also assist in the future development of s.106 funded properties.

Merger and Stock Transfer

CHA is open to the concept of other housing associations joining either CHA or the current Group structure, and it actively welcomes arrangements which would both enhance the business efficiency of both organisations and improve the service offered to the tenants.

Scheme Development Standards

CHA will involve tenants at a formative stage of development so that they may influence the vision and design of a scheme. CHA knows that tenants have an important contribution to make in ensuring design quality impacts on the lives of the individual and wider community in a positive manner. It undertakes to seek guidance and support on good practice as appropriate from agencies such as the Commission for Architecture and the Built Environment (CABE)

Service Growth

Whilst asset growth has traditionally formed the bed-rock of CHA's growth to date, it recognises that increased revenue flow is of value. The growth of CHA's services and expertise also presents opportunities for service growth. An example of this is the selection by Wirral MBC to act as their Empty Homes Strategy partner. CHA will set out a strategy to actively seek out opportunities to develop new opportunities in the market.

Objective 3 - Achieve growth through diversification in response to unmet needs

Overall Strategy

As a housing association, a key function of CHA's activities is to meet unmet need. Responding to these needs is also a means of achieving continued and sustained growth and expansion.

As in relation to our approach to Objective 2, to achieve our commitments to sustainable growth, CHA will require strong partnerships to be developed and managed to ensure that opportunities for new development are maximised and resources are available to support this.

This aspect of CHA's corporate strategy is presently in the early stages of development, and will require considerable investment of time and resources over the first 12 months of this Plan in order for specific deliverables to be identified and planned for. It may also require the assistance of specialist expertise to be appointed to evaluate the market opportunities that exist for CHA to exploit.

Identifying Un-met Need

At a regional level, considerable change is currently underway as the Regional Housing Strategy and similar documents covering economic and spacial issues become combined into a Single Regional Strategy. This shift will occasion increased influence on Local Authorities to identify housing needs and the responses required to meet these needs.

At a local level, Liverpool City Council has recently published its Housing Needs Assessment. As the major city within the region in which CHA operates, its housing needs are largely reflective of the wider region, albeit more acute in many instances.

An initial analysis of the local market has identified that significant unmet need exists within the regions in which CHA operates. In particular, this includes the following:

- An increasing number of social housing properties, particularly 2 and 4 bedroom properties. This matter will be addressed as part of CHA's NAHP programme (see Objective 2).
- A need for increased number of Intermediate Housing, particularly those with 2 bedrooms. To address this, CHA will seek to partner with 1-2 major housing developers to build properties that are let at sub-market levels. A key way in which this will be achieved is through the use of Section 106 agreements. CHA will consequently seek to lobby Local Authorities to make increased use of this provision. A method that will be adopted and explored is a model currently being explored with Savills which will involve participating in an Affordable Housing Consortium.

- 30.8% of households in the Liverpool area contain someone who has a support or special need, and 46.9% of households contain someone who needs help in maintaining their home. This highlights and adds support to the opportunities that exist for CHA to develop supported housing solutions to meet this need.
- The need for housing for older people / frail elderly has also been identified within the Housing Needs Assessment for Liverpool, where 27.7% of all social housing are occupied by only older people, and 23.5% across all tenures. This is reflective of the aging population in general. Within the owner occupation sector, there are a large proportion of older people without mortgages, suggesting that there is large potential for equity release schemes to be developed.
- There is a continuing need for key-worker accommodation. Of the 22,330 households that are headed by a key-worker in the city of Liverpool, 15.6% cannot afford market housing, with 19.2% able to afford intermediate housing.
- There is a need to provide housing solutions for younger people and first-time buyers. The average incomes of first-time buyers is high (£35,067), highlighting how owner occupation is excluded as a realistic option for many people aged under 30. Those persons who are under 30 but would like to buy have incomes that are much lower (£19,941) highlighting further the barriers into the owner occupation sector. As a consequence, the research suggests that there may be a continuing need to provide alternatives for younger people, such as shared ownership options that allow such groups participation in equity share.

A Joint Venture Model has been devised which if established will allow CHA to draw down funds and accelerate its development activity programme. The co-ownership model would involve the creation of a co owned, geared, non recourse Special Purpose Vehicle which would hold the assets, but in which CHA would be a 50% equity shareholder. The vehicle will enable CHA to engage in development activities with little or no capital commitment, and therefore have a limited impact on CHA's financial gearing.

By the nature of entering into new and dispersed markets, CHA does not have a track record of delivery in these areas. Consequently, CHA will either enhance its relationships with existing partners, or seek out new partners where doing so would enhance its ability to achieve its goals. In particular, CHA will continue to work with European Care Lifestyles to develop housing solutions for older people and those with support needs.

RESOURCES

Introduction

CHA will not be able to achieve its short or long term targets unless it is able to maintain its financial viability and secure funding to meet its capital development expenditure. It currently utilises its income to meet its planned capital and revenue commitments, and would seek to maintain this strong position over the duration of this Plan in order to maintain this viability.

Detailed financial planning and the maintenance of strong relationships with its funders will enable this Plan to succeed. Policies and controls have been put in place to enable CHA to exercise effective management practices within a framework of financial control.

Existing Assumptions

Growth

For the financial year 2008/09, it is assumed that there will be a net increase in stock numbers of 47 units. Of these units, 31 will be developed on a shared ownership basis.

| <i>Units in Management</i> | <i>1st April 2008</i> | <i>1st March 2009</i> |
|----------------------------|----------------------------------|----------------------------------|
| Old Regime Properties | 557 | 557 |
| New Regime Properties | 1,130 | 1,177 |
| Student Properties | 536 | 536 |
| Runcorn Properties | 357 | 357 |
| TOTAL | 2,580 | 2,627 |

Funding for the additional growth aspirations set out in this Plan will require funds to be drawn down against the scheme being developed. It will require a new facility to be negotiated, although due recognition is given to the lack of available resources in the current global funding crisis following the collapse of the sub-prime mortgage lending market in the USA.

Inflation Rate

CHA uses the inflation rate set by the Group Chief Economist forecast supplied by Nat West Bank. For 2008/09, this is RPI 3.1% (2007 Average).

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Rents

Rent levels are set according to the Rent Restructuring guidelines laid down in regulatory guidance. This is directly linked to RPI + 0.5% (September 2007). For 2008/09, the inflationary increase to be applied to target rent levels is 4.4%.

The student properties are excluded from the Rent Restructuring framework. Rent levels in these schemes are generally linked to inflation. For 2008/09 this is RPI 3.1% (2007 Average).

Loan Interest

The average loan interest payable rate is 5.51%, which is the average rate of all long term loans outstanding as at 31st March 2008.

The average interest rate that has been used to calculate the average loan interest receivable is 5.00% as at 31st March 2008.

Balance Sheet

CHA anticipates a 3.57% increase in the value of its fixed assets during 2008/09, which is a direct result of expenditure on new developments. Over the same period, Creditors will increase as a result of drawing down an additional £2 million to part fund development activity.

Capital and Reserves will increase by the net effect of the Operating Surplus which is expected to achieve £684,682 in 2008/09.

Voids

CHA assumes a void rate of 1.5% of the budgeted rents receivable for all properties within the old and new regimes, 1.16 for the Runcorn regime, and 16% for student properties due to the occupancy being linked to the academic year.

Specific Spend

Overall

The majority of costs associated with the actions contained within this plan relate to staffing expenditure. The plan has therefore been produced on the basis that there is capacity within departments to deliver on the undertakings made. This will be monitored and subject to continuous review.

Salaries

CHA will expend £2,017,258 on salaries during 2008/09.

Staff apportionments are set out in the Budget and are designed to reflect the average apportionment of time spent undertaking particular tasks for the companies across the Group.

The staff costs associated with development activity is capitalised against the scheme costs, and therefore has a nil effect against income received.

Repairs and maintenance

The costs associated with repairs and maintenance expenditure have been prepared on the existing staffing structures in place as at 31st March 2007. This service has been subject to a competitive tender process and the service is to be outsourced to KHT Services Limited (KHT).

At the time of preparation, negotiations are on-going. It is anticipated that for Year 1 of the arrangement, the budget forecast will incorporate the final agreed costings, although this will be across different headings due to the nature of the arrangement.

This is a conservative assumption to allow for set-up costs to be met and investment to be made in the early days of the contract. It is expected that year on year savings will be achieved thereafter through the partnering arrangements.

For routine maintenance activities, excluding student properties, £1,691,808 has been placed in the budget, representing a 1.26% increase of forecast expenditure for 2007/08. This equates to an investment of £809 per social housing unit.

Development Activity

The activities of the Development Department is cost neutral in terms of income and expenditure given that salaries are capitalised against individual schemes. For 2008/09, development related expenditure is budgeted at £851,552 against a projected income of £858,229.

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| 2008/2009 BUDGET | | | BALANCE SHEET | |
|--|------------------------|--------------------------|------------------------|--------------------------------|
| | 2006/07 ACTUAL £ | 2007/08 FORECAST £ | 2008/09 BUDGET £ | % INC. 2007/08 v 2008/09 |
| FIXED ASSETS | | | | |
| TANGIBLE ASSETS | 119,038,873 | 122,364,920 | 125,864,920 | 2.86% |
| LESS SHG | (64,256,665) | (65,114,039) | (66,614,039) | 2.30% |
| INVESTMENTS | 1,946,578 | 2,020,704 | 2,138,946 | 5.85% |
| | 56,728,786 | 59,271,585 | 61,389,827 | 3.57% |
| CURRENT ASSETS | | | | |
| DEBTORS | 9,934,663 | 8,642,862 | 8,845,230 | 2.34% |
| WORK-IN-PROGRESS | 3,309,201 | 2,263,633 | 2,098,405 | -7.30% |
| CASH AT BANK & IN HAND | 2,747,986 | 954,083 | 1,638,765 | 71.76% |
| | 15,991,850 | 11,860,578 | 12,582,400 | 6.09% |
| LESS CREDITORS | | | | |
| AMOUNT FALLING DUE WITHIN ONE YEAR | 13,788,802 | 7,113,211 | 7,150,350 | 0.52% |
| NET CURRENT ASSETS | 2,203,048 | 4,747,367 | 5,432,050 | 14.42% |
| TOTAL ASSETS LESS CURRENT LIABILITIES | 58,931,834 | 64,018,952 | 66,821,877 | 4.38% |
| CREDITORS | | | | |
| AMOUNT FALLING DUE MORE THAN ONE YEAR | 39,343,178 | 43,839,383 | 45,839,383 | 4.56% |
| CAPITAL AND RESERVES | | | | |
| CALLED-UP SHARE CAPITAL | 30 | 30 | 31 | 3.33% |
| RESERVES | 16,071,292 | 16,661,713 | 17,346,395 | 4.11% |
| REVALUATION RESERVE | 3,517,334 | 3,517,826 | 3,636,068 | 3.36% |
| | 58,931,834 | 64,018,952 | 66,821,877 | 4.38% |

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| 2008/2009 BUDGET | CONSOLIDATED INCOME & EXPENDITURE ACC. | | | |
|--|---|--------------------------|------------------------|--------------------------------|
| | 2006/07 ACTUAL £ | 2007/08 FORECAST £ | 2008/09 BUDGET £ | % INC. 2007/08 v 2008/09 |
| NUMBER OF UNITS | <u>2,553</u> | <u>2,580</u> | <u>2,627</u> | |
| RENTAL INCOME | | | | |
| OLD REGIME PROPERTIES | 1,621,841 | 1,677,263 | 1,722,966 | 2.72% |
| NEW REGIME PROPERTIES | 3,201,938 | 3,649,086 | 4,116,032 | 12.80% |
| OLD STUDENT PROPERTIES | 1,148,806 | 1,113,274 | 1,100,028 | -1.19% |
| RUNCORN PROPERTIES | 963,717 | 1,012,392 | 1,062,399 | 4.94% |
| NET RENTAL INCOME | <u>6,936,302</u> | <u>7,452,015</u> | <u>8,001,425</u> | <u>7.37%</u> |
| OPERATING COSTS | | | | |
| SERVICE COSTS | (596,937) | (525,392) | (479,157) | -8.80% |
| MANAGEMENT COSTS | (1,555,557) | (1,632,565) | (1,825,182) | 11.80% |
| MAINTENANCE COSTS | (1,915,581) | (1,945,771) | (1,986,942) | 2.12% |
| MAJOR REPAIR EXP. | (492,724) | (432,001) | (405,998) | -6.02% |
| PLANNED MAINTENANCE | (273,425) | (305,406) | (310,000) | 1.50% |
| BAD DEBTS ON RENTS | (77,023) | (70,000) | (64,000) | -8.57% |
| DEP'N. OF HOUSING PROPS | (370,959) | (371,040) | (376,040) | 1.35% |
| OTHER COSTS | (17,756) | (24,500) | (25,000) | 2.04% |
| TOTAL OPERATING COSTS | <u>(5,299,962)</u> | <u>(5,306,675)</u> | <u>(5,472,319)</u> | <u>3.12%</u> |
| OPERATING SURPLUS ON LETTINGS | <u>1,636,340</u> | <u>2,145,340</u> | <u>2,529,106</u> | <u>17.89%</u> |
| OTHER INCOME | | | | |
| DEVELOPMENT ADMIN. | 172,200 | 5,731 | 6,676 | 16.48% |
| SALE OF PROPERTIES | 40,581 | 50,000 | 50,000 | 0.00% |
| SALE OF FIXED ASSETS | 167,182 | 101,254 | 110,000 | 8.64% |
| GIFT AID | 67,926 | 76,533 | 120,000 | 56.80% |
| OTHER INCOME | (37,824) | 5,801 | 12,000 | 106.86% |
| TOTAL OTHER INCOME | <u>410,065</u> | <u>239,319</u> | <u>298,675</u> | <u>24.80%</u> |
| INTEREST RECEIVABLE | 382,765 | 460,073 | 385,000 | -16.32% |
| INTEREST PAYABLE | (1,900,349) | (2,254,311) | (2,528,099) | 12.15% |
| NET INTEREST | <u>(1,517,584)</u> | <u>(1,794,238)</u> | <u>(2,143,099)</u> | <u>19.44%</u> |
| SURPLUS FOR THE YEAR ON ORDINARY ACTIVITIES | <u>528,821</u> | <u>590,421</u> | <u>684,682</u> | <u>15.97%</u> |

FIVE YEAR FINANCIAL PROJECTIONS

The following projections have been prepared from a base where the Association's current activities are financially viable and strong. The data illustrates the Association's financial position once the planned growth and expansions take effect.

It is accepted that any additional activity will only be undertaken after a full appraisal of its likely impact on the Association. To this end if any or all of the future growth targets are not achieved the Association has the financial strength and capacity to meet its housing obligations comfortably.

Assumptions

Balance Sheet

There will be an additional 47 new Social properties handed over during the 2008/09 taking the total number of Social units to 2,091. The number of Student units remaining in ownership of the Association number 536, making the total units in management of 2,627.

It has been calculated that the Association will develop an additional 75 units per annum split between 45 social rented units and 30 shared ownership, at a cost of £9.3m. Based on current rates, the social units developed will be financed by 50% grant and 50% loan and shared ownership units by 25% grant, 50% sale and 25% loan. All grants and loans are assumed to be received in the year of addition.

It has also been calculated that the Association will develop and lease 25 supported units of accommodation on an annual basis. As these units will be leased to the Association there is no Balance Sheet impact, with the annual lease payments reflected in the Income & Expenditure account.

Other Tangible Fixed Assets have increased at the inflationary rate of 3% and Fixed Asset Investments have increased at an anticipated growth rate of 5%.

Other Current Assets have increased at the inflationary rate of 3% with a pro rata increase for additional units introduced. The balance includes year end rent arrears set at current levels with inflationary and unit increases.

Other Current Liabilities have increased at the inflationary rate of 3% with a pro rata increase for additional units introduced. Principal repayments have been calculated from existing data and reflect any uplifts following the conclusion of the original repayment holiday. All future loans have been calculated to commence principal payments within the year of original borrowing.

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External loans have been assumed to be repaid over 30 years, with an average interest rate of 5.65% used within the calculations. Interest due for the year is assumed to be actually paid in the year and not accrued.

The surpluses generated for all future years have been posted through Reserves.

Income & Expenditure

Rents have been calculated via the detailed ten year rent plan with the target rent for the current year set at 4.4%. Thereafter an inflationary increase of 3% is applied to both rents and services with a pro rata increase for additional units.

Voids have been assumed at 1.5% for Social Housing based on current levels, and 16% for student properties remaining within the Association.

98% of debts, after voids and bad debts have been assumed to be received during each year. 2% of debtors ledger balance left has been carried forward to each year end.

In respect of Routine Maintenance, it has been increased on a pro rata basis consistent to existing expenditure with uplifts for additional units, although it is acknowledged that savings will be made in this area.

In respect of Management Expenditure, this too has been increased on a pro rata basis consistent to existing costs with uplifts for additional units. It is also acknowledged that savings may be made in this area.

Major Repairs and Planned Maintenance annual expenditure have been increased to reflect the anticipated increase in annual Gift Aid from Cosmopolitan Enterprises.

Investment returns have been assumed to be at a rate of 5% with the calculation based on prior periods cash and fixed asset investment balances.

External loans have been assumed to be repaid over 30 years, with an average interest rate of 5.65% used within the calculations. Interest due for the year is assumed to be actually paid in the year and not accrued.

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| COSMOPOLITAN H.A. | | | | | |
|--|--------|--------|--------|--------|---------|
| | 2008 | 2009 | 2010 | 2011 | 2012 |
| ASSUMPTIONS | | | | | |
| INFLATION RATE | 3.1% | 3.0% | 3.0% | 3.0% | 3.0% |
| AVG LOAN INT PAYABLE | 5.51% | 5.65% | 5.65% | 5.65% | 5.65% |
| AVG WEEKLY SOCIAL UNIT RENT | £64.53 | £67.12 | £69.85 | £72.69 | £75.62 |
| UNITS IN MANAGE'T. - SOCIAL | 2,091 | 2,191 | 2,291 | 2,391 | 2,491 |
| UNITS IN MANAGE'T. - STUDENT | 536 | 536 | 536 | 536 | 536 |
| TOTAL UNITS IN MANAGEMENT | 2,627 | 2,727 | 2,827 | 2,927 | 3,027 |
| TOTAL SCHEME COSTS ON ALL NEW DEVELOPMENTS £000's | £5,875 | £9,375 | £9,656 | £9,946 | £10,244 |
| FINANCED BY: GRANTS £000's | £2,375 | £3,750 | £3,863 | £3,978 | £4,098 |
| FINANCED BY: LOANS £000's | £2,766 | £3,413 | £3,515 | £3,620 | £3,729 |
| FINANCED BY: SALES £000's | £1,045 | £2,213 | £2,279 | £2,347 | £2,418 |
| ADDITIONAL UNITS DEVELOPED | 47 | 75 | 75 | 75 | 75 |
| SUPPORTED UNITS LEASED | 0 | 25 | 25 | 25 | 25 |
| MAJOR REPAIR. EXP £000's | £716 | £1,095 | £1,198 | £1,234 | £1,271 |
| FINANCIALLY DERIVED PERFORMANCE INDICATORS AND RATIOS | | | | | |
| WEEKLY OPERATING COST | £43.69 | £48.55 | £50.95 | £52.75 | £54.56 |
| OP. COST AS % OF TURNOVER | 68.83% | 73.21% | 73.83% | 73.45% | 73.02% |
| WEEKLY INVESTMENT PER UNIT | £22.14 | £25.64 | £26.56 | £26.93 | £27.32 |
| % OF INVEST. TO ORDINARY REPAIRS | 70.26% | 62.51% | 62.15% | 63.15% | 64.09% |
| LIQUIDITY - $\frac{\text{CURRENT ASSETS}}{\text{CURRENT LIABILITIES}}$ | 1.76 | 1.75 | 1.74 | 1.72 | 1.71 |
| NET INTEREST COVER | 1.29 | 1.24 | 1.25 | 1.30 | 1.36 |
| GEARING - (ALL LOANS DIVIDED BY SHG & ALL RESERVES) | 52.33% | 51.90% | 51.36% | 50.68% | 49.89% |
| OPERATING MARGIN | 31.17% | 26.79% | 26.17% | 26.55% | 26.98% |

Corporate Strategy & Business Plan 2008-13

| COSMOPOLITAN H.A. | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| BALANCE SHEET | | | | | |
| <u>£ 000's</u> | 2008 | 2009 | 2010 | 2011 | 2012 |
| <u>Units at Year End</u> | 2091 | 2191 | 2291 | 2391 | 2491 |
| Fixed Assets | | | | | |
| <i>Housing Properties</i> | 122,672 | 129,872 | 137,284 | 144,916 | 152,774 |
| <i>SHG</i> | (66,614) | (70,364) | (74,227) | (78,205) | (82,303) |
| <i>Depreciation</i> | (2,410) | (2,780) | (3,179) | (3,607) | (4,067) |
| | 53,648 | 56,727 | 59,879 | 63,104 | 66,404 |
| <i>Other Assets</i> | 5,603 | 5,403 | 5,203 | 5,003 | 4,843 |
| <i>Investments</i> | 2,139 | 2,246 | 2,358 | 2,476 | 2,600 |
| Total Fixed Assets | 61,390 | 64,376 | 67,440 | 70,583 | 73,847 |
| Current Assets | | | | | |
| <i>Debtors</i> | 8,845 | 9,111 | 9,384 | 9,665 | 9,955 |
| <i>Work-In-Progress</i> | 2,098 | 2,161 | 2,226 | 2,293 | 2,362 |
| <i>Cash At Bank</i> | 1,639 | 1,740 | 1,743 | 1,762 | 1,802 |
| Total Current Assets | 12,582 | 13,012 | 13,353 | 13,721 | 14,119 |
| Less Creditors | | | | | |
| <i>Short Term Loans</i> | 766 | 1,300 | 1,473 | 1,636 | 1,783 |
| <i>Amount Falling Due Within Year</i> | 6,384 | 6,116 | 6,216 | 6,335 | 6,477 |
| Total Current Liabilities | 7,150 | 7,416 | 7,689 | 7,971 | 8,261 |
| Net Current Assets | 5,432 | 5,596 | 5,664 | 5,750 | 5,858 |
| Total Assets Less Current Liabilities | 66,822 | 69,973 | 73,103 | 76,333 | 79,705 |
| Creditors | | | | | |
| <i>Amount Falling Due After One Year</i> | 45,839 | 47,952 | 49,994 | 51,978 | 53,924 |
| Capital & Reserves | | | | | |
| <i>Non Equity Share Capital</i> | 0 | 0 | 0 | 0 | 0 |
| <i>Reserves</i> | 17,095 | 18,026 | 19,003 | 20,130 | 21,432 |
| <i>General Reserve</i> | 252 | 252 | 252 | 252 | 252 |
| <i>Revaluation reserve</i> | 3,636 | 3,743 | 3,855 | 3,973 | 4,097 |
| | 66,822 | 69,973 | 73,103 | 76,333 | 79,705 |

Corporate Strategy & Business Plan 2008-13

| COSMOPOLITAN H.A. | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| INCOME & EXPENDITURE ACCOUNT | | | | | |
| <u>£ 000's</u> | 2008 | 2009 | 2010 | 2011 | 2012 |
| <u>Units at Year End</u> | 2091 | 2191 | 2291 | 2391 | 2491 |
| <u>INCOME</u> | | | | | |
| <i>Rents</i> | 6,692 | 7,298 | 7,945 | 8,632 | 9,359 |
| <i>Service</i> | 324 | 350 | 376 | 405 | 436 |
| <i>VOIDS</i> | (115) | (92) | (100) | (108) | (118) |
| Total Income | 6,901 | 7,556 | 8,221 | 8,929 | 9,678 |
| <u>EXPENDITURE</u> | | | | | |
| <i>Service</i> | 349 | 378 | 409 | 442 | 476 |
| <i>Management</i> | 1,562 | 1,694 | 1,833 | 1,980 | 2,135 |
| <i>Routine Maintenance</i> | 1,692 | 1,826 | 1,967 | 2,114 | 2,268 |
| <i>Depreciation</i> | 343 | 370 | 399 | 429 | 460 |
| <i>Bad Debts</i> | 64 | 53 | 58 | 63 | 68 |
| <i>Lease Payments</i> | 0 | 90 | 180 | 270 | 360 |
| <i>Major Repairs / Planned Maintenance</i> | 716 | 1,095 | 1,198 | 1,234 | 1,271 |
| <i>Other Costs</i> | 25 | 26 | 27 | 27 | 28 |
| Operating Costs From Lettings | 4,750 | 5,532 | 6,070 | 6,558 | 7,067 |
| Social Housing | | | | | |
| Operating Surplus | 2,151 | 2,024 | 2,152 | 2,370 | 2,611 |
| Student Housing Surplus | 378 | 389 | 401 | 413 | 426 |
| Operating Surplus | 2,529 | 2,413 | 2,553 | 2,784 | 3,037 |
| <u>Other Social Housing Activities</u> | | | | | |
| <i>Development</i> | 7 | 3 | 3 | 3 | 3 |
| <i>RTB Sales</i> | 50 | 50 | 50 | 50 | 50 |
| <i>Profit on Sale of Fixed Assets</i> | 110 | 100 | 100 | 100 | 100 |
| <i>Gift Aid</i> | 120 | 500 | 500 | 500 | 500 |
| <i>Other</i> | 12 | 35 | 40 | 45 | 50 |
| Other Social Housing Surplus | 299 | 688 | 693 | 698 | 703 |
| <i>Plus Interest Receivable</i> | 385 | 420 | 440 | 470 | 500 |
| <i>Less Interest Payable</i> | (2,528) | (2,590) | (2,709) | (2,825) | (2,937) |
| SURPLUS FOR THE YEAR | 685 | 931 | 977 | 1,127 | 1,303 |

Corporate Strategy & Business Plan 2008-13

| COSMOPOLITAN H.A. | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| CASH FLOW | | | | | |
| <u>£ 000's</u> | 2008 | 2009 | 2010 | 2011 | 2012 |
| <i>Units at Year End</i> | 2091 | 2191 | 2291 | 2391 | 2491 |
| Net Cash in/(out) from operating activities | | | | | |
| <i>Operating Surplus</i> | 2,529 | 2,413 | 2,553 | 2,784 | 3,037 |
| <i>Depreciation Charges</i> | 565 | 620 | 649 | 679 | 710 |
| <i>Trans from Long T. Invests</i> | 0 | 0 | 0 | 0 | 0 |
| <i>Other</i> | 69 | 88 | 93 | 98 | 103 |
| | 3,163 | 3,121 | 3,295 | 3,560 | 3,849 |
| Returns On Investments & Servicing Of Finance | | | | | |
| <i>Interest Received</i> | 385 | 420 | 440 | 470 | 500 |
| <i>Interest Paid</i> | (2,528) | (2,590) | (2,709) | (2,825) | (2,937) |
| | (2,143) | (2,170) | (2,269) | (2,355) | (2,437) |
| Capital Expenditure & Financial Investments | | | | | |
| <i>Gift Aid</i> | 120 | 500 | 500 | 500 | 500 |
| <i>Scheme costs</i> } | (5,875) | (9,375) | (9,656) | (9,946) | (10,244) |
| <i>Grant Received</i> } | 2,375 | 3,750 | 3,863 | 3,978 | 4,098 |
| <i>House Sales</i> | 1,045 | 2,213 | 2,279 | 2,347 | 2,418 |
| <i>Other Assets</i> | 0 | (50) | (50) | (50) | (90) |
| <i>Purchase Of Investments</i> | 0 | 0 | 0 | 0 | 0 |
| | (2,335) | (2,963) | (3,065) | (3,170) | (3,319) |
| Financing | | | | | |
| <i>Money Market</i> | | | | | |
| <i>Future Loans</i> | 2,766 | 3,413 | 3,515 | 3,620 | 3,729 |
| <i>Repayment of principal</i> | (766) | (1,300) | (1,473) | (1,636) | (1,783) |
| | 2,000 | 2,113 | 2,042 | 1,984 | 1,946 |
| Increase / (Decrease) In Cash | 685 | 102 | 2 | 20 | 40 |

COSMOPOLITAN HOUSING ASSOCIATION - FORWARD PLAN 2008/09



| Ref No. | Corporate Objective | Delivery Plan Action | Due Date | SMT Sponsor | Target / Outcome | Commentary / Progress to Date | Revised completion due date | Actual completion date | Status R / A / G |
|---------|---------------------|--|----------|-------------|---|-------------------------------|-----------------------------|------------------------|------------------|
| 1 | Quality Services | Undertake a Mock Inspection of CHA's services | Dec-08 | DH | External assessment of the quality of CHA's services received. | | | | |
| 2 | Quality Services | Hold a "Communications" workshop | May-08 | DH | Clear understanding across staff group of "newsworthiness" and ability to strengthen the CHA brand and profile. | | | | |
| 3 | Quality Services | Report to Board on a Quarterly basis details of CHA's media coverage | Mar-09 | DH | Clear and sustained focus on strengthening the CHA brand and profile maintained. | | | | |
| 4 | Quality Services | Undertake an Interim Tenant Satisfaction Survey based upon STATUS model | Sep-08 | DH | Clear feedback is received on tenant satisfaction with the full range of services provided by CHA, for use in shaping continuous improvement. | | | | |
| 5 | Quality Services | Undertake STATUS Tenant Satisfaction Survey | Sep-09 | DH | Clear feedback is received on tenant satisfaction with the full range of services provided by CHA, for use in shaping continuous improvement. | | | | |
| 6 | Quality Services | Develop and publish a suite of Service Standards across all service areas | Jun-08 | AG | Clear and measurable standards are set for services which reflect customer expectations. | | | | |
| 7 | Quality Services | Undertake a review against the Property Services Review to report progress against recommendations | Sep-08 | AG | Demonstration of how improvements required have been addressed and implemented. | | | | |
| 8 | Quality Services | Development Department to achieve ISO 9001 status | Jun-08 | DG | External quality standard achieved as a benchmark of quality. | | | | |
| 9 | Quality Services | Achieve 100% Decent Homes compliance | Sep-08 | AG | Full compliance with Government guidelines achieved. | | | | |
| 10 | Quality Services | Establish an Asset Management Team within the Housing Services Department | May-08 | AG | Ownership of asset management issues located within a single point of contact. | | | | |

| | | | | | | | | | |
|----|------------------|---|--------|-----|--|--|--|--|--|
| 11 | Quality Services | Review CHA Asset Management Strategy | Aug-08 | AG | Clear strategy for CHA assets put in place on a scheme by scheme basis in light of updated and accurate stock condition information. | | | | |
| 12 | Quality Services | Update CHA's Stock Condition Database | Aug-08 | AG | Clear and up to date information about stock condition obtained to inform management decision making. | | | | |
| 13 | Quality Services | Publish details of Planned Maintenance programme to tenants | Oct-08 | AG | Tenants expectations are managed and given opportunity to shape and influence programme. | | | | |
| 14 | Quality Services | Review options for planned maintenance procurement and bulk purchasing and provide report to Board on proposed route going forward. | Dec-08 | AG | Clear demonstration that options for procurement have been considered and costed, with preferred routes adopted based upon cost and value for money. | | | | |
| 15 | Quality Services | Board to agree suite of performance indicators in Balanced Scorecard Format | Apr-08 | DH | Clear targets for performance set and agreed to allow for subsequent monitoring. | | | | |
| 16 | Quality Services | Undertake x3 Best Value Reviews during 2008 | Mar-09 | DH | Programme of systematic service review and improvement in place. | | | | |
| 17 | Quality Services | Publish a Continuous Improvement Newsletter | Jun-08 | DH | CHA approach to continuous improvements are clearly communicated to CHA's customers. | | | | |
| 18 | Quality Services | Deliver 2.5% efficiencies over course of the year (combined cashable and non-cashable efficiencies) | Mar-09 | KM | Focus on delivering continued efficiencies is maintained. | | | | |
| 19 | Quality Services | Sign up to the Youth Taskforce agenda | Apr-08 | AG | Commitment to ASB agenda is reinforced through participation in scheme. | | | | |
| 20 | Quality Services | Recruit a third Tenant Board Member to the Board of CHA | Sep-08 | GAR | 25% of Board to consist of tenants. | | | | |
| 21 | Quality Services | Review and issue CHA's 2008 Resident Involvement Statement | Jun-08 | AG | Clear statement of CHA commitment to resident involvement is published for customers. | | | | |
| 22 | Quality Services | Undertake a "Tenant Audit" | Dec-08 | AG | Tenants are given opportunity to directly shape and influence a service area based upon their experiences as a user. | | | | |

| | | | | | | | | | |
|----|--------------------------|---|--------|----|--|--|--|--|--|
| 23 | Quality Services | Maintain role as an "Influencer" within the LIFE model in Liverpool | Mar-09 | DG | Strategic role in shaping regeneration agenda in Liverpool is maintained. | | | | |
| 24 | Quality Services | Appointment of a Welfare Benefits Advisor to the Housing Services Department | Jul-08 | AG | Capacity for CHA to address issues relating to financial inclusion is enhanced. | | | | |
| 25 | Quality Services | Information literature to be issued to tenants re: thermal efficiency | Dec-08 | AG | CHA is able to directly influence customer behaviour in pursuance of CHA's commitments to financial inclusion and the Group commitments to Sustainability. | | | | |
| 26 | Quality Services | Establish Development focussed Tenant Focus Group | May-08 | DG | Tenants are able to shape and influence the design of future properties based upon their own experience as consumers. | | | | |
| 27 | Quality Services | Advice literature to be produced on ability for tenants to contribute to the Sustainability agenda | Dec-08 | AG | CHA is able to directly influence customer behaviour in pursuance of the Group commitments to Sustainability. | | | | |
| 28 | Growth - Partnerships | Deliver National Affordable Housing Programme (NAHP) of new developments - Units to be confirmed | Mar-09 | DG | Continued growth in social housing achieved. | | | | |
| 29 | Growth - Partnerships | Deliver 12 new Supported Housing units | Mar-09 | DG | Continued growth in specialist supported housing achieved. | | | | |
| 30 | Growth - Partnerships | Secure 1 PFI development opportunity | Mar-10 | DG | Continued commitments to growth achieved. | | | | |
| 31 | Growth - Partnerships | CHA to approach and align itself with at least one major developer | Mar-09 | DG | CHA has positioned itself to take advantages of changes in the sector and maximised its opportunities for continued growth. | | | | |
| 32 | Growth - Partnerships | Identify and bid for at least one stock transfer | Mar-09 | DG | Aspiration for large scale growth <u>underlined</u> . | | | | |
| 33 | Growth - Partnerships | Secure at least one additional service based contract (e.g. Empty Homes) | Mar-09 | AG | Aspirations for service growth <u>underlined</u> . | | | | |
| 34 | Growth - Partnerships | Service development strategy to be produced setting out approach to securing new service contracts | Dec-08 | AG | Clear approach to growing the business and range of services delivered set out with steps required identified. | | | | |
| 35 | Growth - Diversification | Commission an external consultant to undertake a review of the market in terms of possible growth and diversification routes available to CHA | Aug-08 | DG | Improved understanding achieved of CHA's position in the marketplace and opportunities for service diversification. | | | | |

| | | | | | | | | | |
|----|--------------------------|---|--------|----|--|--|--|--|--|
| 36 | Growth - Diversification | Using report findings, produce a Business Growth and Diversification Strategy outlining how CHA will meet unmet needs through growth | Dec-08 | DG | Strategy and steps required for achieving growth through diversification developed based upon accurate research and knowledge of sector. | | | | |
| 37 | Growth - Diversification | Ascertain local authorities approach to Section 106 agreements and produce strategy / approach document for each area of operation. | Dec-08 | DG | Clear knowledge and understanding of opportunities for pursuing section 106 developments in place. | | | | |
| 38 | Growth - Diversification | Using findings of growth and diversification research, identify key partners with whom CHA can work in partnership with to achieve growth objectives. | Dec-08 | DG | Clear set of partner agencies identified as part of a framework and structure for delivering continued growth and diversification. | | | | |

APPENDIX A

POTENTIAL DEVELOPMENT SCHEMES 2008-11

Updated 19/02/08

(Note: Scheme in Bold form part of HC Bid)

POTENTIAL BIDS 2008/11

| Address / Scheme Name | Dev officer | Local Authority | Mix | Tenure | Scheme Cost | Acquisition | Start on Site | Practical Completion |
|---|-------------|-----------------|-------------|-----------|-------------|-------------|---------------|----------------------|
| Cheshire Extra Care Village(FUT DEV OPP) | Neil | Cheshire | | rent | | | | |
| Stanney Lane Ellesmere Port(FUT DEV OPP) | Neil | E Port | | rent | | | | |
| Blackpool Rd playing fields(FUT DEV OPP) | Neil | Fylde | 125 units | | | | | |
| Lytham Quays s106(FUT DEV OPP) | Neil | Fylde | 270 units | | | | | |
| Westgate Rd(airport)Lytham(FUT DEV OPP) | Neil | Fylde | 84 units | rent/sale | £6,000,000 | | | |
| Halton Extra care(doh)(FUT DEV OPP) | Ann | Halton | 20 | rent | | | Oct-07 | Apr-09 |
| Health Centre Site-Kingsway YMCA move on | Ann | Halton | 30 | rent | £3,810,000 | Jan-09 | Feb-09 | Aug-10 |
| Halton District Hospital(FUT DEV OPP) | Angela | Halton | | supported | | | | |
| Poole Lane(cat 1)(FUT DEV OPP) | Amanda | Halton | | | | | | |
| Knowsley Extra Care(FUT DEV OPP) | Neil | Knowsley | 50 units | rent/sale | £6,000,000 | | | |
| 21-23 Arundel Avenue | Mike | Lpool | 6 | sale | £1,523,572 | Dec-08 | Jan-09 | Jan-10 |
| Lodge Lane refurb 2008 | Mike | Lpool | 4 | sale | £614,345 | Jun-08 | Jun-08 | Feb-09 |
| Lodge Lane refurb 2009 | Mike | Lpool | 4 | sale | £649,900 | Jun-09 | Jun-09 | Feb-10 |
| Lodge Lane refurb 2010 | Mike | Lpool | 4 | sale | £687,455 | Jun-10 | Jun-10 | Feb-11 |
| 103-105 Hartington Road | Mike | Lpool | 8 | sale | £1,202,402 | Apr-10 | Jun-10 | Jun-01 |
| Tiber Street(FUT DEV OPP) | Ann/Mike | Lpool | 37 | sale | £6,700,381 | Apr-08 | Apr-08 | Jul-09 |
| Lodge Lane scrapyard site | Mike | Lpool | 18 | rent/sale | £2,747,005 | Oct-08 | Apr-10 | Oct-11 |
| St Peters Church | Neil | Lpool | 37 | sale | £3,463,500 | Feb-11 | | Feb-11 |
| 10-12 Fern Grove | Mike | Lpool | 2 x 4B/8P H | sale | £372,690 | Apr-08 | May-08 | Dec-08 |

| | | | | | | | | |
|---|--------|-----------|----|------------|------------|--------|--------|--------|
| 11-13 Fern Grove | Mike | Lpool | 2 | sale | £363,975 | Dec-07 | Jan-08 | Nov-08 |
| 19-43 Fern Grove | Mike | Lpool | 8 | sale | £1,225,658 | Nov-08 | Jan-09 | Jan-10 |
| 38-52 Fern Grove | Mike | Lpool | 8 | sale | £1,456,256 | Apr-08 | Jun-08 | Jul-10 |
| Lime Grove Infill | Mike | Lpool | 4 | sale | £582,012 | May-08 | Jun-08 | Jun-09 |
| Watery Lane | Simon | St Helens | 15 | rent/sale | £1,682,775 | Jul-09 | Jul-08 | Jul-09 |
| St Helens IFS/IFR 2008 | Simon | St Helens | 4 | rent /sale | £453,752 | Apr-08 | Jun-08 | Jan-09 |
| St Helens IFS/IFR 2009 | Simon | St Helens | 4 | rent/sale | £453,752 | May-09 | Jun-09 | Jan-10 |
| St Helens IFS/IFR 2010 | Simon | St Helens | 4 | rent/sale | £466,194 | May-10 | Jun-10 | Jan-11 |
| Marsden Avenue-s106 | Neil | St Helens | 14 | rent/sale | £2,209,502 | Jul-08 | Aug-08 | Oct-09 |
| Weymouth Avenue(FUT DEV OPP) | Ann | St Helens | | rent/sale | | | | |
| Worsley Brow(FUT DEV OPP) | Ann | St Helens | | rent/sale | | | | |
| Back Market St Earlstown s 106(FUT DEV OPP) | Neil | St Helens | 5 | rent/sale | | | | |
| Grange Pk labour club(FUT DEV OPP) | Neil | St Helens | 12 | rent/sale | | | | |
| Wadham Park | Amanda | Sefton | 27 | rent/sale | £3,267,252 | May-08 | Sep-08 | Sep-09 |
| 34 Balliol Road | Simon | Sefton | 15 | sale | £1,784,896 | Jul-09 | Jul-08 | Jul-09 |
| Canalside Sites(FUT DEV OPP) | Ann | Sefton | 40 | | | | | |
| 2/4 Langdale Street(FUT DEV OPP) | Ann | Sefton | 2 | | | | | |
| Langdale Street | Amanda | Sefton | 5 | rent | £698,462 | May-08 | May-08 | Jan-09 |
| West St Southport | Neil | Sefton | 19 | sale | £2,041,500 | Mar-09 | | Mar-09 |
| Sefton IFS | Ann | Sefton | 6 | sale | | | | |
| Town Lane Southport(FUT DEV OPP) | Neil | Sefton | | | | | | |
| St Monicas Site | Simon | Sefton | 7 | sale | £1,011,379 | Jul-10 | Jul-09 | Jul-10 |
| Fox / Craven | Mike | Wirral | 11 | rent/sale | £1,522,303 | Apr-08 | May-08 | Mar-09 |
| Quarry Bank Flats | Amanda | Wirral | | rent | | | | |
| The Pilot phase 2 | Neil | Wirral | 8 | sale | £877,000 | May-08 | | May-08 |
| 28 Ravenswood Road,Rock Ferry | Neil | Wirral | 4 | supp | £595,000 | Jun-09 | Jun-09 | Mar-10 |
| Spencer Avenue Rock Ferry(FUT DEV OPP) | Neil | Wirral | 24 | | | | | |
| Wirral Supp Scheme(FUT DEV OPP) | Angela | Wirral | | rent | | | | |
| Wirral IFS / IFR 2008 | Mike | Wirral | 4 | rent/sale | £454,985 | Apr-08 | May-08 | Mar-09 |
| Wirral IFS / IFR 2009 | Mike | Wirral | 4 | rent/sale | £473,374 | Apr-09 | May-09 | Mar-10 |

| | | | | | | | | |
|-------------------------------------|--------|------------|------|-----------|------------|--------|--------|--------|
| Wirral IFS / IFR 2010 | Mike | Wirral | 4 | rent/sale | £496,836 | Apr-10 | May-10 | Mar-11 |
| Egremont | Neil | Wirral | 36 | rent/sale | £4,583,410 | Dec-08 | Mar-09 | Feb-11 |
| Tollemache road | Angela | Wirral | 8 | supp | | | | |
| Moorside Road Parkgate(FUT DEV OPP) | Neil | Wirral | 18 | rent/sale | | | | |
| School Lane, Haskayne(FUT DEV OPP) | Simon | West Lancs | 14 | rent/sale | £2,050,000 | Jul-09 | Sep-09 | Sep-10 |
| Glebe Lane, Banks | Neil | West Lancs | 19 | rent/sale | £2,785,500 | May-07 | Jun-07 | Nov-09 |
| Ruff Lane - s106(Persimmon) | Neil | West Lancs | 29 | rent/sale | £3,072,000 | Dec-10 | | Dec-10 |
| Bescar Lane phase 2(FUT DEV OPP) | Neil | West Lancs | 13 | rent | £3,305,000 | | | |
| Ainscough Mill Burscough | Neil | West Lancs | 10 | rent/sale | £1,360,133 | Dec-10 | | Dec-10 |
| KHT Projects | Neil | Knowsley | 150 | rent/sale | | | | |
| KHT Supported Housing Bid | Neil | Knowsley | 2 | rent/sale | | | | |
| Prescott Extra Care | Neil | Knowsley | c100 | mixed | | | | |
| Wirral Empty Homes | Mark | Wirral | | | | | | |
| New Fylde Housing | Mark | Fylde | | | | | | |
| Coventry Keyworker | Dave | | | | | | | |
| Southport Road, (Armor) | Neil | West Lancs | | | | | | |

ADOPTED SITES

| Address / Scheme Name | Dev officer | Local Authority | Mix | Tenure | Scheme Cost | Acquisition | Start on Site | Practical Completion |
|--|-------------|-----------------|------------------------|-----------|-------------|-------------|---------------|----------------------|
| 3 bed house, Crewe. | Angela | Crewe | 2 houses /6 bed spaces | rent | | | | |
| Wetherby Court*(hc alloc 07/08) | Mike / Neil | Knowsley | 23 units | rent | £2,722,605 | n/a | Mar-08 | May-09 |
| Ledsham Road*(hc alloc 07/08) | Amanda | Knowsley | 5 units | S/O | £579,063 | | Mar-08 | Dec-08 |
| 30-36 Hartington Road*(hc reserve 06/07) | Mike | Liverpool | 12 * 2b flats | sale | £2,086,229 | Mar-08 | Mar-08 | Mar-09 |
| 41-43 Bentley Road*(hc reserve 06/07) | Mike | Liverpool | 10 *1b/2b flats | sale | £1,614,524 | Feb-08 | Mar-08 | Mar-09 |
| Land at St Johns Vicarage | Angela | Liverpool | | | | | | |
| Larche, St. Johns Tuebrook | Angela | Liverpool | | | | Dec-06 | | |
| 10 Topcliffe Grove | Angela | Liverpool | 1 unit 2 bed shared | rent | £185,000 | Oct-06 | n/a | |
| 2 Penbury | Angela | Liverpool | 1 unit 2 bed shared | rent | | | | |
| Comrades Club*(hc alloc 07/08) | Neil | West Lancs | 12 *2b flats | rent | £1,288,973 | Feb-08 | Feb-08 | Sep-09 |
| 125 Southport Road*(hc reserve 06/07) | Neil | West Lancs | 5 | sale | £805,342 | Mar-08 | Apr-08 | May-09 |
| Brooklands | Neil | West Lancs | 12 | rent | £1,400,000 | | | Mar-09 |
| Aveling Drive*(hc alloc 07/08) | Neil/Simon | West Lancs | 20 units | rent/sale | £2,887,100 | Mar-08 | Mar-08 | Mar-09 |
| The Pilot Birkenhead(hc alloc 07/08) | Neil | Wirral | 16 | rent | £2,352,700 | | | Mar-08 |