



WHITE HORSE
HOUSING

40 YEARS 1984-2024

Business Plan 2025-30



Meeting rural housing need for 40 years

White Horse Housing is an ambitious, dynamic and innovative housing organisation that focusses on providing affordable homes in villages across Wiltshire, Swindon and East Somerset. Our purpose is:

“To be a trusted provider of excellent services and affordable, sustainable homes, working together with rural communities”

White Horse Housing is proud to be a ‘top quartile’ performer and has achieved an overall Net Promoter Score of **75** — together with some of the highest satisfaction ratings across the sector.

This document sets out our plans and objectives for the next 5 years.

Net Promoter Score



75

Great Somerford



Yardlands, Urchfont



Southside Close, Corston





Contents:

Page 2	Purpose, Objectives and Values.
Page 3	Our Objectives
Page 4—8	Action Plan and Targets
Page 9	Income & Expenditure 2025-2030. Value for Money.
Page 10	Capital Programme 2025-2030.
Page 11	Staffing Structure

About White Horse Housing Association

White Horse Housing Association, was established in 1984 to provide homes in rural communities throughout the County of Wiltshire (including Swindon Borough) for local people in housing need. In 2016, the Association expanded its area of operation into Somerset through the acquisition of Kilmersdon Rural Housing Association and currently has **451** homes across **56** parishes in **4** different local authority areas. The Association is fully compliant with the Regulator for Social Housing's 'Regulatory Framework' and operates within a robust 30-year financial plan.

Support is provided by a Board of voluntary members who collectively have the qualities, experience and ability to provide skilled and professional leadership. The Association has adopted the National Housing Federation's Code of Governance 2020.

The Association works hard to meet its mission, objectives and values and address the key challenges of capital investment in the provision of affordable housing.

The Association operates in a risk-aware and risk-controlled manner in the current operating environment, by actively monitoring the political and economic climate and constantly assessing and mitigating against those risks throughout the year.

Purpose, Objectives and Values

Our Purpose:

“To be a trusted provider of excellent services and affordable, sustainable homes, working together with rural communities”

Values:

In achieving our objectives we will ***“act with integrity, openness, accountability, honesty, impartiality and respect”*** in everything we do.

How we do this:

- by keeping our commitments and promises and following through on our actions;
- by being consistent in all our activities, demonstrating an open minded and impartial approach;
- by promoting equality of opportunity, respecting each other and celebrating diversity so that everyone can give their best in every aspect of our business;
- by putting customers first: listening to them, understanding their needs, treating complaints as an opportunity to learn and recognising the impact our work has on both our customers and stakeholders;
- by valuing our staff and encouraging them to take individual responsibility for problems and find solutions to them;
- by continually striving to improve the service we provide.



The Old Dairy, Winterbourne Monkton



Hook Hollow, Seend



Hazel Green, Urchfont

Our five Strategic Objectives:



The Association will :

- Play a leading part in tackling the climate emergency by remaining as environmentally sustainable as practicable, in balance with our corporate commitments of social and economic sustainability.
- Remain a viable, effective, and value for money business while providing a high quality service to our tenants.
- Ensure that our properties are managed and maintained to high standards and seek to support our tenants where appropriate.
- Work closely with all of our partners in order to ensure the provision of much needed rural accommodation.
- Take an active role in the political environment, through lobbying and responding to consultations.
- Contribute to the work of the National Housing Federation, and other similar organisations.

Future Growth

- We are committed to providing high quality, sustainable homes, and will actively work with local developers, Community Land Trusts and Parish Councils to provide new affordable housing for local people.
- We will build and/or acquire a range of affordable housing and low cost home ownership solutions to meet the needs of local communities

Housing Management

- We will encourage tenant involvement and participation in our services.
- We will regularly visit each neighbourhood and actively work with residents to ensure they remain an attractive place to live.
- The Association will support tenants through the 'Tenancy Plus' scheme to help them sustain their tenancies, pay their rent and mitigate the effects of welfare reform.
- We will facilitate a "working together" approach with our customers by developing modern, efficient communication systems to enable them to effectively and easily interact with the Association.

Asset Management

- The Association will actively manage its stock to ensure that it is sustainable and efficient whilst providing the best return on our investment.
- We aim to provide an excellent repairs service to our tenants which in turn ensures that our assets maintain their value.

Community Involvement

- The Association will seek to play an active part in the communities we serve to help them remain sustainable and viable for the future.



Objective 1: Providing more sustainable homes for local people in need.

What have we done?

The Association now owns and manages **451** homes across **56** parishes. Of these:

- **343** are let on 'social' rents;
- **74** are let on 'affordable' rents and,
- **34** are shared ownership (SO).

In the last 5 years the Association has developed **74** new homes:

- 6 at Bruton (all rented)
- 6 at Chilton Foliat (including 2 x SO)
- 6 at Urchfont (including 3 x SO)
- 10 at Great Somerford (including 6 x SO)
- 8 at Ashton Keynes (including 3 x SO)
- 6 at Sutton Benger (including 2 x SO)
- 3 at Winterbourne Monkton (including 1 x SO)
- 4 homes at Pewsey (including 2 x SO)
- 2 homes at Kilmersdon (both SO)
- 4 at Ashton Keynes (including 2 x SO)
- 2 at Box (including 1 SO)
- 10 at Seend (including 3 SO)
- 7 at Worton (including 3 SO)

Successfully completed our application to Homes England to become a formal 'development partner' allowing us to bid for grant funding for land-led developments.

The Association has sold a number of properties that failed our viability test and options appraisal, generating a capital receipt of over £3million. This receipt was invested in new homes and improving existing ones.

Completed a 'Transfer of Engagements' with Marlborough & District Housing Association, adding a further **16** homes to our housing portfolio.

Established a new Sustainability Committee within our governance structure to oversee the implementation of our Sustainability Strategy and its associated Action Plan.



What will we do?

Develop and/or acquire, at least a further **50** new homes by March 2029.

Complete the following committed schemes (31 homes):

- Knighton Road, Broad Chalke: 6 homes
- Old Sports Centre, Tisbury: 6 homes
- Townsend Farm, Poulshot: 4 homes
- The Spring, Market Lavington: 4 homes
- Frog Lane, Stoke St Michael: 11 homes

Consider further acquisitions and/or 'transfer of engagements' with organisations who are seeking a financially secure, high performing partner to safeguard their housing portfolio and future services to tenants.

Develop detailed procedures for appraising and developing new development opportunities.

Continue to seek new 'land-led' development opportunities, either through partnerships with local developers or by partnering local CLT's within our rural communities.

Undertake a comprehensive review of the Development Protocol to ensure all new homes that are either developed or acquired through s106 planning obligations meet the highest environmental standards achievable.

Promote the benefits of 'staircasing' to our existing shared owners and provide advice and support to help them achieve a maximum equity share.

Assess the feasibility of creating a partnership with PKA and PH15 to offer others an 'oven ready' passive house solution based on the designs at Seend.



Objective 2: A financially strong, value for money, organisation.

What have we done?	What will we do?
<p>Implemented revised pension arrangements including transferring existing staff into a new Defined Contribution scheme.</p> <p>Implemented and developed the 'Housing Brixx' Business Planning tool to provide comprehensive modelling of our long-term financial viability, whilst allowing multi-variant stress testing to be undertaken.</p> <p>Reviewed and updated the Strategic Asset Management Tool with the latest data to better understand the performance of our assets whilst assisting with development of the capital programme and the overall business plan.</p> <p>Maintained net rent arrears and 'bad debt' below 2% of the rent debit, and average void turnover times below our target of 15 calendar days, thereby maximising our income.</p> <p>Introduced service charges at schemes where none previously existed to ensure tenants fairly pay for the communal services they received.</p> <p>Regularly reviewed our Strategic Risks and our overall level of 'risk appetite' taking account of the changing operating environment.</p> <p>Regularly reviewed our Financial Regulations to ensure continuing compliance with best practice whilst maintaining policies on Fraud, Money Laundering, Anti-Bribery and Corruption.</p> <p>Completed robust development appraisals for all proposed new schemes to ensure they meet our development appraisal criteria. Feedback development outcomes to the Board on an annual basis.</p>	<p>Complete the legal process on our new £6,000,000 loan facility with the Charity Bank which will be used to fund future development activity.</p> <p>Review and develop a new 'Treasury Policy' setting out our short to medium term borrowing and re-financing strategy.</p> <p>Develop our direct payment system for tenants to give real-time updates to their accounts.</p> <p>Regularly monitor our financial forecasts to determine the optimum time for drawing down additional loan finance to continue developing new homes in line with current Board targets.</p> <p>Seek potential 'management agent' opportunities within our area of operation to expand our services and generate further income.</p> <p>Continue to benchmark our services through our membership of Acuity - Consultancy and Research and benchmark our performance across a range of key financial, operational and management indicators, including the Regulator's 'value for money' and Tenant Satisfaction Measure metrics.</p> <p>Value for Money indicators will be published annually through our audited accounts, annual review and the Annual Report to Tenants.</p> <p>Maintain robust procurement procedures in compliance with the new Procurement Regulations 2024 and ensure all future development and service contracts are based on current best practice to demonstrate best value for money.</p> <p>Seek to apply for external grant funding for specific projects as and when they are made available, including the new Affordable Housing Programme and grants to improve the sustainability of our existing housing stock.</p> <p>Seek to maximise future capital receipts from shared ownership staircasing.</p>
 <p>Sharing 'best practice' at the Seend Open Day</p>	 <p>Tenants and Board members working together</p>

Objective 3: Delivering Excellence in Repairs and Maintenance.

What have we done?

Over the past 5 years we completed the following capital works:

- **67** new bathrooms;
- **22** new kitchens;
- **81** gas and oil boilers replaced;
- **43** properties had new doors and windows;
- **109** partial or complete new heating systems;
- **153** properties had external painting and repairs.
- **15** replacement roofs

Completed a self-assessment against the new 'Safety and Quality Standard' to ensure we fully comply. .

Integrated 'fire safety' inspections and Asbestos Management within Home Master to provide robust reporting and improved safety procedures for our homes.

Implemented a retro-fit programme to help improve the energy efficiency of our worse performing homes.

We have worked with the Resident Scrutiny Panel to:

- Use photographs and video from tenants to improve repair diagnosis;
- Improved the method of collecting repairs satisfaction data to maximise responses;
- Investigate the number of 'call backs' and multiple visits and sought ways of reducing them;
- Flag 'vulnerable' tenants to contractors so the service they receive meets their needs.

Involved the tenants' Scrutiny Panel and wider tenants members in the procurement of our new Grounds Maintenance contractors.



What will we do?

Ensure that 'Awaab's Law' is fully implemented now that the final guidance has been published.

Continue to develop the Asset Management Strategy to:

- Provide a greater focus on energy efficiency and affordable warmth;
- Review and understand the 'Category C' properties from the 'strategic asset tool' and provide updated reports to the Board;
- Continue to develop sustainable systems to support our investments.
- Integrate the 16 properties acquired from Marlborough & District HA into our capital programme and ensure all Health & Safety checks and any remedial work is completed.

Continue to maintain our properties to the Decent Homes Standard and work towards meeting the latest Minimum Energy Standards.

During 2025-2030 we will complete the following works:

- **47** new bathrooms, including second WC's
- **90** new kitchens
- **41** new heating systems complete
- **26** new boilers (gas or oil)
- **50** properties with new windows and/or doors
- **132** properties due external painting and repairs.
- **20** properties will receive decarbonisation works.

Work towards meeting our sustainability targets, which include:

- All properties to be have an EPC rating of 'C' or above by 2030;
- Reduce the overall carbon footprint of our homes by 5% by March 2026.

Continue the 'retro-fit' programme to the worst performing properties at Kilmersdon and develop an environmental improvement programme to ensure we meet our sustainability targets.



Objective 4: Providing high quality, and inclusive management services

What have we done?

Achieved outstanding results across all service areas in the latest tenant satisfaction survey.



Scrutiny Panel celebrating success

Regularly reviewed our key housing management policies and procedures, including our 'Damp & Mould' procedure to ensure we meet current expectations.

Implemented the updated 'Tenant Involvement Policy' and adopted the National Housing Federation's 'Tenant's Together' Charter.

Worked with the tenants' Scrutiny Panel to:

- Analyse the results of the latest Tenant Satisfaction Survey and sought to address those areas where satisfaction levels were lowest;
- Review and improve the services provided through the 'My Tenancy Account' portal;
- Review performance and the latest complaints;
- Re-tender the Grounds Maintenance Service;
- Review the Tenants' handbook and associated policies;
- Undertook specialist 'mediation' training;
- Members attended the Board 'away day' to input into future policies and strategies;
- Improve communication channels with tenants to ensure information is distributed effectively.

Completed a self-assessment against the four new RSH 'consumer standards' to ensure we fully comply.

Completed a self-assessment against the Housing Ombudsman 'Complaints' Handling Code' and submitted evidence to demonstrate the code was achieved.

Introduced a "rapid response" stage to our complaints procedure by providing an initial personal visit to establish a tenants concern 'face to face' and agree an action plan to investigate and resolve the issue quickly.



What will we do?

Continue to support and grow the Tenant Scrutiny Panel.

Actions to be included:

- Create a specific Scrutiny Panel web-page;
- Provide greater publicity for their work through the tenants' newsletters and other publications;
- Raise member profiles and provide them with secure e-mail addresses;
- Continue to provide training to help build capacity;

Explore ways to improve engagement with our shared ownership residents and help improve overall satisfaction.

Include tenants in the re-tender process of the repairs and maintenance contract from April 2026 onwards.

Undertake the 2025 'Tenant Satisfaction Survey' and widely publish the results.

Continue to monitor tenant satisfaction on the two grounds maintenance contracts and suggest improvements where necessary.

Fully integrate our new tenants at The Green, Marlborough into our housing management and support services.

Provide comprehensive advice and support to tenants through the 'Tenancy Plus' scheme to help them sustain their tenancies, pay their rent and mitigate the effects of challenges from the wider economy, and continue providing a 'Housing Support Fund' for our vulnerable tenants.

Continue to maximise the income to the Association by reviewing communal services and identifying further areas where service charges could be applied.

Continue to explore the use of 'sinking funds' to help smooth out 'year-on-year' service charge fluctuations.

Ensure that any reports of domestic abuse are investigated and support given to victims by trained staff as well as referral to specialist services, if required.

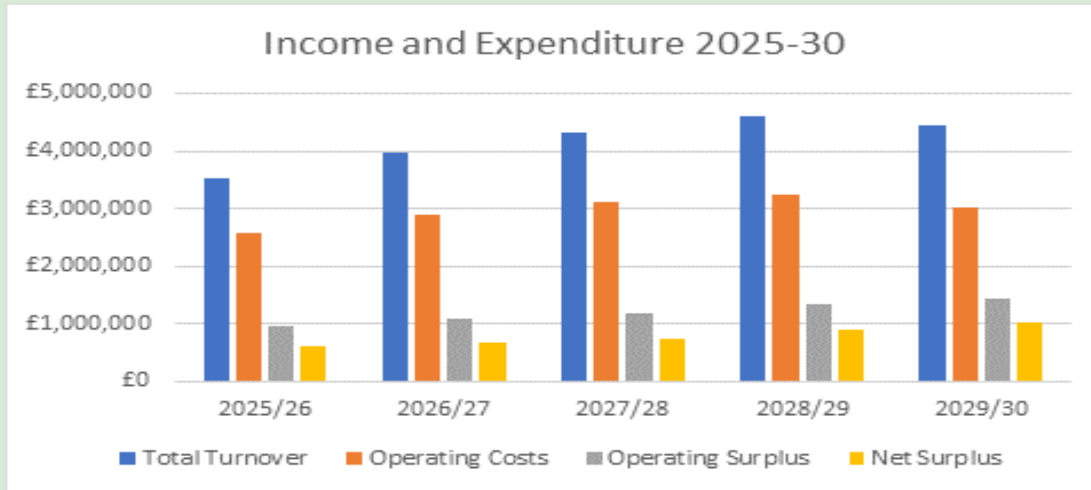


Meeting our new tenants in Marlborough

Objective 5: A Modern and Efficient Business

What have we done?	What will we do?
<p>Implemented the Home Master Housing Management and Finance system (July 2020).</p> <p>Successfully recruited new Board Members in line with our Board succession policy.</p> <p>Implemented new staffing structures to increase capacity across the team and enable further service development work to be undertaken.</p> <p>Implemented full 'remote access' to office systems to allow for effective home working and introduced a hybrid system of working that includes home and office based working.</p> <p>'Tenants Portal' implemented enabling tenants to access their rent accounts, repairs history, personal data etc.—24 hours a day, 365 days per year.</p> <p>Adopted the National Housing Federation's Code of Governance 2020 that is underpinned by our comprehensive Governance Framework.</p> <p>Introduced a range of measures to reduce the overall organisational carbon footprint by 10% by March 2026.</p> <p>Reviewed the current 'Mission Statement' and agreed a new 'Statement of Purpose'.</p> <p>Adopted the housing sectors Sustainable Reporting System to improve our ESG reporting mechanisms.</p> <p>Implement a new key performance indicator 'scorecard' system that will be regularly reported to both the Board and the Resident Scrutiny Panel.</p> <p>Set clear and realistic targets and actions for all staff (linked to the Association's strategic objectives) at each annual appraisal round and reviewed progress through the bi-monthly 1-2-1's.</p>	<p>Review current staffing structure, to include:</p> <ul style="list-style-type: none"> • Reviewing current gaps; • Future capacity; • Planning for future growth; • Succession Planning. <p>Review current ways of working, including:</p> <ul style="list-style-type: none"> • What we are good at and what we can improve? • Where (location) and how (hybrid, office based) • Systems required (use of AI and other digital technologies) • Tenant self-service, improved inter-action. <p>Create a communications strategy, to include:</p> <ul style="list-style-type: none"> • More capacity for communications work; • Review and improve our web-site; • Increase publicity and promote WHHA to a wider audience; • Increase the profile of the Scrutiny Panel. <p>Implement the new Competence and Conduct Standard once guidance is published.</p> <p>Undertake a bi-annual staff engagement session, using an external facilitator, to provide the Board with feedback on current attitudes, motivations, expectations and aspirations within the staff team.</p> <p>Provide opportunities for staff through the annual training plan to grow their knowledge and improve the Association's overall capacity.</p> <p>Provide joint Board and Tenant Scrutiny Panel training/ liaison days to build and refresh knowledge giving insight of each other's role and strengthening further the working link between our tenants and board members.</p>
 <p>TV presenter, Charlie Luxton, at the Hook Hollow opening</p>	 <p>Tenants, Board members and staff at the annual Away Day</p>

Income and Expenditure



Value for Money

White Horse Housing Association seeks to maintain an appropriate balance between performance, costs and satisfaction. We benchmark our results against a wide range of housing organisations, particularly those with less than 1000 homes. We participate in annual reviews of performance, and regularly submit performance data, including the Regulator for Social Housing's 'Tenant Satisfaction Measures'.

The table below sets out our results for the 2023/24 financial year, and compares our performance against all small associations. Overall, we compare favourably, particularly our tenant satisfaction and performance measures. However, our repairs and maintenance costs remain higher than our peers. This is mainly down to the wide range and quality of repairs we undertake, the high level of service we provide, and the ratio of older to newer properties that we maintain.

		WHH 2024 Results	WHH 2023 Results	National Median < 1000 homes (2024)
Business Health	Operating Margin (overall)	31.70%	25.91%	15.00%
	Operating Margin (social housing lettings)	26.41%	24.71%	18.00%
	EBITDA MRI (Interest Cover measurement)	1.13	168.00	227.31
	Gearing	38.66%	39.70%	12.83%
Development - capacity and supply	Social Units completed	6	0	0
	Non-social units completed	0	0	0
	Units developed (as a % of units owned)	1.44%	0.00%	0.00%
Effective Asset Management	Return on Capital Employed	3.38%	2.21%	2.53%
	Void Turnover (in days)	11.0	16.0	35.0
	Occupancy - General Needs	100	100	100.00%
	Re-investment %	10.58%	9.90%	3.10%
	Ratio of responsive repairs to planned maintenance	0.7	0.6	0.7
Operating Efficiency and Costs	Headline social housing cost per unit	£4,825	£4,528	£6,153
	Management cost per unit	£448	£568	£541
	Responsive repairs and void works - per unit	£1,292	£1,229	£866
	Major repairs and Cyclical works - per unit	£1,828	£1,961	£1,056
	Other social housing costs per unit	£14.56	£13.48	£16
	Overheads as a percentage of turnover	18.30%	14.01%	19.80%
	Rent Arrears as a percentage of debit	0.86%	1.16%	2.82%
	Percentage of rent collected	99.20%	100.15%	99.10%

White Horse Housing Association—Capital Programme 2025-2030

Major Repairs/Planned Works	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Kitchen Refurbishment Complete	£0	£84,000	£216,000	£120,000	£272,000	£692,000
Bathroom Refurbishment Complete	£22,000	£85,500	£49,500	£82,500	£12,000	£251,500
Replacement Oil Tanks	£5,000	£6,000	£6,000	£6,000	£6,000	£29,000
Central Heating - Air Source Heat Pumps	£0	£142,000	£85,000	£68,000	£0	£295,000
Central Heating Boilers - Storage Heaters	£152,000	£0	£0	£0	£0	£152,000
Central Heating Boilers - Gas	£12,000	£3,000	£21,000	£27,000	£0	£63,000
Central Heating Boilers - Oil	£6,000	£12,000	£0	£12,000	£0	£30,000
Windows - Whole House PVCu	£83,000	£54,500	£0	£25,000	£95,000	£257,500
Decarbonisation Works	£200,000	£100,000	£100,000	£100,000	£100,000	£600,000
CONTINGENCY	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
Total Budget for Year	£500,000	£507,000	£497,500	£460,500	£505,000	£2,470,000

Capital Programme Summary:

The replacement of components is based upon their age and condition using our stock condition data and repair records.

- ⇒ The kitchen refurbishment programme commences in 2026 after being delayed due to difficult economic circumstances arising from increased inflation and higher interest rates. Individual kitchens that are beyond 'reasonable' repair will be replaced on an 'ad hoc' basis.
- ⇒ The bathroom refurbishment programme has significantly reduced due to the level of recent replacements. Where the property has a second separate toilet this will be renewed at the same time, depending on its condition.
- ⇒ Only a small number of properties are due to have their windows replaced over the next 5 years. Properties in Kilmersdon will either have new windows or their existing ones refurbished.



- ⇒ The programme to replace old and potentially failing gas and oil boilers will continue. The programme is based on an assessment of recent repairs costs, the availability of spares and the overall condition and age of the boiler. This programme has now reduced as most of the older-style boilers have already been replaced.
- ⇒ We will install modern and efficient heating systems in all our properties, including the replacement of old storage heaters found in many rural areas. The programme also includes replacing Air Source Heat Pumps as they reach the end of their life.

- ⇒ Over the next 5 years a fund has been created to undertake a range of 'environmental works' that will seek to ensure all those properties that can, will achieve an EPC rating of 'C' or above. This includes 'match funding' with grants from a variety of sources, including the national EC04 programme and Charity Bank's 'Green Loan' scheme.
- ⇒ A 'contingency' fund has been established to provide funding for unexpected capital works found during the year. This includes any unexpected 'void works' to refurbish key components whilst a property is empty. This enables all the work to be completed at one time and is therefore more efficient and cost effective. It also ensures new tenants have a modernised home to move into with less disruption.



Staffing Structure

White Horse Housing Association employs eleven members of staff. Of these, three staff members work part-time. The structure is shown in the chart below.

The structure is designed to focus on our customer facing services ensuring we have sufficient staff resources to continue providing the high quality of service our tenants have always enjoyed.

The Chief Executive, together with the Board, has overall responsibility for the strategic management and future direction of the Association, including negotiating and project managing the development programme.

The Operations Team is responsible for all the daily housing management functions, including scheme management, rent and arrears collection, tenancy support services, void management and tenant involvement. The team is the first point of contact for all our customers.

The Maintenance Manager has overall responsibility for all day to day repairs and the successful completion of the capital programme each year.

Finally, the team is supported by the Finance Director and the Office Manager. These two posts ensure the Association’s finances are regularly monitored, and our viability maintained, and that all payments and subscriptions are paid on time.



For more information about White Horse Housing Association, and particularly about the Board and Staff, governance arrangements and the location and size of homes owned, please see our website (address below).



White Horse Housing Association Ltd
Lowbourne House
Lowbourne Road
Melksham
Wiltshire
SN12 7DZ

Tel: 01380 850916
E-mail: info@whitehorsehousing.co.uk
www.whitehorsehousing.co.uk

