

Places to live. Space to grow.



WEST KENT HOUSING  
ASSOCIATION  
&  
SEVENOAKS DISTRICT  
COUNCIL

**Scrutiny Committee**  
**6 July 2023**  
**Tracy Allison, CEO**



## Our Vision

We provide great places to live and space for people to grow.



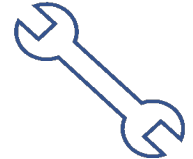
## Our Mission

To create in Kent a prosperous, strong and sustainable society; a place of opportunity for all; where people can plan for their futures.

## Our objectives

To deliver on our ambitions we will focus on the following objectives and measures for success.

### Excellent services



We want to continue to deliver excellent services in a friendly, solution-focused way.

### Successful communities



We want to provide homes and build communities residents are proud to live in, with better support to sustain a successful tenancy and manage life changes.

### Grow and re-shape



We want to increase our homes in management to 10,000 by 2025 and begin to re-shape our property portfolio to better meet the current and future local needs across Kent and Medway.

### Best in Kent



We want to be known as Kent's housing provider of choice.

We have 8,200 homes. All rented below market rent with 74% rented at c40% below market. 72% of the people we housed in 2021/2 are struggling, claiming benefits.

## Headlines 2022



Operating social housing margin 25.3%



Achieved 99% occupancy



Gearing 41.1%



Governance rating G1/V2



Average rent for general needs of £108.55 (52 weeks)



148 new homes delivered



£30m invested in new homes in 2022



Achieved arrears 2.17%



389 new homes in construction or in contract



Delivered 2.8 new homes into management every week



87.1% achieving 'right first time'



£75m loans available for future drawdown



Started 11 new tenancies every week



89% delivering on our repairs promise



Interest cover 138%



Increased homes in management to 8,201 (2021:8,065)



Voids turnaround at 63 days



£17m invested in our existing stock

## Excellent services



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## Best in Kent



We want to be known as Kent's housing provider of choice.

Overall Customer Satisfaction; 4.3 out of 5

Achieving arrears of 2.17% (sector average of 3.1)

Responsive repairs service: Improving satisfaction rating at 4.34 out of 5.

Complaints 357 (down), Compliments 436

Launched new communities offer: reshaped team to better support our residents, particularly those in financial hardship.

This included a new team dedicated to providing intensive housing management support and a new fuel poverty role.

75% of our homes already meet EPC band C.

Taking a 'fabric first' approach, prioritising homes to benefit households most at risk from fuel poverty.

Delivered 148 new homes and have 389 in construction

Investor in People 'Gold' Reconfirmed

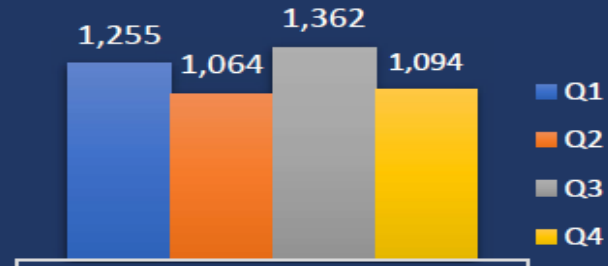
Finalist at UK Housing Awards for development Faversham

Winner at Kent Housing Group awards - excellence in development and regeneration - Julie Terry, Housing Professional of year.



**4775**

People supported  
by Communities work

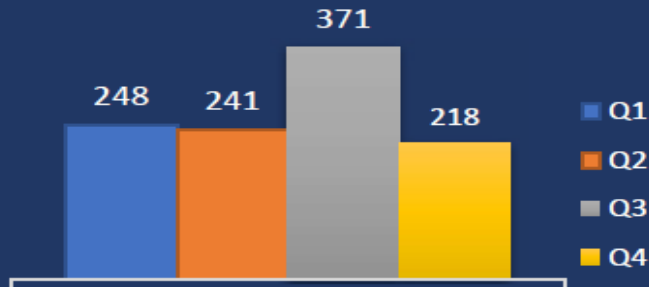


People supported  
by Communities work



**1078**

Support interventions  
to sustain tenancies

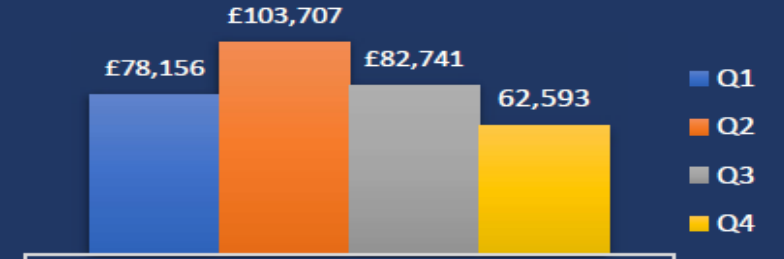


Support interventions  
to sustain  
tenancies



**£327,197**

Quantifiable value  
generated for West Kent



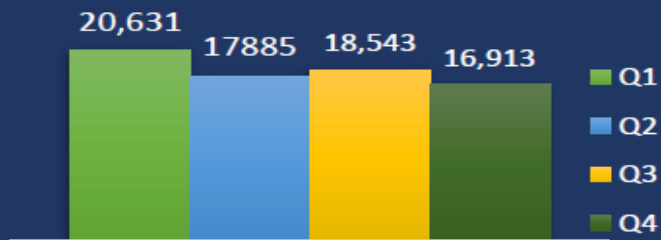
Quantifiable value generated for WKHA

Abacus Environmental Impact

**73972**



KG diverted from landfill



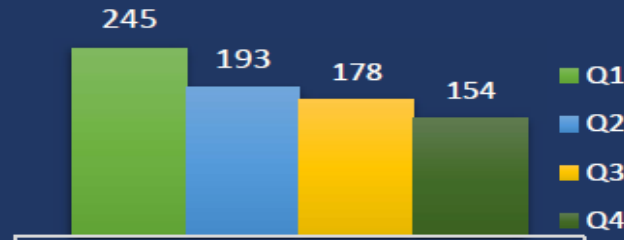
KG diverted from landfill

Abacus Environmental Impact

**770**



Recycled furniture donations



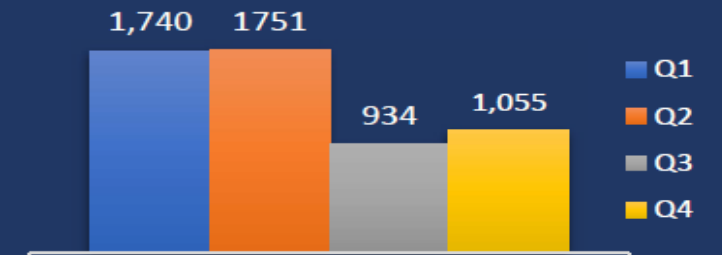
Recycled donations

KCC Youth Contract

**5480**



Support interventions  
with young people



Interventions



**67**

Active partnerships

# Damp and Mould – our proactive approach to support Residents

From Summer 2022:

Cost of Living concerns- ability to heat homes will impact likelihood damp, mould.  
Identified all properties that could be at high risk. Surveyor visits, Green Doctor advice.  
Dedicated role. Key measure tracked by Board.

From December 2022:

- ❖ Damp & Mould Information – in all communications ‘contact us if you have an issue’
- ❖ Ease of reporting – new on line form and dedicated e-mail address
- ❖ Advice & Guidance – Update documentation on website and leaflets for staff to share with residents.
- ❖ Campaigns – Continue to gain trust and confidence
- ❖ Damp & Mould Policy/Process – Consult with resident's scrutiny panel and input learning from real cases
- ❖ Where problems found, supply monitors so residents can be aware of humidity
- ❖ Joined up working with tenancy support- early signs, referrals process working well
- ❖ Review the use of dehumidifiers and other solutions such as window stickers



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# Our plans for investment in our current homes

- ✓ 75% of our homes already meet EPC band C. We are taking a 'fabric first' approach, prioritising homes to benefit households most at risk from fuel poverty.
- ✓ Established a five-year plan that includes expanding our door and window replacement initiatives to align with the preferences of our residents. In 2022 invested £17m
- ✓ In 2023 we are aiming to replace the windows of 77 homes and 1,266 doors, that works towards our goal of ensuring every home is at EPC C rating by 2030.
- ✓ Completing detailed review of current homes to understand if they can be modified to meet net zero and would they still be suitable as a social rented home for the next 50 plus years. This will identify homes we will sell as they become empty. The surplus on the sale of any property will be recycled into net zero works.

## In 2022 we replaced:

- 25 Windows
- 366 Boilers
- 35 Air Source Heating Systems
- 17 Electrical Heating Systems
- 113 Kitchens
- 123 Bathrooms
- 10 Roofs
- 213 Doors
- We Undertook:  
Two Electrical Rewires.

## Challenges:

- As yet Sector is unclear what NZC means and standards for new Decent Homes legislation
- Access to skills to complete works beyond 'fabric first'
- Upwards pressure on prices

**WestKent**

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# New Rural Exception Homes in Sevenoaks Mills Crescent, Seal Parish

14 new homes Swanley by regeneration Pear Tree Close (three two-bedroom and one three-bedroom), Northview (six one-bedroom apartments for over 55's) and Kettlewell Court (four two-bedroom houses) These replace 67 old garages that had reached the end of their life and presented a perfect opportunity for re-development of the site.



A new rural exception affordable housing development in Seal parish:

- 13 new homes based on the 2017 Housing Needs Survey. Created by demolishing four of our existing maisonettes to create an extension of Mills Crescent and provide 13 new build rented homes (9 new dwellings and 4 re-provisions)
- Energy efficient homes (predicted EPC rating of A)
- All affordable rent set at 65% of market value
- Modern method of construction – SIP panel (structurally insulated panel)
- Partially funded with Homes England social housing grant
- Improvements to current road parking and additional parking
- A communal open space with children's log equipment (a request of Seal Parish Council)
- Practical Completion forecast for financial year 2024/2025.

### Challenges for future pipeline:

- 47% of Social Housing new homes **NATIONALLY** come from s106
- Ending of S106 will hit our future pipeline
- Lack of planning conditions requiring affordable homes will continue to drive up land value
- Upwards pressure on prices and loan funding

### Opportunities for future pipeline:

- Jun 23 Homes England announced seeking pilots to fund regeneration
- If we can regenerate existing sites, we can attract grant funding
- Expertise to create sustainable homes and re-energise communities



# Strategic Partnership Agreement 2020-2023

AIM: to help us delivering on our common ambition for;

- Tackling homelessness and those in temporary accommodation
- Providing new homes for vulnerable / low-income groups
- Pathways from social and affordable rent into home ownership.

## Some context;

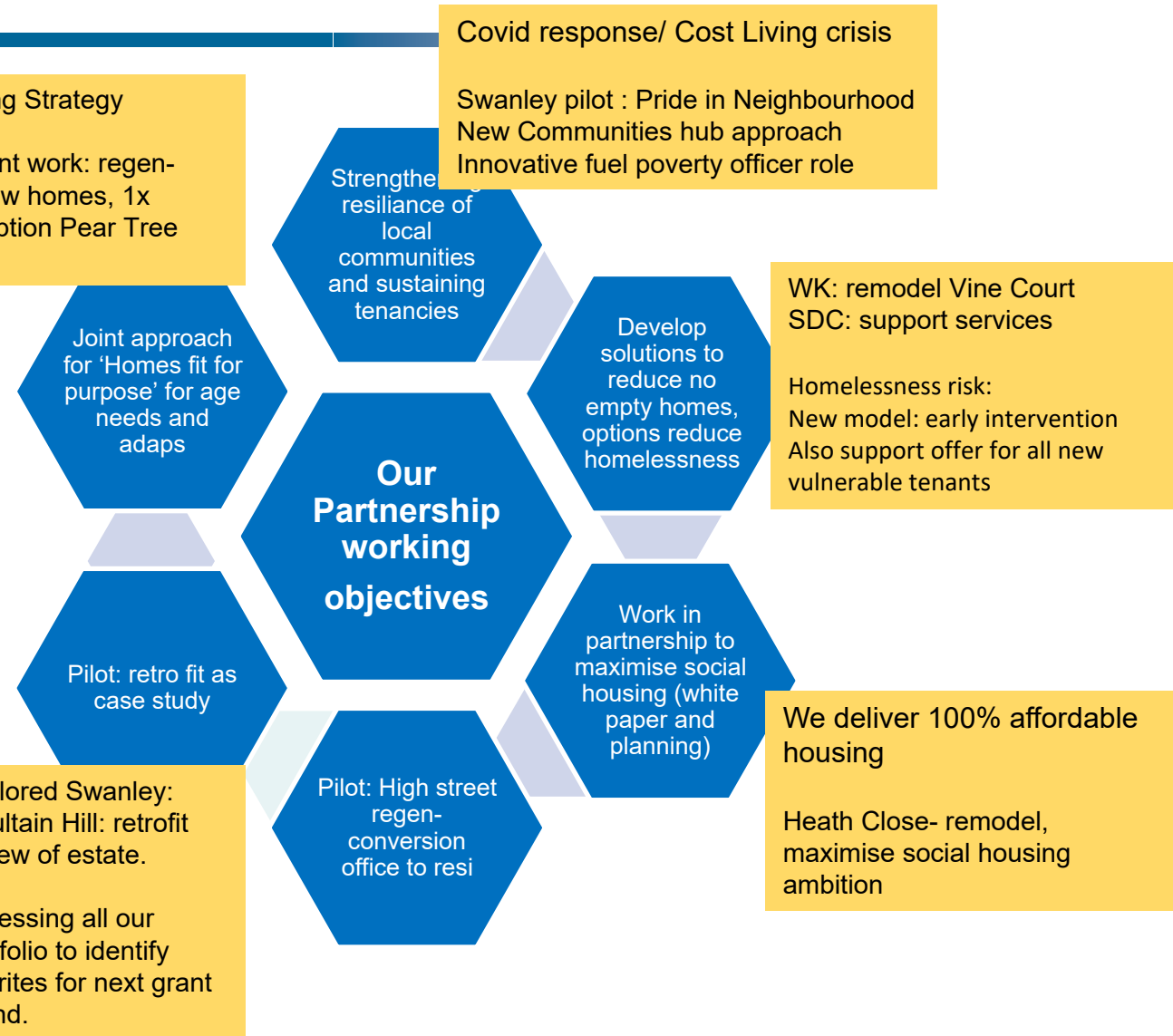
- ❖ A 13 year old girl will spend 52 more days a year in school when not in temporary accommodation
- ❖ Need more social homes not more Temporary Accommodation!
- ❖ Grant rates average £60k and RTB discount is £96k per property. If S106: no grant anyway. Shared ownership or market sale provides subsidy
- ❖ Assume Build costs £276k for property: loan costs to pay if 5% = £13.8k pa. Rental Income £6.2k pa to cover all housing and property costs and loan interest.

### SDC Housing Strategy

Excellent joint work: regen-providing new homes, 1x tailored adaption Pear Tree Close

### Covid response/ Cost Living crisis

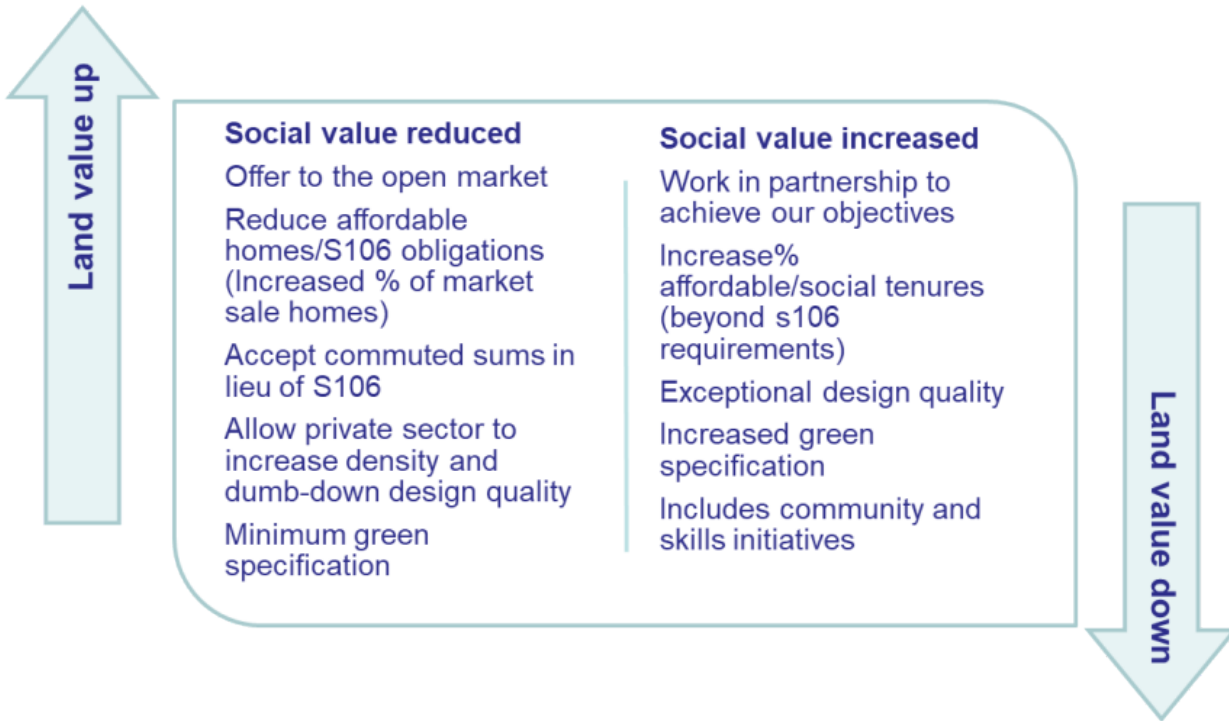
Swanley pilot : Pride in Neighbourhood  
New Communities hub approach  
Innovative fuel poverty officer role



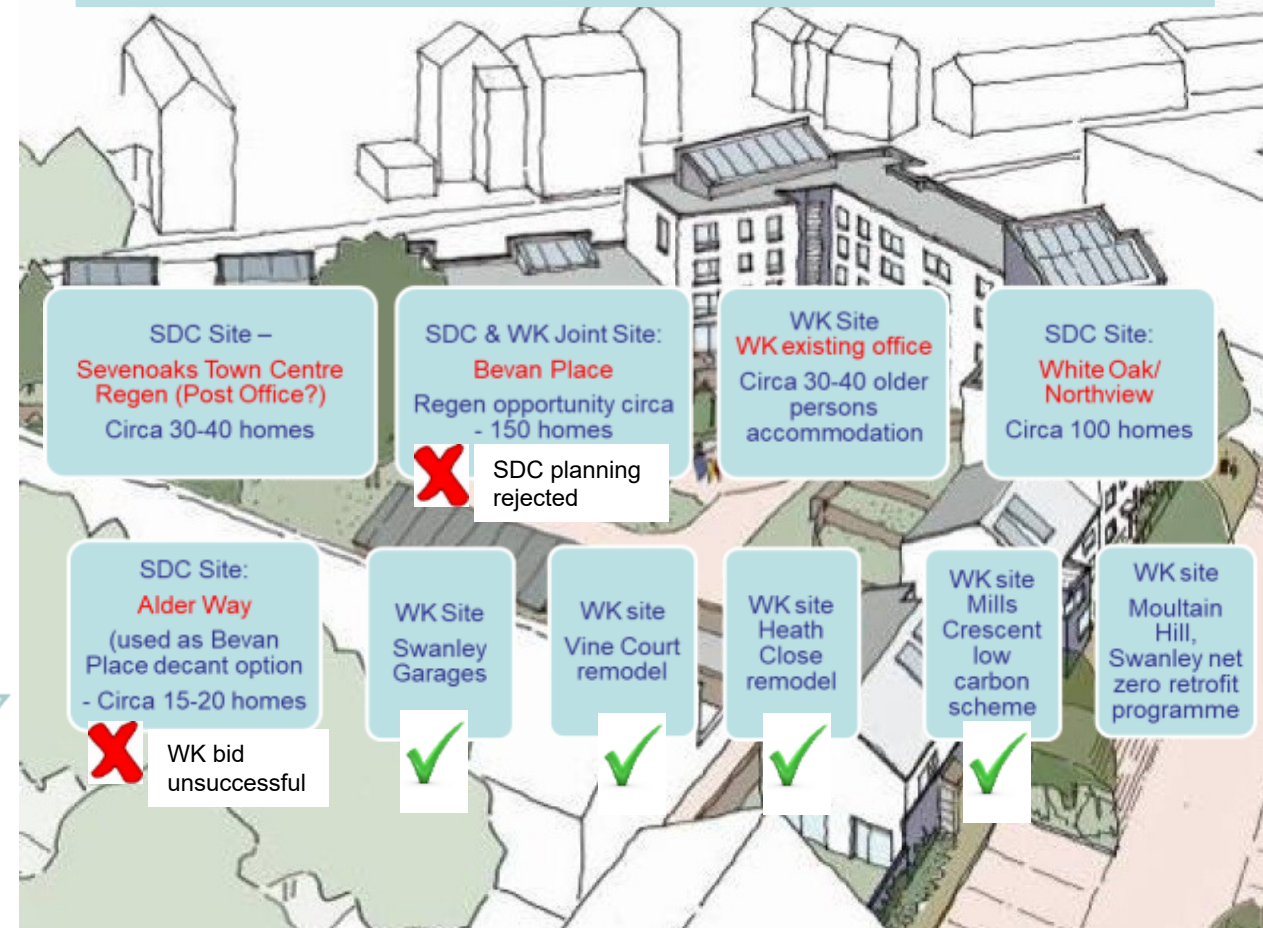
# Our 2021 Vision for a Partnership Approach for new homes

## - progress so far

SDC strategic decision:  
Seek to maximise social value potential?



If so; site sequencing potential  
Scope; for 400-500 new homes over 5-8 years



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