

# vision

growth through excellence

corporate plan 2008 – 2013



wulvern

## A message from Sue Lock

Wulvern has reached a milestone.  
We were five years old on 10th March 2008.

Wulvern has reached a milestone. We were five years old on 10th March 2008.

We have completed the 5-year transfer promises on time and within budget. We have delivered an ambitious development programme to provide new homes. Over the last five years, we have tackled a number of serious issues that affect our customers' lives. We have won a number of regional and national awards for initiatives that make a real difference.

Our Board have reorganised and down-sized from 15 to 12 members, ensuring they have the right skills and knowledge to take the Association forward; enabling us to grow and meet the challenges of the new regulatory regime of Oftenant and Homes & Communities Agency.

We are embracing Lean Systems Thinking which I firmly believe will achieve efficiencies and better service delivery for customers, enabling us to treat people equitably and fairly, ensuring we are better able to meet their individual needs.

Financially, we are in an excellent position to move forward without the pressing need to refinance during this challenging economic period.

*Sue Lock, Chief Executive*



## Welcome to our corporate plan

In 2008 we are celebrating our 5th anniversary and the successful delivery of the promises that we made to our customers when the housing stock was transferred to Wulvern from Crewe and Nantwich Borough Council in 2003.

The substantial investment in Wulvern's housing stock has been achieved with high levels of satisfaction from tenants and within the business plan parameters.

In addition to the range of improvements we have made across the organisation, as summarised in the following pages, we have also achieved national recognition for our innovative partnership work with local organisations. We won a national sustainable communities award for our work with Pathways Community Interest Company to transform the lives of

customers who needed help to access employment and training via the Academy Café; and we were finalists in the United Kingdom Housing Awards for our partnership work with migrant workers.

The past year has represented a significant period of change for Wulvern, as we have given our full commitment to embracing a Lean Systems Thinking approach to improving our services. The commitment and dedication of our staff has enabled us to make substantial progress across the organisation.

# 2

## our achievements

**‘Wulvern Works has been one of the first areas to see the major impact of our new Lean Systems Thinking approach’**



### Wulvern Works

Wulvern Works has been most impacted by our Lean Systems Thinking approach with a full review of repairs completed; and the voids process in the redesign phase by March 2008. The removal of waste in these systems has enabled us to create capacity to undertake planned improvement work. We have:

- Introduced a new appointment based repairs service focused on doing what matters to the customer
- Reduced void levels by over 40%
- Completed a 5 year programme to fit PVC windows to all Wulvern properties
- Completed 50 Bathroom improvements at a 16% cost saving
- Completed 30% of the external painting programme and the entire internal programme using our in-house team
- Fitted secure doors and door entry systems on the Brookhouse estate
- Replaced our old vehicles to ensure that we are better equipped to work in a responsive way
- Completed the gas servicing contract on target whilst achieving a high level of customer satisfaction



**‘Our healthy  
wealthy and wise  
project has helped  
older people  
reclaim over one  
million pounds’**

## Older people

Wulvern’s Active4Age Service has strengthened its financial base by securing a 2-year contract with Cheshire County Council for supporting people funding. The service has been instrumental in facilitating the changes required to implement our sheltered housing strategy, which is aimed at improving the standard of housing and support services for older people in Crewe and Nantwich.

Achievements include:

- Mill House commissioning plan on target
- Sheltered courts internal refurbishment and external works programme completed
- Introduced a new service charge approach following a detailed consultation with customers
- Your Call magazine developed for older customers
- Our Active4 Age Customer Panel meets regularly
- Customer survey undertaken with 94% satisfaction rating

## Neighbourhood Services and Income Management

We have significantly increased the visibility and accessibility of neighbourhood services staff on our estates. We have focussed attention on supporting new customers to 'get off on the right foot' in terms of rent payment and awareness of tenancy obligations.

- Launched the Respect agenda across all sections including partner agencies
- Reduced tenancy turnover, particularly with newer tenants by focusing on advice and support at the start of the tenancy (in partnership with other agencies)
- Established our Environmental Programme following detailed consultation with customers to identify priorities
- Obtained possession of several properties following successful court action against perpetrators of anti-social behaviour
- Achieved higher rent collection performance comparable with 'best in class' organisations
- Reduced evictions for the second successive year (to less than one third of the 2006/7 figure)
- Appointed our new tenant adviser to support new customers
- Introduced a new approach that accepts rent payment at tenancy sign-up
- Successfully introduced the Housing Benefit Verification Framework

**'We are out and about on our estates more than ever before'**



## Housing Options

In view of Local Government Reorganisation in East Cheshire, the contract with Crewe and Nantwich Borough Council for the Homelessness Service was extended by one year to April 2009. During the past year we have:

- Integrated prevention activity into core services
- Maintained good performance across Communities and Local Government performance indicators
- Improved joint working between lettings and homelessness sections
- Developed a 'triage' service at our town centre Choices Shop to improve services to customers
- Worked in partnership with Crewe and Nantwich Borough Council to develop a rent deposit scheme; improving access to private rented properties for people who are in housing need



## Asset management

We have successfully delivered our 5-year improvement programme promises, resulting in:

- A reduction in homes failing the Decent Homes standard to 5.28%
- A total number of home improvements in excess of 10,700 - an additional 1700 improvements to those promised
- The programme was delivered on time and within budget

In addition, we have established the following initiatives that address other asset management issues:

- A plan to deal with non traditional properties
- An action plan has been implemented to address the Disability Discrimination Act requirements in sheltered courts

## Development

Over the last 12 months we have achieved a number of development milestones:

- Developed our first extra care scheme. This is the first stage of delivering our 10 year sheltered housing strategy
- Developed our first shared ownership schemes in urban and rural locations
- Established our subsidiary; enabling us to develop new housing options, and provide professional services to third parties
- Received our largest allocation of grant funding from the Housing Corporation. This was for £3.2m to develop 81 new homes for 2008/09

## Customer Involvement

Since the appointment of the Customer Involvement Manager in June 2007, we have made significant progress in consulting with our customers on a wide range of issues and acting on their feedback. This includes:

- Increased membership of the customer panel by 50%
- Launched a working group for the Tenant Scrutiny Panel
- Working groups established for Anti Social Behaviour, and older people
- Conducted consultations on our disability action plan and gender equality scheme
- Introduced an increased range of opportunities for tenants to be involved in working with Wulvern to improve services
- 2007 STATUS survey analysed and action taken
- Held successful customer events (AGM and Customer Conference), which has raised customers' awareness of the opportunities and value of involvement

'We regularly  
consult our  
customers on  
a wide range  
of issues'



## Equality Diversity and Fairness

Wulvern published our three-year equality and diversity strategy in the summer of 2007. This ensures that the Association meets legal and regulatory requirements.

We have also consulted on and published our disability equality plan and our gender equality scheme.

Our Aim:

We at Wulvern are committed to treating everyone with whom we come into contact fairly.

We will positively promote equality and diversity in all areas of our work and challenge behaviours which do not accord with Wulvern's values.

This applies to everyone who applies to us for housing, everyone who applies to us for support, every existing tenant and service user, every applicant for a job or contract and every existing staff and Board member. We will also work with our partners to secure their agreement to sharing our commitment to equality and diversity.



## 'Wulvern has a key role to play in community cohesion'

### Partnerships/Marketing and Communications

We have

- Established a good track record as a competent delivery agent for external funders
- Built Wulvern's brand equity in the communities that we serve
- Dealt with reputation management issues
- Won national acclaim for the work done in our communities (UK Housing Finalist 2007, HSJ and LGC Award winner for Tackling Worklessness and Health Inequalities 2008)
- Levered in additional resources to the business and the Borough
- Delivered a solvent credit union
- Instigated multi agency operations against criminals active in our communities
- Built strong strategic partnerships that drive the business forward
- Marketing and communications; Homewords et al recognised as good practice nationally

### Efficiency and Value for Money

The Association is no longer required to file an Annual Efficiency Statement with the Housing Corporation. However, this does not mean that we will stop recording and reporting on our performance. During the past year the Lean Systems Thinking approach has helped us to focus on achieving efficiencies in a systematic way.

- A review of service charges during the past year has resulted in a more equitable charge for customers and enhanced recovery of service costs. This will increase income by around £100k per annum
- Part of the redesign of the repairs system has involved the deployment of mobile technology to trades staff. This has significantly contributed to the delivery of £250k efficiency gains, and was achieved for around 25% of the forecast costs
- Early indicators for the Voids and Letting redesigned process; suggest significant reductions in Void times, and organisational waste through improved cross-functional working and 'doing what matters to the customer'

## Staff

During the year the HR team was re-staffed following the appointment of the new Assistant Director. Two new HR 'Business Partners' were recruited and their role is to 'align' themselves into the different areas of the business to provide a more focussed HR service. We also

- Negotiated and implemented a single contract, standard terms and conditions for all employees. This was a significant milestone in achieving Wulvern's independence

- Continued our professional development programme with staff studying for qualifications, as well as undertaking some in-house 'introduction to learning sessions'





## Risk

Risk Management forms an integral part of our decision making process. The Association has a strategic Risk Map which is reviewed by the Board on a regular basis. Facilitated risk management sessions are held regularly with all sections of the business. The Executive Team review these and escalate issues to the Corporate Map, and onto Board as appropriate. All risks are regularly monitored and managed to ensure that any impact on the Association is minimised.

## Health and Safety

Our Health and Safety arrangements were reviewed during the year and a decision was made to replace the in-house function by buying in external consultancy services as and when required. The existing situation was that all issues were considered to be the responsibility of the H&S Officer. The new process means that managers now assume responsibility for H&S in their areas and receive the required guidance and support. Regular local H & S meetings are facilitated by the Consultant. The whole process has led to more responsibility being taken across the business for the management of Health and Safety.

# 3

## our vision

### 'Growth through excellence'

At Wulvern, we recognise that our customers are fundamental to our business success. We want to deliver an excellent service, building a reputation that attracts new customers, partners and funding to help us grow.

#### Excellence means:

- Listening to and acting on what matters to individual customers
- Having a visible, reassuring and responsive presence in our neighbourhoods
- Ensuring our properties meet individual needs
- Providing help and support to those who need it
- Creating safe, peaceful, sustainable communities where people want to live and stay
- Developing an exciting inclusive work environment that values diversity and recognises and celebrates individual contributions



# 4

## our approach

Lean Systems Thinking is far more than undertaking service reviews, it is about changing the way our people think; ensuring that what we do is aligned to what matters to our customers. We will use our new operating principles to guide us as we move forward.

### Purpose

Wulvern's Board have agreed a new purpose for the organisation that will help us focus our activities over the next five years.

The purpose is to:

'Provide Affordable Homes against Demand that are maintained and help customers to pay and stay'

### Measures

As we progress in reviewing our services in line with a Lean Systems Thinking approach based on what matters to our customers, we will develop new measures, which relate to purpose. Until we develop new measures, we will continue with 'Old World' measures as a way of monitoring our performance.

We will also collect Key Performance Indicators as required by the Housing Corporation.

A new set of 'measures' (which will be a mixture of existing KPI's including those reported to the Housing Corporation, and new measures relating to our redesigned systems) will be used to monitor our performance.

## Method

In our quest to become a Lean Systems Thinking organisation, we recognise the importance of complying with the requirements of our regulators. To this end we will comply with the Regulatory Code and keep the regulator informed of progress.

We believe that our Lean Systems Thinking approach to continuous improvement is entirely consistent with the approach to inspection, which is to view the services from a customer perspective. Our re-designed services are based on front line staff understanding and responding to what matters to the customer.

Our services will, therefore, be tailored to meet individual customer's needs. This reinforces our commitment to equality and diversity. The emphasis in system re-design is on reducing waste and using capacity created to focus on activities which are valued by the customer.

Whilst we are confident that our approach to service improvement will meet Audit Commission expectations in terms of

customer focus, equality and diversity and value for money, we accept the need to evidence this and to have full regard for the requirements as set out in the Key Lines of Enquiry (KLOE). We will utilise the KLOE's as a reference point to help us monitor our progress on continuous improvement using a Lean Systems Thinking approach.

To progress our approach to service improvement, we have identified three strategic priority areas which are detailed below along with our plans for the next five years.

**We aim over the life of this plan to make substantial progress in our quest to become a Lean Systems Thinking organisation.**



# 5 emerging issues

**‘There is no doubt that the severe shortage of affordable housing throughout the country provides opportunities for the Association to expand’**

There are a number of emerging issues, which present both opportunities and threats to the organisation. Some of these are global or national factors, whereas others are more local in their nature.

There is no doubt that the severe shortage of affordable housing throughout the country provides opportunities for the Association to expand. The Government and the Housing Corporation have recognised this by declaring the grant allocation for future years. Wulvern secured £3.2m from the first year of the 2008-11 bidding round allocation, with the likelihood of further success in the second and third years.

The threat of the global credit crunch and forecast for severe downturn in the economic cycle, will present a number of challenges to us. Wulvern currently has a £100m loan facility to draw on, with around £30m as yet undrawn. Looking beyond the next couple of years, additional facilities will be required to take advantage of the proposed growth in the affordable housing market.

The Hills review that outlined the future demands on housing and the new Regulation regime which, as yet, is a fairly unknown quantity, will have a significant impact on the Association.

Closer to home, the Local Authority reorganisation in Cheshire will mean that Wulvern will be competing with Dane Housing and Cheshire Peaks and Plains to provide affordable housing in East Cheshire. There is also uncertainty as to how the planning regime will unfold in the new area.

Within Wulvern, embedding Lean Systems Thinking throughout the organisation will be a challenge for us. The benefits realised to date in the repairs service have demonstrated how we can improve by delivering what matters to our customers.

In addition there are a number of other emerging issues which the Association faces, these include:

- Replacing the Housing Management System
- Dealing with climate change and the green agenda
- Developing the role of the scrutiny panel
- Preparing for inspection
- Evidencing VFM



Mill house  
extra care  
housing

# 6 future plans

**growth**  
**service improvement**  
**sustainability**

## Growth

We will grow our business through the development and purchase of new affordable homes (against demand), through the expansion of different tenure choices and specialist homes.

- We will deliver around 300 new homes in the life of this plan (in line with demand)
- We will expand tenure choices to provide market rented homes (through our subsidiary) of around 100 units in the life of this plan
- We will deliver around 25% shared ownership homes in the life of this plan
- We will explore growth options through acquisitions and mergers with like-minded partners
- We will market specialist services to our partners and stakeholders to generate income; that we will reinvest in our neighbourhoods



## Service Improvement

We will improve the services we deliver by adopting a Lean Systems Thinking approach in order to focus our attention on what matters to the customer.

We will find out from our customers what really matters to them. We will use this information to improve.

We will also use the capacity generated by reducing waste to engage staff in delivering services that are valued by customers.

Our Priorities are:

- Improve customer satisfaction
- To build on the improvements we have made in responsive repairs
- Follow a redesigned approach to dealing with void properties
- To deliver kitchen and bathroom improvements in accordance with a Lean Systems Thinking approach
- To develop our service to applicants for housing in accordance with the East Cheshire Choice Based Lettings scheme
- To undertake a Lean Systems Thinking review of our services to support people to pay and stay

- To implement an alternative solution to the procurement of materials for Wulvern Works by January 2009
- Refresh the Wulvern brand
- Delivering on the tackling worklessness agenda
- Ensure that our communications both internal and external are recognised as excellent
- Retirement village consultation and fundraising
- Secure additional external funding for programmes in line with Lean Systems Thinking
- To determine what matters to customers in relation to their neighbourhoods and realign our site based services accordingly
- To promote awareness of our Active 4 Age service and expand the service in response to demand
- Develop our approach to planned repair and improvement work





Bowersfield  
shared ownership  
show apartment

## Sustainability

We will focus on projects that help us to achieve long-term sustainable environments, communities and homes against demand.

- The Board are committed to the regeneration of the Middlewich II estate – this exciting project which includes some demolitions, remodelling and new build; together with improvements to the estate layout, will enhance quality of life for our customers
- We will continue to review and implement our Sheltered Housing Strategy
- During the life of this plan, we will make worklessness a priority and work with partners to create long-term jobs within our communities
- We will develop Social Enterprise Initiatives to create jobs for tenants and local people
- We will continue to Invest in environmental improvements, for 2008/09 the Board have earmarked over £1m for such projects
- Work in partnership to deliver the priorities of the West End Regeneration Plan that will include the regeneration of Wulvern Estates

# 7 financial plan

## Performance against the 2007/08 Business Plan

During the year performance has largely been within the approved plan.



## Variance analysis

### Improvement programme

It is pleasing to report that the original 5-year improvement programme has been completed within time and ahead of budget. In addition to this, the second half of the year saw the completion of a 50-unit bathroom programme that was completed by the in-house works team. This bodes well for the future retention of the workforce and gives us more control over the delivery of the programme. In cash terms, there was a £360k saving against the Business Plan provision, this was due to savings in the delivery of some of the major programmes.

### Right to buy sales

The total number of RTB sales for 2007/08 was 29; this was against the business plan forecast of 24. In addition to this are 2 properties sold under the right to acquire. The consequences of these later type sales are not as damaging to the Association; in that the gross receipt is retained and is ring-fenced for future developments. The business plan assumed gross proceeds of £1.2m and the actual was £2.1m.

### Rental Income

The income from rents and other services for the year were £17.2m compared to an original business plan assumption of £16.8m. However, within this, loss from voids is around £45k higher than anticipated. This has been offset by higher rents from more properties being let at

target rent, and some additional properties acquired during the year, which were not in the original plan.

The Vanguard Lean Systems Thinking 'intervention' in voids is expected to result in better performance both in terms of rent loss, and lower repairs costs.

### Repairs and maintenance costs

The long-term reduction in repairs and maintenance costs from the initial level of £6.2m has been reversed slightly during the year. The long-term level of £4.5m, which was included in the original Business Plan, would equate to £5.2m in real terms in 2007/08. Taking into account the overall reduction in stock of 400, the equivalent real cost in 2007/08 prices would be £4.8m.

The total cost for responsive void and cyclical repairs in 2007/08 was £4.9m against a business plan provision of £4.4m. Around 200k of these costs paid for additional staff cover for those people involved in Lean Systems Thinking interventions. In a sense these were the 'research and development costs' of the re-design of the service. Part of the re-designed service is now to concentrate on first visit fixes and reducing the amount of re-working; and an element of this is to use different and better quality materials. This had an impact on higher material costs, but we are confident that the new measures will demonstrate long-term benefits for the organisation.

## Management costs

The total management costs for the year in cash terms is likely to be under the business plan assumptions. There will be a saving in the IT projects budget, one of the key elements of Systems Thinking is that we do not 'roll in' IT until it can be established that it is the right thing to do and that it improves performance. There will also be a saving in the restructuring budget where the costs associated with the closure of the windows plant have not been as high as first anticipated.

# 2008/09 financial projections

## General assumptions

The general assumptions, which have been incorporated within the updated financial plan, are detailed below:

Interest Rates - LIBOR	2008/09	6.0%
	2009/10	6.0%
	2010/11	6.5%
	2011/12	7.0%
	2012 +	7.0%
RPI	3.5% 2008/9 – 2009/10	
	3.0 % 2010/11	
	2.5% long-term forecast	
Voids	2.5% 2008/9	
	2.3 % 2009/10	
	2.0% long-term forecast	
Bad Debts	1.3% long-term forecast	
Rent Increases	Convergence to formula rents by 2010/11 RPI + 0.5% beyond 2010/11	

## Rental income

The increase in RPI over the last year has had a positive impact on the rental income for the organisation. The rent increase for 2008/09 is 4.4%, which is greater than had been provided for in the plan. In addition to this increase, there has been a substantial review of service charges over the last 18 months, resulting in revised charges being applied from April 2008.

The new charges are now 'un-pooled' and also allow us to recover charges for new services being introduced. Previously service charges have remained unchanged in order to honour rent guarantee commitments given at the time of the transfer.

## Right to Buy

The number of properties sold through the right to buy and right to acquire seems to have stabilised. The impact on the Association is not as great as it was, and indeed due to the expanding development programme, there are forecast to be net increases in stock over the next few years.

The forecast sales included in the plan are shown below:

Year Ended March	Forecast
2009	26
2010	18
2011	11
2012	9
2013	9

The forecast also includes a small number of Right to Acquire sales. These RTA sales actually have a positive impact on the plan as Wulvern retains all of the proceeds rather than just the income foregone. However the income does have to be ring-fenced to provide for future developments.

## Management costs

Housing Management costs have increased reflecting the desire of the organisation to put resources into frontline services. Examples of this are the increased costs associated with the Customer Involvement Manager post and the dedicated Anti Social Behaviour resource.

A key element of the new Business Improvement Team is to embed Wulvern Lean Systems Thinking throughout the organisation. We are confident that the long term benefits of this will be evidenced by increased customer satisfaction, reduced waste, improved services and a better motivated workforce. A key challenge for Wulvern this year will be to embed a more appropriate performance monitoring structure which will both reconcile the lead and the lag measures and provide better management information.

## Improvement programme

The improvement programme budget has been derived from the stock condition survey. This is refreshed annually with a rolling 20% sample survey, which is undertaken on a 5 year cycle.

This continually updates our existing knowledge of the stock.

Whilst the five year major programme has helped to deliver the 'transfer promises' there is still a significant amount of work to be done to improve the stock and meet the challenge of the decent homes standard by 2010.

The Association has delivered over £40m of improvements over the last five years. The plan includes a provision of £7m for 2008/09 followed by £6m for each of the following two years. Thereafter it reduces to £5m and then £4m which is the long term level.

The programme has been phased to ensure that the decent homes standard will be met by 2010, but also to accelerate the replacement door programme which has been identified as a key desire of our customers.

It is also pleasing to note that we plan to do a significant amount of the improvement work in-house. This will result in lower costs, greater control and a long term future for colleagues within the Works Team. The Vanguard interventions have freed up capacity within the organisation to allow us to do this.

## One -off costs

There are again a number of costs included within the approved budget which have been classed as one-off items. These are items which are non-recurring and so are only included within the first year of the financial business plan.

The total amount included is £621k and includes the following:

Staffing costs	£200k
IT Projects	£199k
Group set-up costs	£20k
Vanguard costs	£104k
HR Projects	£68k
Temporary Staff	£30k

## Staffing Costs

The Association will during the year be reviewing the future of the stores provision. It is hoped that wherever possible staff will be redeployed.

In addition to this the 'Systems Thinking' interventions should produce leaner staffing structures. This will be used to create capacity for Wulvern Works to undertake some of the improvement programme as outlined above.

## IT projects

The IT team have identified a number of improvements which will facilitate service delivery to our customers and improve working practices, including a provision to replace the Housing Management System, which has been identified as the long-term solution to a number of business critical issues.

In addition to this Wulvern Lean Systems Thinking has highlighted the real need to 'clean up the data' and ensure that decisions are based on accurate, reliable information. It is proposed to put a significant amount of resource into this area during the year.

Other areas in need of development are the Financial System, HR system and the Wulvern website.

## Development

The proposed plan includes provision for approx 257 new homes for Wulvern Customers over the next three years. This includes the re-development of three sheltered courts Whitegates, Pickmere and Sandfield Court which is the next phase of our 10 year strategy to replace out-dated older persons accommodation.

A summary of the development proposals is detailed opposite.

Each of the development schemes will be presented for approval at the appropriate time.

In addition to the above a general provision of £950k is included to enable the development team to take advantage of opportunities as and when they arise.

## A summary of the development proposals

Adlington Road	5 new-builds
Barony Road	16 new-builds
Church Row, Bunbury	4 new-builds
Brooklands House	12 refurb. /new-builds
Edleston Road	10 new-builds
Henry Street	7 new-builds
Middlewich II Estate	8 re-builds
Mill Street	94 new-builds
Orchard Court, Haslington	4 new-builds
Pickmere Court	24 redevelopment
Weaver View	1 new build
West Avenue	18 new builds
Rural Rehabs	3 buy-backs
YMCA	6 new-builds
Whitegates	21 re-models
Sandfield Court	14 re-models

# sensitivity analysis

The following sensitivity tests have been computed into the proposed 2008/09 business plan. The results are shown in the table below

Sensitivity Tests	Peak Debt	Year of Peak Debt	Year of Repayment
Base 2008/09 model	£98.8m	2014	2035
RPI +1% Yr1	£98.9m	2013	2031
RTB's increased by 50%	£98.2m	2013	2035
Long-term LIBOR +1%	£100.9m	2015	2036
<b>Repairs and Maintenance</b>			
Expenditure real inflation +1% yr 2	£101.5m	2018	2047
<b>Services and Management</b>			
Costs real inflation +1% yr 2	£100.4m	2016	2042
Voids increased by 1%	£100.4m	2015	2036
Convert 1/2 shared ownership sales to rent	£99.8m	2014	2035

The results from the sensitivity tests highlight that the plan is sensitive to increases in long-term interest rate costs. The Treasury Management Strategy included a number of proposals to 'hedge' against the risk of higher interest rates.

In addition the plan is clearly sensitive to long-term increases in real inflation, particularly in repairs and maintenance and management costs. This highlights the need to have a fully embedded continuous improvement plan.





**appendices**

# appendix 1

## The Executive Team

### Chief Executive

**Sue Lock** joined Wulvern Housing from St Helen's Housing Association where she was Chief Executive for five and a half years. Sue has over 10 years senior management experience, having worked as Director of Housing for the Beth Johnson Housing Group and Regional Manager (Yorkshire and Humberside) for Northern counties Housing Association. Additionally, Sue has been an Independent Board Member of Dane Housing Congleton, and previously a Board Member of Family Housing Association, Manchester and Chair of their Equal Opportunities Sub-Committee. Sue is currently a member of the Chartered Institute of Housing Council, and an independent Board Member of St.Vincent's. Sue is professionally qualified and a Fellow of the CIH.



### Director of Resources

**Mark Thrasher** graduated in 1985 and trained as a Chartered Accountant with KPMG, he qualified in 1990. He worked as an accountant with Congleton Borough Council for six years. Mark joined Dane Housing and was the Financial Controller at the time of transfer in 1998. Prior to moving to Wulvern three months before the transfer, in November 2002, Mark worked for Chester and District Housing Trust as Assistant Director of Resources.



## Director of Regeneration and Development

**Andrea Lowman** joined Wulvern Housing from Space; a Manchester based Housing Association, where she was Director of Business Development for four and a half years. Andrea delivered a Development Programme of 900 new homes in that period. She was appointed Managing Director of Cube, Space's private sector arm which developed a number of market rent properties and City Centre apartments for outright sale. Andrea originally studied Architecture. After graduating in 1989 she worked in private practice for two years. Since that time she has worked in development and regeneration for over 10 years including management positions at several organisations including Irwell Valley Housing Association and Manchester Methodist Housing Association.



## Director of Customer Services

**Geoff Loughlin** joined Wulvern in August 2005. Geoff has extensive senior management experience in both Housing Associations and Local Authority housing. As Assistant Director at Anchor Trust he was responsible for the provision of housing and support services to 24,000 homes across the country and held a similar position at Housing 21 prior to joining Wulvern. Geoff is a member of the National Housing Federations Supported Housing Committee and has acted as an advisor to the ODPM and the Housing Corporation on older persons housing issues. He is professionally qualified and a fellow of the CIH.



## Partnerships Director

**Rob Allen** joined Wulvern in August 2005 and has previously held senior management positions in both the public and voluntary sectors. Rob grew up in the West End of Crewe and attended Manchester Metropolitan University where he qualified as a youth and community worker before going on to pursue a career in the media. Rob is a member of the Chartered Institute of Public Relations, the Institute of Fundraising and ACEVO. He is also a Director of Crewe YMCA.



# appendix 2

## Wulvern's board

### Board Members

Dave Williams – Chair

David Hunter – Vice-chair

Julie Ann Ankers

Terry Beard

Brian Dykes

Wayne Gethings

Steven Hargreaves

Richard Huntley

Barbara Shaw

Lynda Snow

John Taylor

Ray Westwood

### The Board Structure





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Wulvern Housing is an Industrial and Provident Society  
operating under charitable rules

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