

# Investor Presentation

Results for the year ended  
31 March 2023



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# Introduction

# Introduction – about us

- + Formed in 2003, we are among the largest and most successful providers of high quality affordable homes in the Midlands, with an annual turnover of more than £121m.
- + We started life in Walsall as a stock transfer, where most of our customers live and it is still the place that anchors us.
- + whg has a core focus on affordable tenures with 95% of our accommodation being for Social and Affordable Rent and experience across a variety of tenure types.
- + We are a purpose-driven organisation and so use our resource and influence to help create sustainable and resilient communities.
- + Alongside our core landlord service, our range of award-winning customer support services help reduce the impact of poverty, tackle health inequalities and enhance the long-term wellbeing and resilience of our communities.



**G1 / V1**  
**Regulator Rating**



**A3 Stable**  
**Moody's Rating**



# Introduction – whg’s vision, values and strategy

## Our vision

‘Dedicated to the success of our people and places’

## Our values



### Accountable

Taking responsibility



### Courageous

Trying new things



### Trustworthy

Being honest in everything we do



### One Team

Achieving great things by working together



### Excellent

Striving to be the best

## Our corporate plan 2020-24

**Aim 1** – Deliver high quality homes and services for our customers

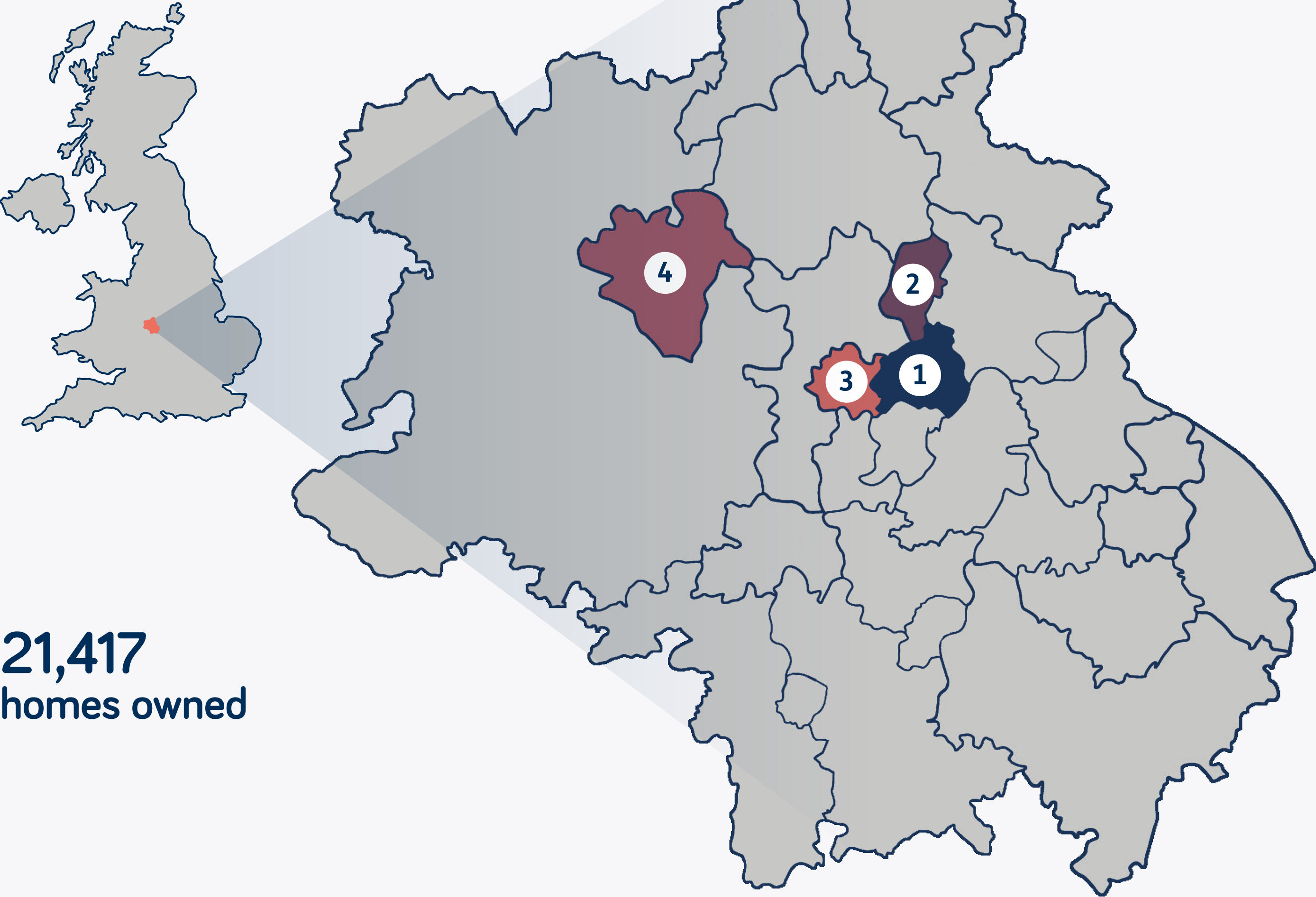
**Aim 2** – Be an exceptional place to work that attracts, develops and retains talent

**Aim 3** – Grow and extend our services, our reach and our range

**Aim 4** – Promote health and prosperity where we can make a difference

**Aim 5** – Deliver a strong business, fit for today and prepared for tomorrow

# Introduction – our stock

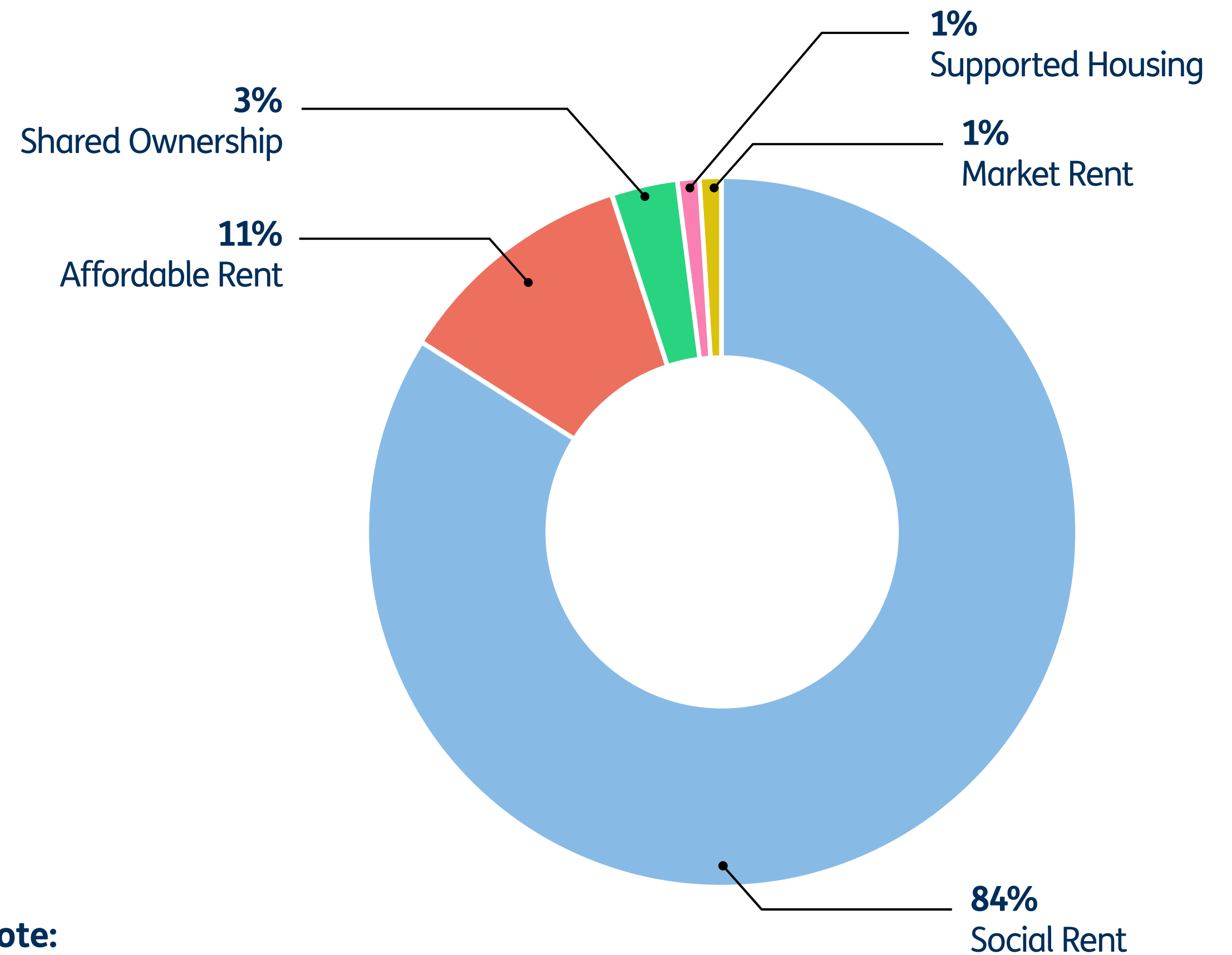


- + whg operates in 20 local authority areas across the West Midlands, each with high levels of demand for our services.
- + We are proud champions of our great region, playing an active role in its future prosperity through regeneration, place shaping and community investment.

Local authority area	whg units	% total
1. Walsall	19,194	89.6%
2. Cannock Chase	428	2%
3. Wolverhampton	299	1.4%
4. Telford	245	1.1%
Other areas (combined)	1,251	5.8%

# Introduction – our stock

95% of our homes are Affordable and Social Rents, providing a stable income stream.



+ **Note:**  
We also have **659 leasehold properties** in management.

# Governance and Structure

# Overview of Company Structure

**Walsall Housing Group Ltd (Parent):** This is the registered provider of the Group that rents and maintains our homes. It also owns the newly developed homes for rent and shared ownership and borrows from banks and whg Treasury PLC to fund its development programme.

**whg Treasury PLC:** This company was set up to issue a public bond to raise funds for investment in our development programme via Walsall Housing Group Limited.

**whg Developments Ltd:** This company carries out design and build services for any land-led sites we deliver new homes upon. This helps us to deliver efficiencies within our professional fees incurred for these sites and therefore contributes towards our ongoing value for money drive.

**whg Trading Company Ltd:** This company holds all of our non-housing related commercial activity and generates profits to help subsidise our affordable homes new development programme.

**Anthem Homes Ltd:** This company invests in joint ventures to build homes for outright sale. Profits generated from this activity are used to help subsidise our affordable homes new development programme.



**Anthem Lovell LLP:** This is one of our outright sales joint ventures which Anthem Homes owns a 50% investment in with Lovell owning the other 50%.

**Cricket Close LLP:** This is another partnership which Anthem Homes holds in conjunction with whg Trading. It owns land which may be developed on in the future.

**The Woodlands Management (Harrowby) Company Ltd:** This company's principal activity is residential property management.

# Overview of Committee Structure

**Audit and Assurance Committee:** The purpose of the Audit and Assurance Committee is to review systems and procedures of internal control across the Group and to ensure that these provide reasonable assurance to the whg Board of effective and efficient operations and reliable financial information.

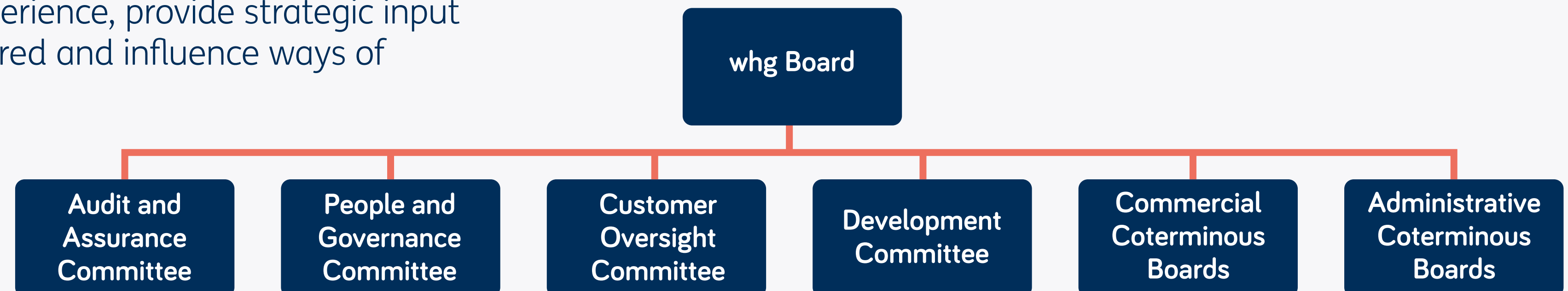
**People and Governance Committee:** The People and Governance Committee has delegated responsibility from the whg Board to consider and recommend to the Board, where required, key matters relating to workforce topics, corporate culture, engagement and inclusion, and corporate governance arrangements.

**Customer Service Oversight Committee:** The purpose of the Customer Service Oversight Committee is to provide assurance to the whg Board on the customer experience, provide strategic input into the way that services are delivered and influence ways of improving the way services operate.

**Development Committee:** The purpose of the Development Committee is to oversee the delivery of the development programme in accordance with the Development Strategy, the Budget and the Business Plan and provide assurance to whg Board on performance.

**Commercial Coterminous Board:** The purpose of the Commercial Board is to oversee the commercial activities of the Group.

**Administrative Coterminous Board:** The purpose of the Administrative Board is mainly to oversee the activities of whg Treasury PLC and whg Developments Ltd.



# Meet our Board Members



**Gary Moreton (Chair)**

Appointed Chair in July 2022. He has more than 25 years' experience working in our sector and previously led RSM's social housing work nationally.



**Gary Fulford (Group CEO)**

Group Chief Executive since 2009 and has 35 years' experience in the social housing sector. He has been a Board member since August 2016. Gary holds a number of senior posts on external bodies.



**Lizzie Downes (Deputy Chair)**

Appointed in January 2019. She is Chair of the Governance and Remuneration Committee and the Board Champion for Equality and Diversity.



**Akshay Parikh**

Akshay is the founder of Talent Navigator Enterprise Hub, which provides practical hands-on business support for high growth, profit oriented, young entrepreneurial business.



**Daren Fradgley**

Appointed in November 2019. He has 15 years of direct experience managing NHS operations building on his background in fulfilling front-line operational roles.



**Guy Weston**

Appointed in November 2019. He has worked in the housing sector throughout his career which has included senior management positions in local authorities and housing associations.



**Ian Shapiro**

Appointed in November 2020. He is also the Board Value for Money Champion. He has considerable experience of working at Board level across diverse sectors.



**Natalia Hill**

Appointed in November 2020. She is Chair of whg's Customer Experience Committee, having been a member since 2018. Natalia is also a Community Governor at a local academy.



**Paul O'Driscoll**

Appointed in December 2018. He is also the Board Environmental Champion. Paul is a Chartered Surveyor with 35 years experience in the construction, development and maintenance sectors.



**Deborah Walthorne**

Deborah's career in housing has spanned 37 years. She is a change and governance specialist, working with Boards across England and Wales on improving governance and developing recovery plans.



**Parminder Dosanjh**

For the past 25 years, she has designed and delivered ground-breaking audience development initiatives. She is the Creative Director of one of Arts Council's Creative People and Places programmes.



**Katie Kershaw**

Katie is an experienced Board member in the housing sector and an associate lecturer in placemaking at the University of Birmingham. She is also a Director of Birmingham-based built environment consultancy, Node.

# Our Executive Team



## **Gary Fulford - Group Chief Executive**

Group Chief Executive since 2009 and has 35 years' experience in the social housing sector. Gary is well connected and highly regarded across the sector and as such holds a number of senior posts on external bodies. These currently include: chair of the National Housing Federation West Midlands Regional Committee, board member of PlaceShapers and board member of the West Midlands Housing Association Partnership.



## **Sangita Surridge - Corporate Director of Finance**

Sangita trained and qualified at KPMG and has 16 years' experience of working with public sector entities, including specialising within the social housing sector. She joined our group executive team in 2021 and leads on enhanced value for money, driving our approach to financial planning, procurement and investment. She is expert at aligning funding structures and developing control frameworks to support the delivery of corporate ambitions and manage risk, with a broad range of experience with different forms of debt and associated stakeholders.



## **Robert Gilham - Corporate Director of Strategy, Assets and Transformation**

Rob has been an integral member of the senior team since whg was formed in 2003. Rob has overarching responsibility for the scope and scale of investment in our homes through to group-wide performance and our corporate communications and external affairs programme. He is the senior lead for our ambitious carbon zero agenda.



## **Rebecca Bennett Casserly - Corporate Director of Development**

Rebecca brought more than 25 years' experience of affordable housing development when she joined us in 2018. Rebecca sets our development strategy and leads her commercial and technical teams in its delivery. Her portfolio includes regeneration, new business and partnerships, construction, programme management (new supply) and sales & marketing.



## **Dawn Hendon - Corporate Director of Governance, Compliance and Communications**

Dawn joined the group executive team in 2021. She has had previous senior roles overseeing teams from procurement to PR and communications and governance. Her remit comprises governance including board and committee support, compliance, legal services, health and safety and risk management.



## **Fay Shanahan - Corporate Director of Operations and IT**

Fay joined our group executive team in 2017 with 18 years' housing management experience already under her belt. She has a diverse portfolio from housing to IT, customer service and health and wellbeing. Fay oversees our ongoing digital transformation programme; an organisational-wide agenda that touches every part of our work. She is the 'responsible person' who ensures that whg is complying with the Regulator of Social Housing's Consumer Standards, ensuring that we deliver good quality customer service and driving culture change where it is needed.



## **Lisa Wallis - Corporate Director of People and Culture**

Lisa joined whg's Executive Team in July 2022 with 25 years' experience across varying sectors including the NHS, Construction and Financial Services. Lisa provides leadership support and HR operational guidance to the People and Learning & Development Team, EDI Colleagues and Facilities management, ensuring that we recruit and support colleagues via learning and development experiences. She is passionate about inclusion for all ensuring that we listen to the experiences of our colleagues and use the learning to develop improved people services.

# Key Highlights

# Key highlights for the year end March 2023

whg continues to maintain G1/V1 regulator rating and meets all financial covenants

Rated A3 with a stable outlook by Moody's. The only Moody's A3 rated HA that is stable

Amongst the first in the UK to be certified as a sustainable housing provider by Ritterwald

Achieved ISO 14001 accreditation

£20m invested in capital improvements for existing homes

£30.5m spent on repairs and maintenance services

Strong liquidity position with £290m at March 2023, providing 1.9 times cover for the next 18 months of forecast cash flow

At the end of March 2023, 255 new homes from developments have been completed along with 494 start on sites

Shared ownership first tranche sales achieved 71 to March 2023 with income of £7.1m and a profit on sales % of 18%

Challenging operating backdrop, although whg has maintained its resilience through proactive measures, its robust and cautious risk appetite and strategic treasury management.

**£121.1m**

turnover  
(2022: £120.6m)

**32%**

operating margin  
(2022: 34%)

**£39.2m**

operating surplus  
(2022: £40.5m)

**38%**

gearing (HPAC)  
(2022: 39%)

**2.4**

interest cover  
(2022: 2.1)

**51%**

EPC C and above

# Operating Performance

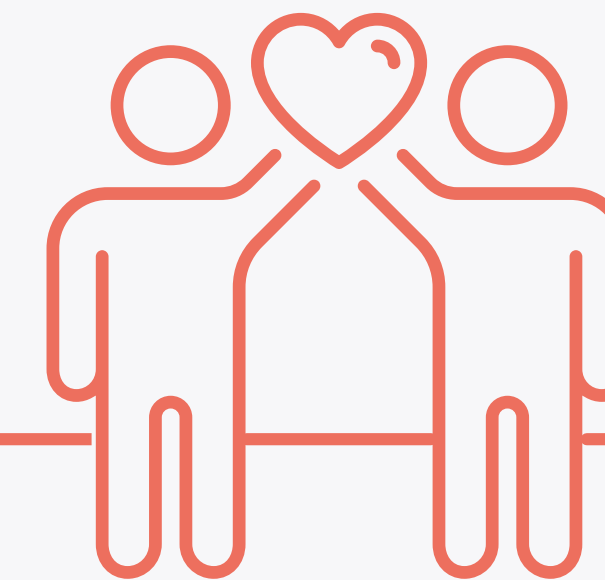
# Supporting customers, welfare benefits & arrears

- + Our hardship fund of £200k enabled us to support more than 1,400 households with a range of immediate interventions, including fuel and food vouchers.
- + Advice on benefits: supported over 2,000 customers generating over £2.7m in additional benefits.
- + Work4Health, running in partnership with Walsall Healthcare Trust, has supported 140 residents into jobs at Walsall Manor Hospital.
- + Our jobs and training service raised the employment chances of over 1,800 customers.
- + £1.6m external funding secured to support a range of community projects.
- + We are accredited by HQN, specifically the MIST (Maximising Income; Sustaining Tenancies) accreditation.
- + Following innovative work practises and implementation of new technology, current arrears are 0.77% better than 2021/22 and comfortably outperforms the target of 3.5%.

## Recent evolution of arrears performance

	March 2021	March 2022	March 2023
Current Arrears (%)	3.18	3.69	2.92

Arrears performance is monitored internally using 'customer best point' methodology. This takes accounts of the variances in housing benefit cycles, universal credit cycles and self paying customers' direct debit cycles.



# Voids

- + Our target for 2022/23 was 0.65% and given the significant obstacles faced during the year, only being 0.02% above target is a great achievement.
- + The Voids team resource was reduced due to a number of colleagues temporarily moving to the Repairs team to support the delivery of Damp and Mould related remedial work and to help clear the responsive repairs backlog.
- + Over the 3 year period, the void rent loss % has reduced by 0.08%.

## Recent evolution of voids performance

	March 2021	March 2022	March 2023
Number of void properties	165	92	158
Void rent loss (%)	0.75	0.66	0.67
Void rent loss (£000)	740	689	726

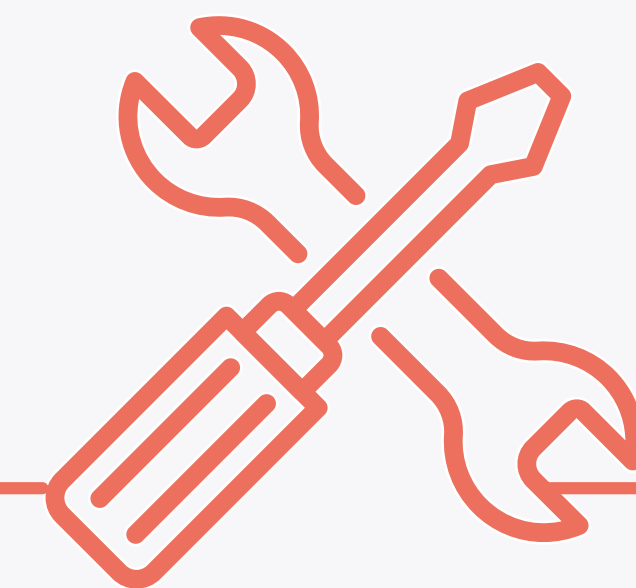


# Asset Management Repairs

- + Our refreshed customer portal allows customers to book their own repairs appointments. We now have over 9,000 registered users with 30% of all first-time repairs booked online.
- + We have devised a plan to reduce the average days to complete a repair by investing £1.6m in the service during 2023/24.
- + Customer satisfaction with repairs has improved from 2021/22 and we are at our target.
- + Repairs appointments made and kept has also improved, with only the average days to complete a repair seeing a worsened performance.
- + We created a Repairs Booster Team to clear the backlog of jobs of over 7,200 by the end of Q2 in 2023/24.

## Recent evolution of repairs metrics

	March 2021	March 2022	March 2023	Target
Customer satisfaction with repairs (%)	83	78	84	84
Repairs appointments made and kept (%)	91	91	94	98
Average days to complete a repair	23	23	29	45



# Asset Management Compliance - Customer Safety

**Gas safety:** compliance outstanding due to access: fewer than 13 homes. We are 100% legally compliant with legal processes instigated to gain access to these homes.

**Electrical Safety:** 99.99% of our homes have an electrical condition report. There are only 2 outstanding homes, one of these is void and the other we are unable to access. We are 100% legally compliant with legal processes instigated to gain access to the outstanding home.

**High Rise:** We have 16 high rise buildings – no material remedial safety works required.

**Fire safety:** All fire risk actions fully provided for in existing business plan and covered by ‘business as usual’ budgets. At the end of Quarter 4 Fire Safety stands at 100% compliance, meaning all fire safety checks had been carried out within the required timescale in all required high and low-rise blocks, and community rooms. Performance has been maintained at 100% for all reporting points since February 2022.

**Water Hygiene:** Continued with the 100% compliance at year-end. All required checks on assets (high and low-rise blocks and community rooms) where a water hygiene (legionella) check is required have been completed within the relevant best practice timescale that we have set for ourselves.

**Asbestos (Regulation 4):** The KPI shows compliance with legislation requirements for asbestos inspections in communal areas. At the end of Quarter 4 all checks required had been carried out within the required time period, maintaining the 100% compliance we have held for two years.



# Damp and Mould Track Record

- + Regulatory return submitted Dec 22.
- + No concerns raised by the Regulator.
- + Damp, Mould and Condensation Policy is in place. Regulator has quoted this as best practice and present in only 35% of Registered Providers reviewed.

## Our policy is:

- + For category 1 hazards, to remove customers from the accommodation immediately until all redial issues are completed.
- + For category 2 hazards, we take a two stage approach:
  - + **Stage 1:** Remove the hazard within 15 days, prioritising any vulnerable customers first.
  - + **Stage 2:** Complete remedial works within 90 days of initial report (e.g. Damp Proof course injection / pointing; External brickwork pointing; Defective rainwater goods and fascia replacement; Reducing ground levels; Additional external drainage or drainage repairs and maintenance; Removal of cold bridging through plastering works including application of thermal boards.

## Other key controls in place

- + Surveyors are trained in Damp and Timber defects by Property Care Association, and they are CSTDB qualified (Certified Surveyor of Timber and Dampness in Buildings).
- + Community Housing Officers have attended enhanced HQN workshops on damp and mould.
- + All customer facing colleagues have had enhanced training, trade colleagues received bespoke training and all other colleagues completed online awareness training.
- + We have enhanced data capture to assist with trends, diagnosis and remediation.
- + Created a bespoke damp survey form.
- + Our Management Information System has bespoke 'flags' to provide historical intelligence.
- + We have a new suite of specific performance indicators to report on.
- + We are tracking damp reporting through complaints, customer surveys, social media and choose and move applications.
- + Monthly housing condition claim report capturing claims where damp is mentioned.
- + Collaborative working relationship with Walsall Council Housing Standards for case referrals.

# Sustainability

# Contributing to a Sustainable World

Sustainability is an integral part of everything we do at whg, and it lies at the core of our operations through the goal of creating happy and healthy homes in thriving and flourishing communities.

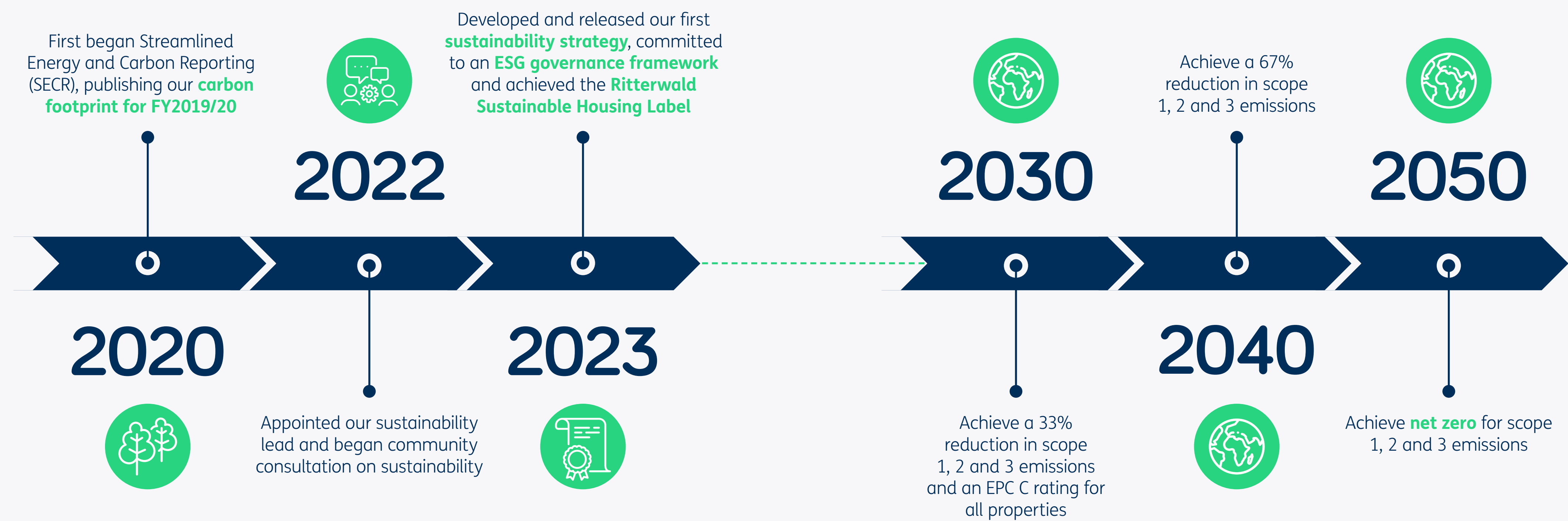
## Our guiding principles for sustainability

- + Deliver high-quality happy, healthy homes and services for our customers
- + Promote health and prosperity to create more sustainable communities
- + Seek “to do the right thing” for people and planet by driving economic vibrance through long-term value engagement with our stakeholders
- + Deliver net zero Scope 1, 2 and 3 carbon emissions by 2050
- + Ensure everyone at whg understands how to play their part in reaching net zero
- + Continue improving biodiversity of the land that we own, creating greener places and spaces



# Our Net Zero Journey

Even before we'd fully developed our strategy, we knew net zero was going to be a priority for us, so we developed a net zero pathway alongside it.



# The Ritterwald Pan-European Sustainable Housing Label

**We have been working with Ritterwald on the “Certified Sustainable Housing Label” and are among the first in the UK to be certified, achieving Front Runner and Ambassador status.**

The label is the first tool developed to be able to measure the positive impact of housing associations. It supports the certification of sustainable action within the housing sector, particularly social housing with older housing stock.

The label makes the whole sector visible to the capital market and the “low-risk asset class” of affordable housing, accessible to a broad range of investors.

Achieving the certification requires being examined against a comprehensive catalogue of criteria across relevant environmental, social, and governance dimensions.

Another tool being applied in our industry is the Sustainable Reporting Standard for Social Housing. We chose to focus on the Ritterwald Certified Sustainable Housing Label due to its external verification process, but nonetheless we also report to the Standard. We estimate that 50% of the Sustainable Reporting Standard for Social Housing’s criteria is aligned with the Ritterwald Sustainable Housing Label.



ENVIRONMENTAL  
»AMBASSADOR«

SOCIAL  
»FRONTRUNNER«

GOVERNANCE  
»AMBASSADOR«

# Performance highlights 2022/23



## Core Mission

- + **82%** of housing units are ranked as social
- + **11%** of housing units are ranked as affordable
- + **11.5** years is the average duration of occupancy of one home by a customer
- + **Social Prescribing** programme resulted in >90% of participants significantly improving their wellbeing score
- + Since 2021, **Kindness Counts** programme delivered >1,000 random acts of kindness and supported >300 people who are lonely or isolated



## Transform our places to be fit for the future

- + Over the past three years, **68%** of new constructions met at least EPC B, with **100%** above the minimum standards for EPC ratings
- + **Over 120** solar PV systems installed across our homes since 2010
- + Ongoing partnership with **Old Hall People's Partnership** to donate furniture from void properties for reuse
- + Partnered with the **Bumblebee Conversation Trust** to provide balcony planters to 50 customers in one of our high-rise locations



# Performance highlights 2022/23



## Inspire our people and influence our communities

- + 2022 all-colleague conference theme was low-carbon living, educating colleagues on net zero
- + **32 apprentices** currently employed
- + Awareness-raising and knowledge sharing with our customers on how to 'stamp-out damp'
- + Training for residents with **Work 4 Health** to undertake research to ensure the digital transformation of the health system meets the needs of citizens in their local communities



## Incorporating sustainability standards and strengthening regulatory compliance

- + Achieved the **Ritterwald Certified Sustainable Housing Label**
- + **ESG group** launched to govern the success of our sustainability strategy
- + **Inclusion Network** launched to ensure a diverse workforce representative of the communities we serve and to encourage an equitable culture where all can thrive
- + Board have oversight across these core areas of delivery



# Environmental

- + 29% of maintenance spend for building envelope and heating systems on energy efficiency improvements.
- + In the past year 100% of new constructions met at least EPC B.
- + Within our own offices we consumed 3,729 MWh of energy in 2022/23, which was in line with the consumption in 2021/22.
- + Over 120 solar PV systems installed across our homes since 2010, generating 381 MWh saving 81 tCO<sub>2</sub>e.
- + Ongoing partnership with Old Hall People's Partnership to donate furniture from void properties for reuse.
- + Partnered with the Bumblebee Conversation Trust to provide balcony planters to 50 customers in one of our high-rise locations



Austin House was the first of our communal heating systems to use ground source heat pumps as the primary heating source. It also has an array of solar PV to the side of the building powering the heat pumps.



In 2022, we were awarded the Regional Landlord or Housing Association of the Year for our decarbonisation works on Hamilton House and Woodall House.



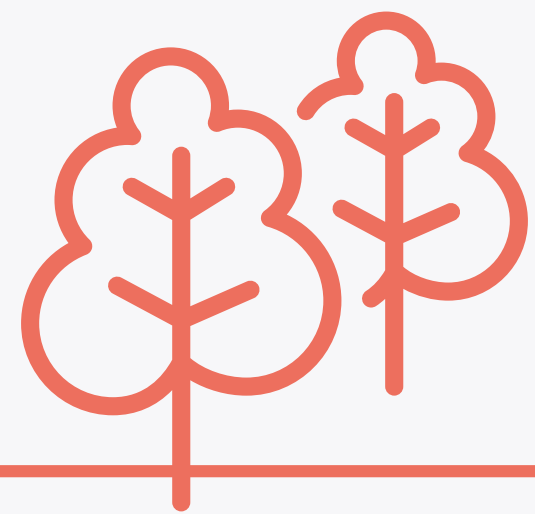
Nightingale House, formally the Royal Hospital, in Wolverhampton has remained derelict since the hospital closed in 1997 and was converted into a low carbon residential scheme. We adopted centralised air source heat pump technology meaning that customers moving into the over-55s scheme will benefit from both lower carbon emissions and more affordable homes.



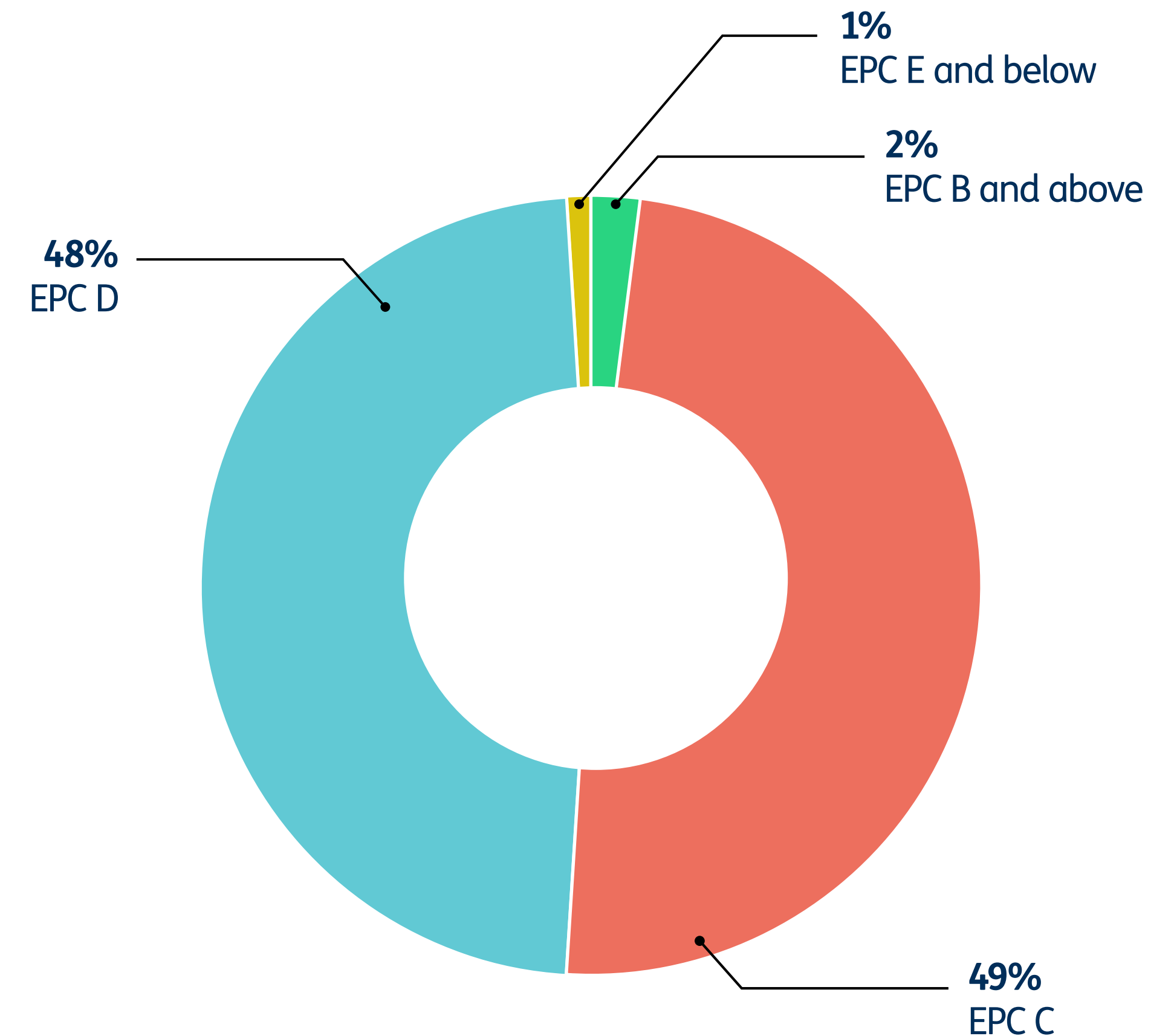
The Hatherton Street head office in Walsall uses building automation systems and has achieved BREEAM excellent certification.

# Environmental

Our Business Plan has funding set aside to move to invest in our homes and improve energy efficiency ratings with a target date of March 2030.



## EPC ratings



# Social

## Inspire our people and influence our communities

### Social Value report 2022/23

Supporting our customers is at the heart of what we do. We are proud to be driving economic and social growth and building on the unique strengths of our neighbourhoods.

We do this by investing in emergency help to get households through hard times, developing long-term programmes to match local people to training and job opportunities, and tackling the wider determinants of health to improve wellbeing and create stronger communities.

By working in partnership and seizing every opportunity, we can make a huge impact and help create sustainable and resilient communities.

This is levelling up in action and it is in our DNA – here are just a few highlights from 2022/23.



# Governance

## Incorporating sustainability standards and strengthening regulatory compliance

### Regulatory Compliance

#### whg strategic objectives

- + Ensure our homes and operations meet all regulatory requirements and support the Government's sustainability agenda

#### Ritterwald Criteria

- + Governance Dimension – II. 1-3

Sustainability regulations are managed under the ISO 14001 Environmental Management System register of legislation. In addition, this year we have established an internal code of conduct which was approved by the Board and issued to all colleagues in February 2023.

It is vital that our customers and stakeholders are able to confidentially communicate if compliance violations occur. Customers can contact the Housing Ombudsman, our regulators (the Regulator of Social Housing, the Charity Commission, the Financial Conduct Authority, the Information Commissioner or the Police in the case of a criminal act) or our Internal or External Auditors. Advice can also be obtained from an organisation called 'Protect'.

We also enable all customers and stakeholders to express their concerns through customer forums and service satisfaction surveys.

### Sustainable Finance and Procurement

#### whg strategic objectives

- + Embed sustainability considerations into finance decision making and our supply chain

#### Ritterwald Criteria

- + Environmental Dimension – III. 5
- + Governance Dimension – I. 1.4

Our procurement route for new homes predominantly involves partnerships with leading Midlands developers. Due to our unique funding arrangement, we are able to support reclamation of sites that may otherwise be unviable in the public domain and bring sustainable enhancements.

The Cabinet Office Standard Selection Questionnaire is used by both whg and external framework providers to assess a supplier's suitability. In addition, our Development Design Brief encourages use of local and sustainable suppliers, materials and technologies for new construction.



# Governance

## Incorporating sustainability standards and strengthening regulatory compliance

### Sustainability Governance

#### Ritterwald Criteria

+ Governance Dimension – I. 5, II. 1-5

We want to be transparent and accountable on our action and plans for the future, whilst ensuring we align with our core mission. We use the following key components to achieve this:

#### Sustainability Strategy

Our sustainability strategy outlines our key aims over the next three years and how they relate to our material issues and the UN SDGs.

#### ESG Group

The Group consists of representatives from across the business with responsibility for ensuring cross-functional collaboration and progress on the strategy. The Head of Sustainability & ESG Lead chairs the ESG Group.

#### Sustainability Report

This provides us with a platform to present our performance across our sustainability strategy and environment, social and governance topics.

#### Ritterwald Certified Sustainable Housing Label

This is an externally verified certification and allows for transparency on the action we undertake.

#### Strategic Risk Register

We have a Strategic Risk Register which includes Climate Change as a strategic risk. Risks and controls are assessed by Risk Panel, scrutinised by Audit and Assurance Committee and discussed by Board.



# Development

# Development Performance

We are an established developer with a steady growth plan.

Despite the current economic climate and ongoing challenges in the sector, we have had another productive year. Across the Midlands, we are currently on 29 sites building 1,349 homes across 13 local authorities. In Walsall alone we are currently on 14 sites building 514 homes.

We have made significant progress at Cricket Close in Walsall, our first solo Anthem Homes scheme for outright sale, with planning permission now granted for the first phase of 29 homes.

Further afield in Wolverhampton we have taken handovers of the first homes at our £32m Royal Hospital flagship scheme.

After centralising all our operations at our Hatherton Street office, we received our first prior approval permission to convert our offices at Beechwood House into affordable homes.

## Royal Wolverhampton old hospital site

An old hospital building which closed in 1997. The site will deliver 192 homes including 123 homes for affordable rent and 31 for shared ownership.



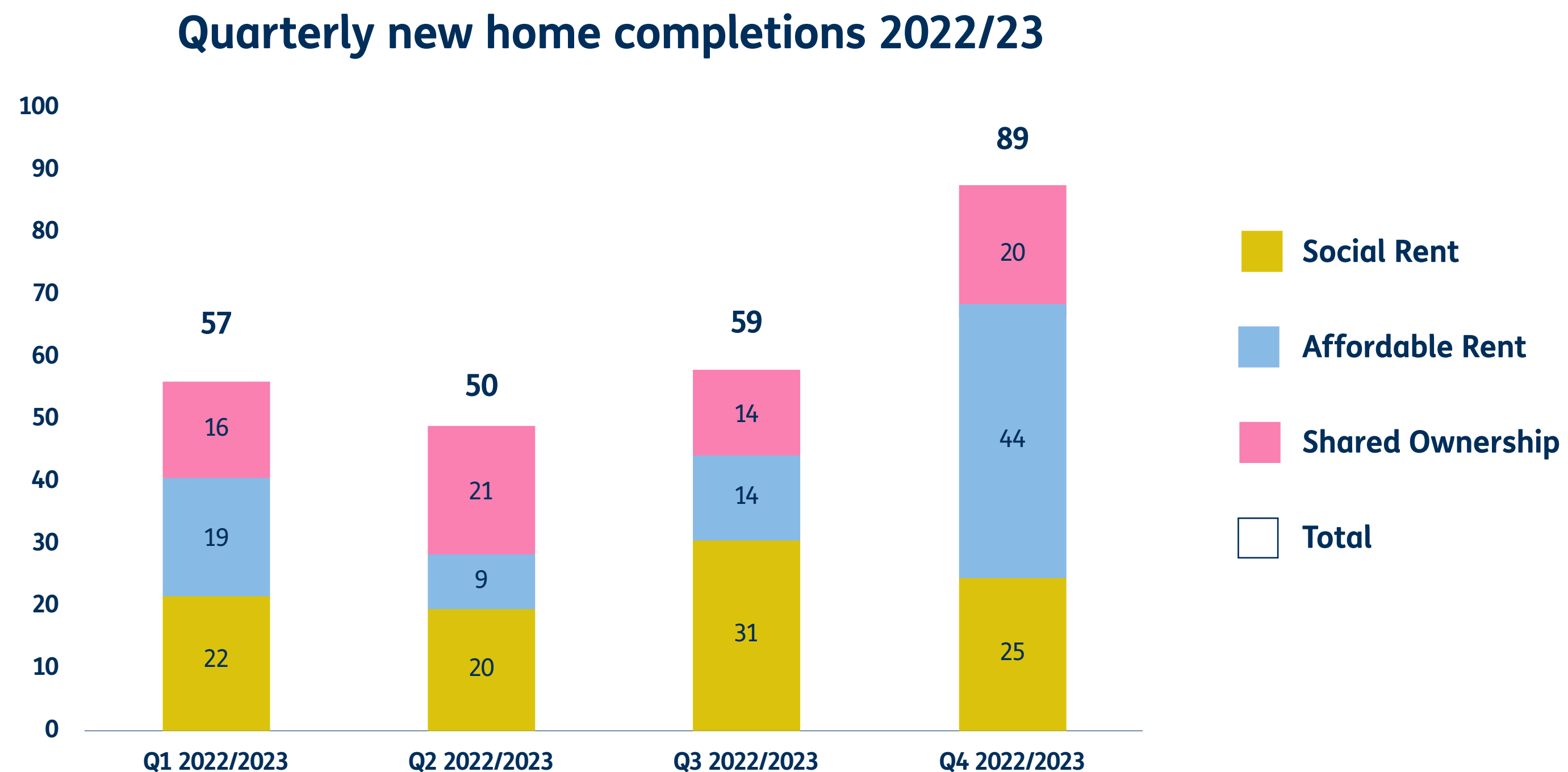
## First 'prior approval permission' for us at Beechwood House, Willenhall

We received prior planning approval in February '23 to convert one of our commercial premises into 14, one and three bedroom apartments for affordable rent.



# Development Performance

- + 255 new homes completed – 38% Social Rent, 34% Affordable Rent and 28% Shared Ownership.
- + 4 Outright Sales
- + Shared ownership first tranche sales achieved 71 to March with income of £7.1m

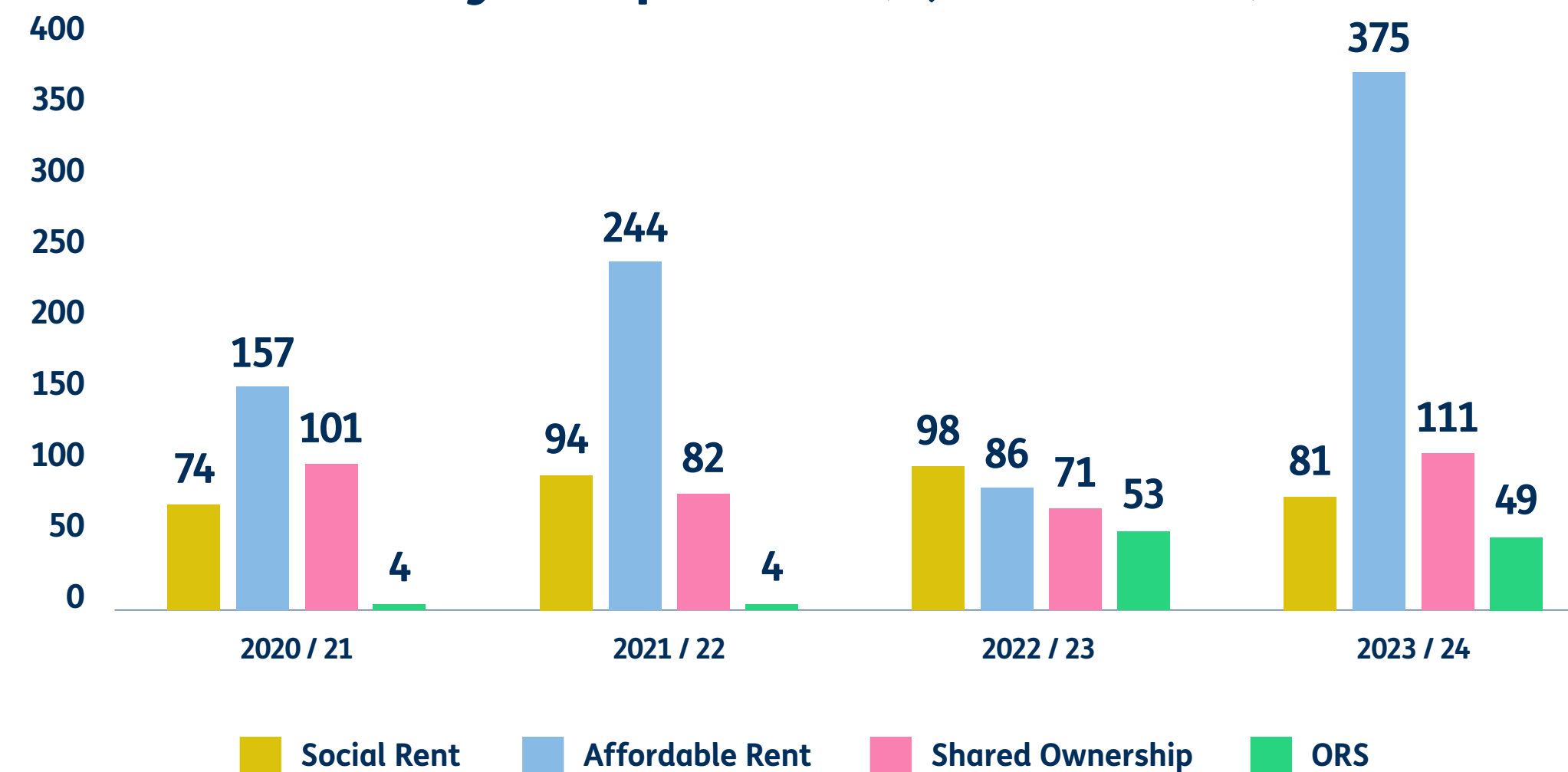


# Development Performance against the Development Strategy

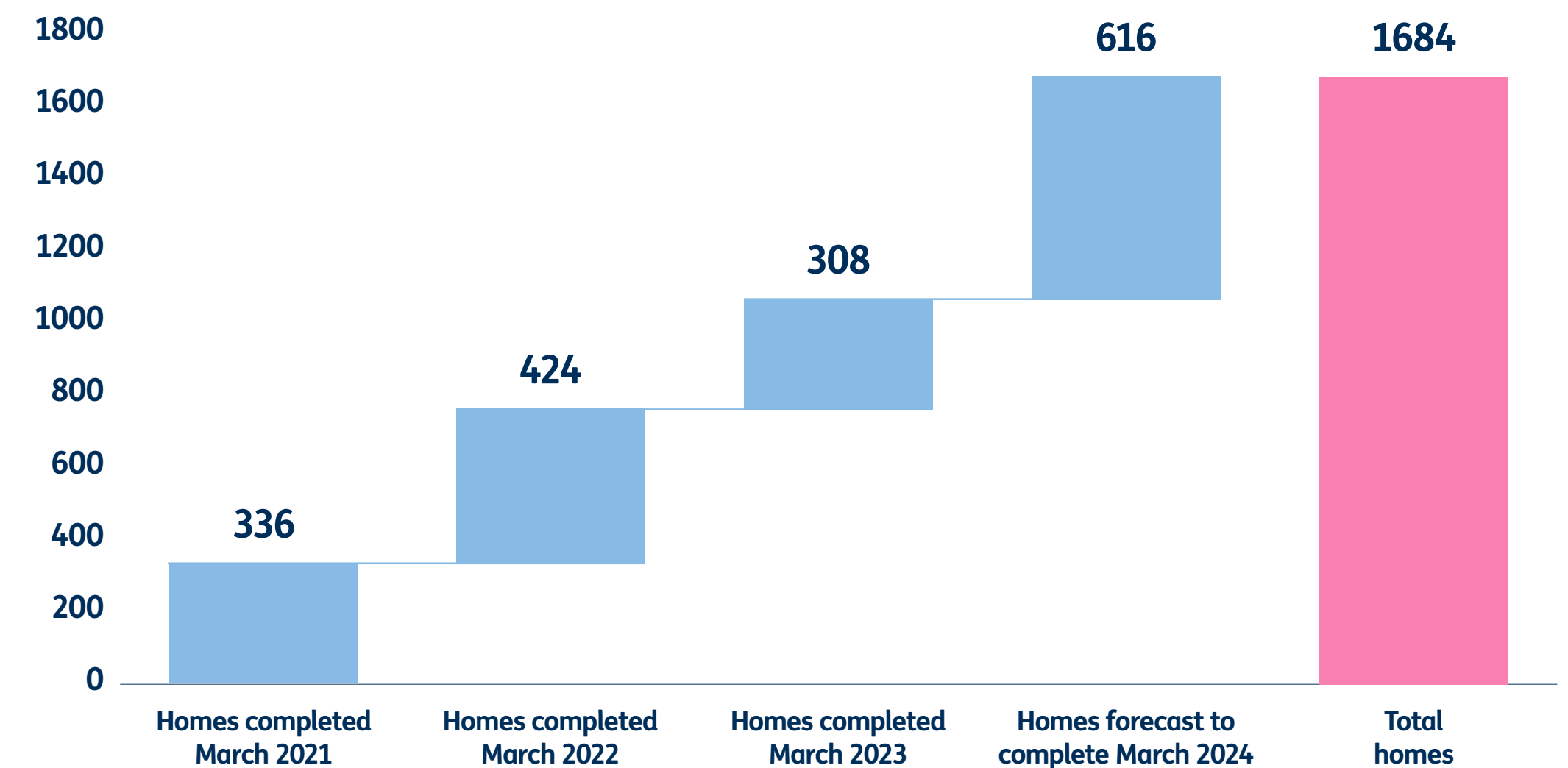
As at March 2023, we have completed on 1,068 homes. We are forecasting to complete 616 homes in 2023/24 which brings us to 1,684 against our 2,200 homes target by 2024.

The remainder of the homes will be delivered after March 2024 and the majority of these have been secured.

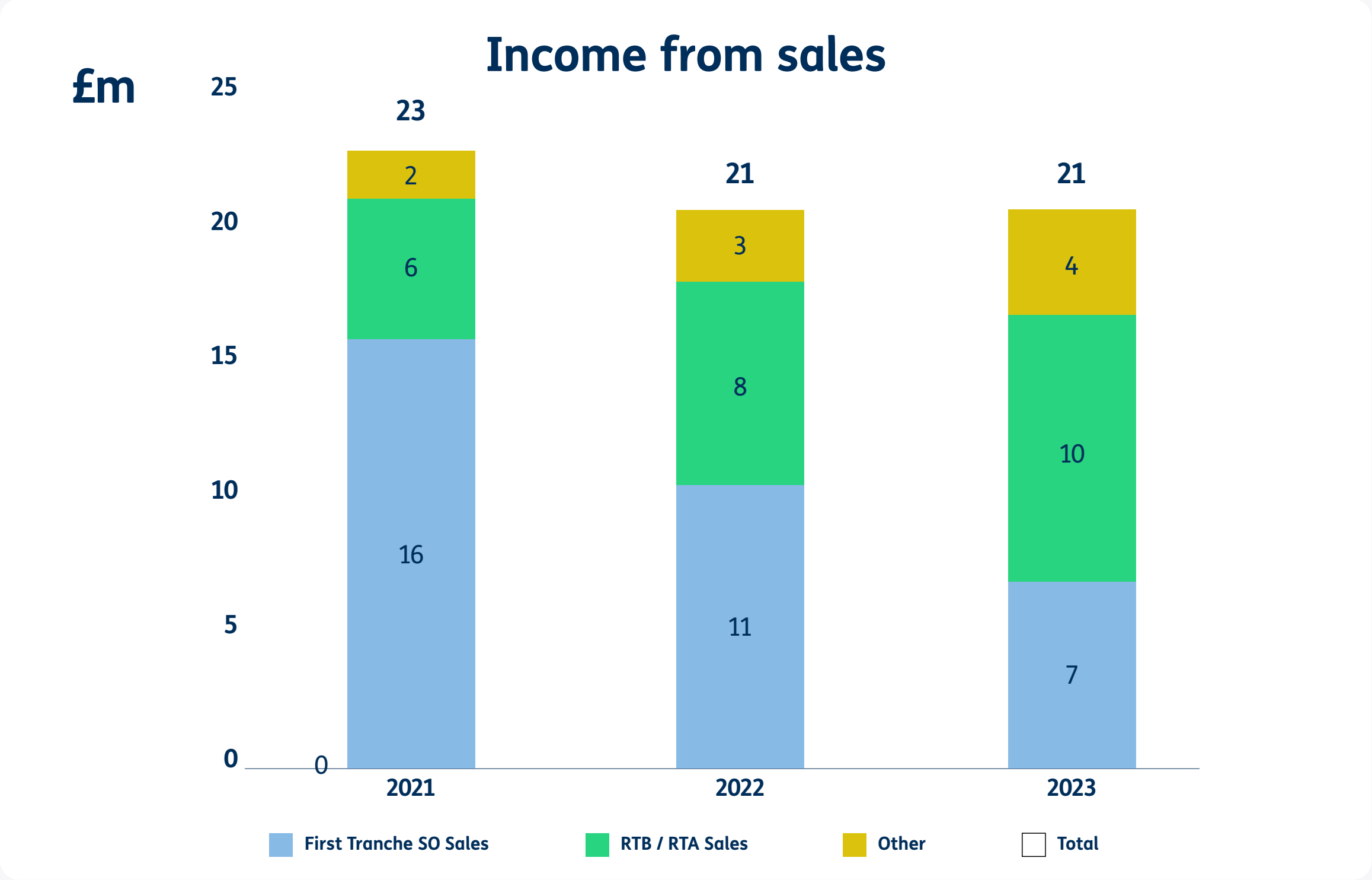
## Yearly completions (1,684 homes)



## Yearly completions to reach Development Strategy



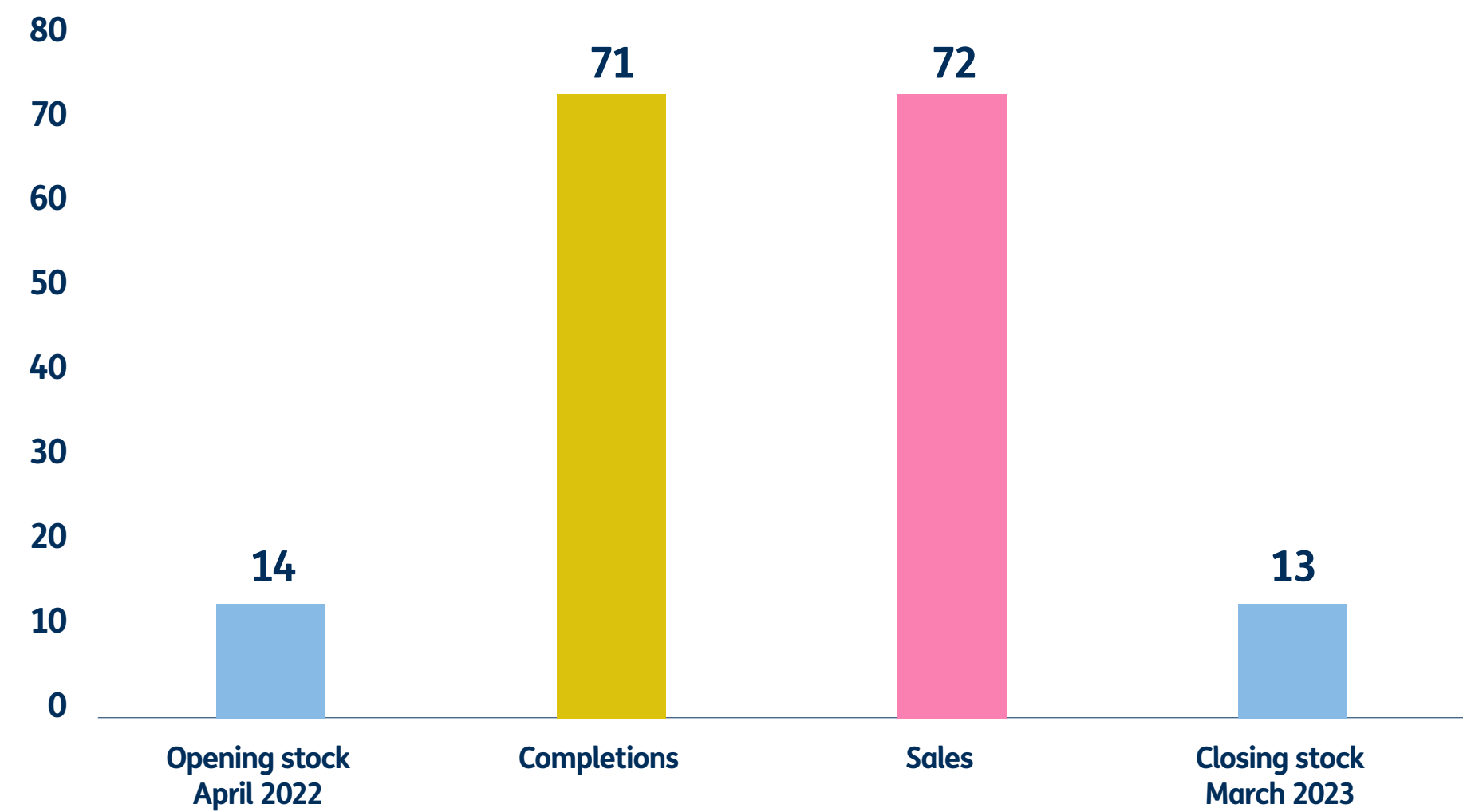
# Sales



197 properties sold (2021/22: 204)

Sales generated income of £10.6m (2021/22: £9.3m)

## Shared Ownership & Outright sales stock evolution April 2022 - March 2023



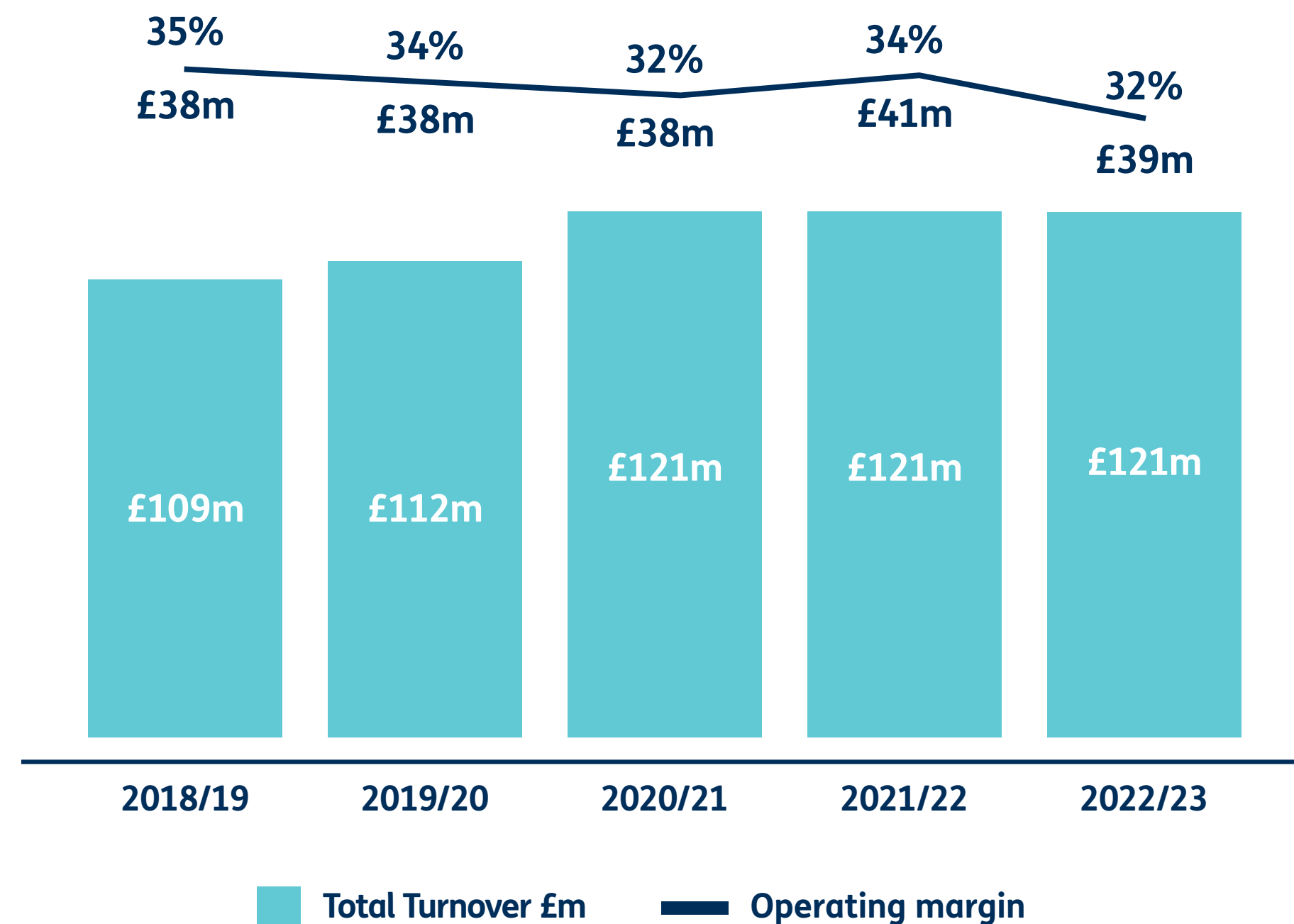
## Shared Ownership stock status 31 March 2023

	Unsolved	Reserved	Available
Total unsold	13	8	5
Unsold <6 months	12	8	4
Unsold >6months	1	0	1

# Financial Performance

# Financial Performance – 5 year trend

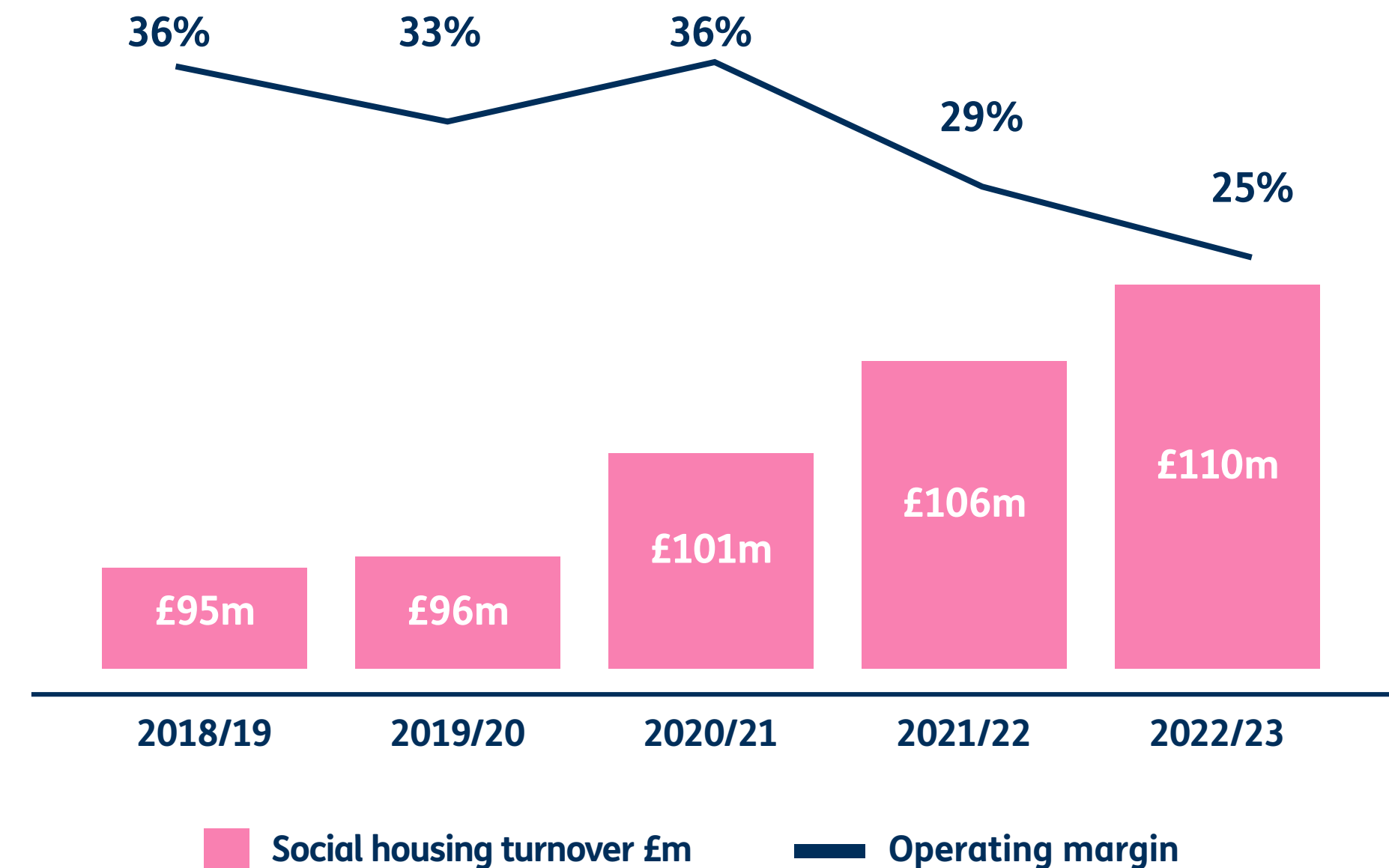
## Turnover and operating margin and operating surplus



Consistent turnover growth through rent increases and new developments.

Profit margins consistently over 30%.

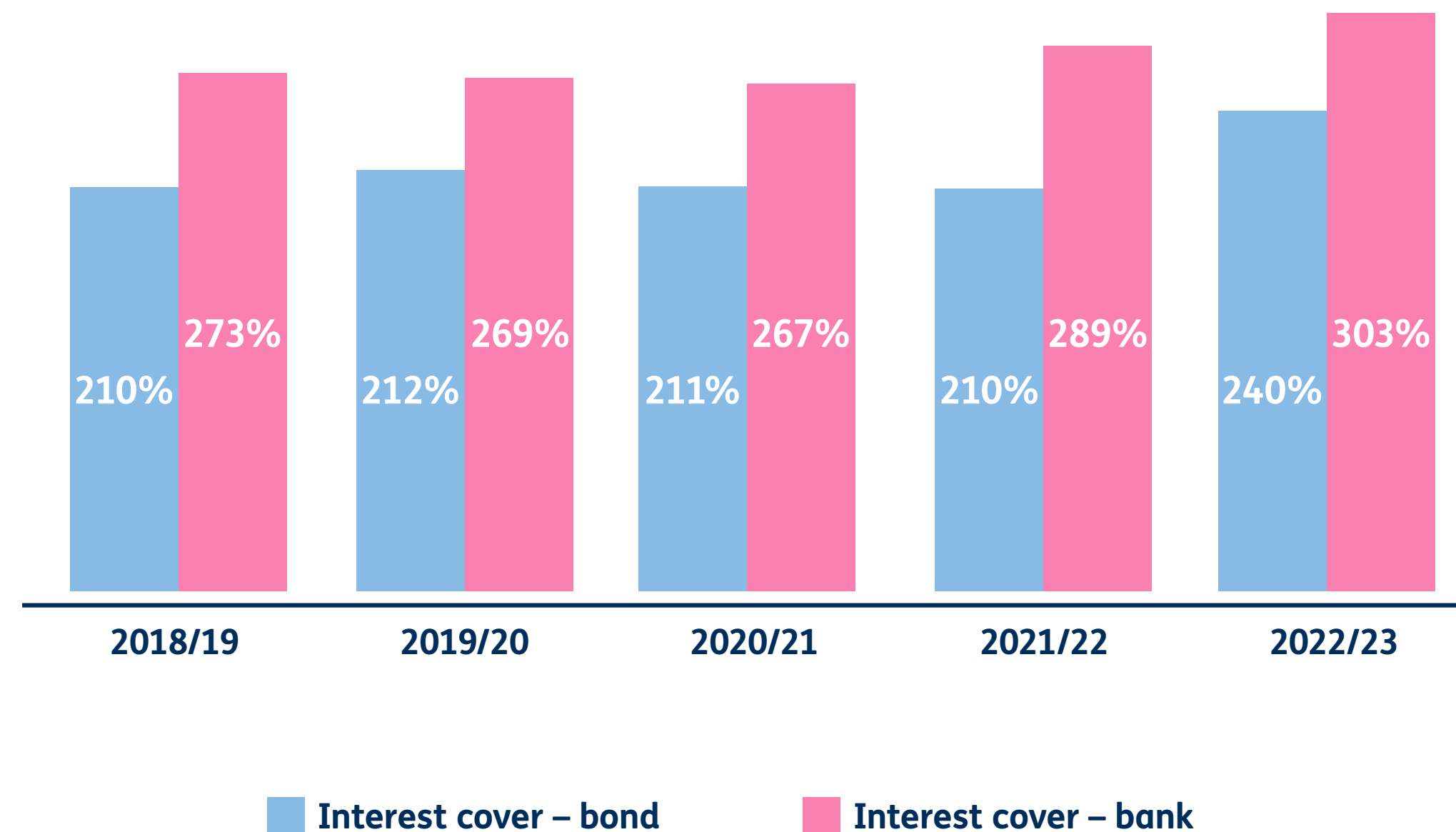
## Social housing lettings turnover and social housing lettings margin



Strong social housing lettings turnover that reduces with increased investment in frontline services.

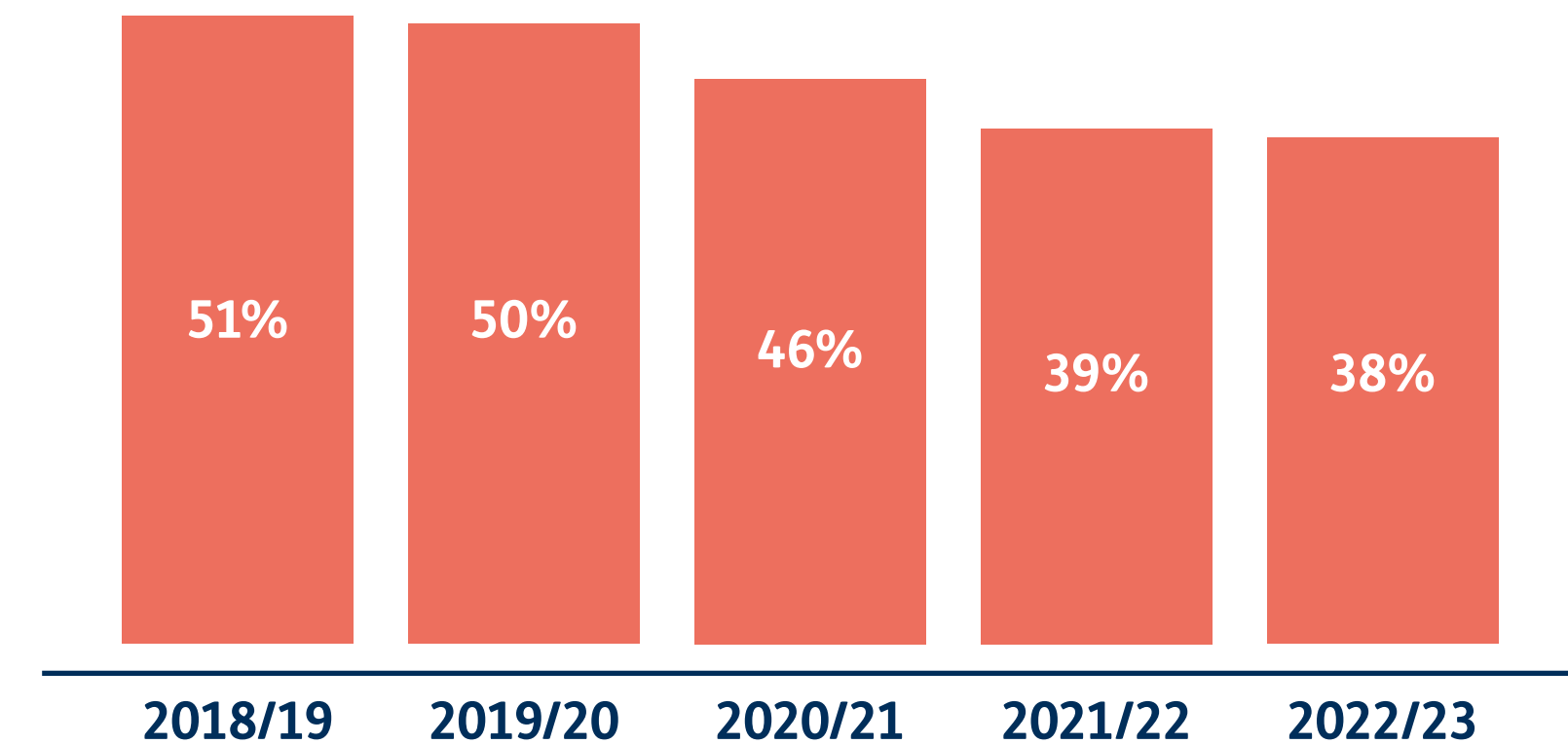
# Financial Performance – 5 year trend

## Interest cover



Sufficient headroom on bank interest cover however less flexibility to access interest cover capacity due to restrictive bond covenant.

## Gearing (HPAC)



Sufficient gearing capacity to continue to develop new homes.

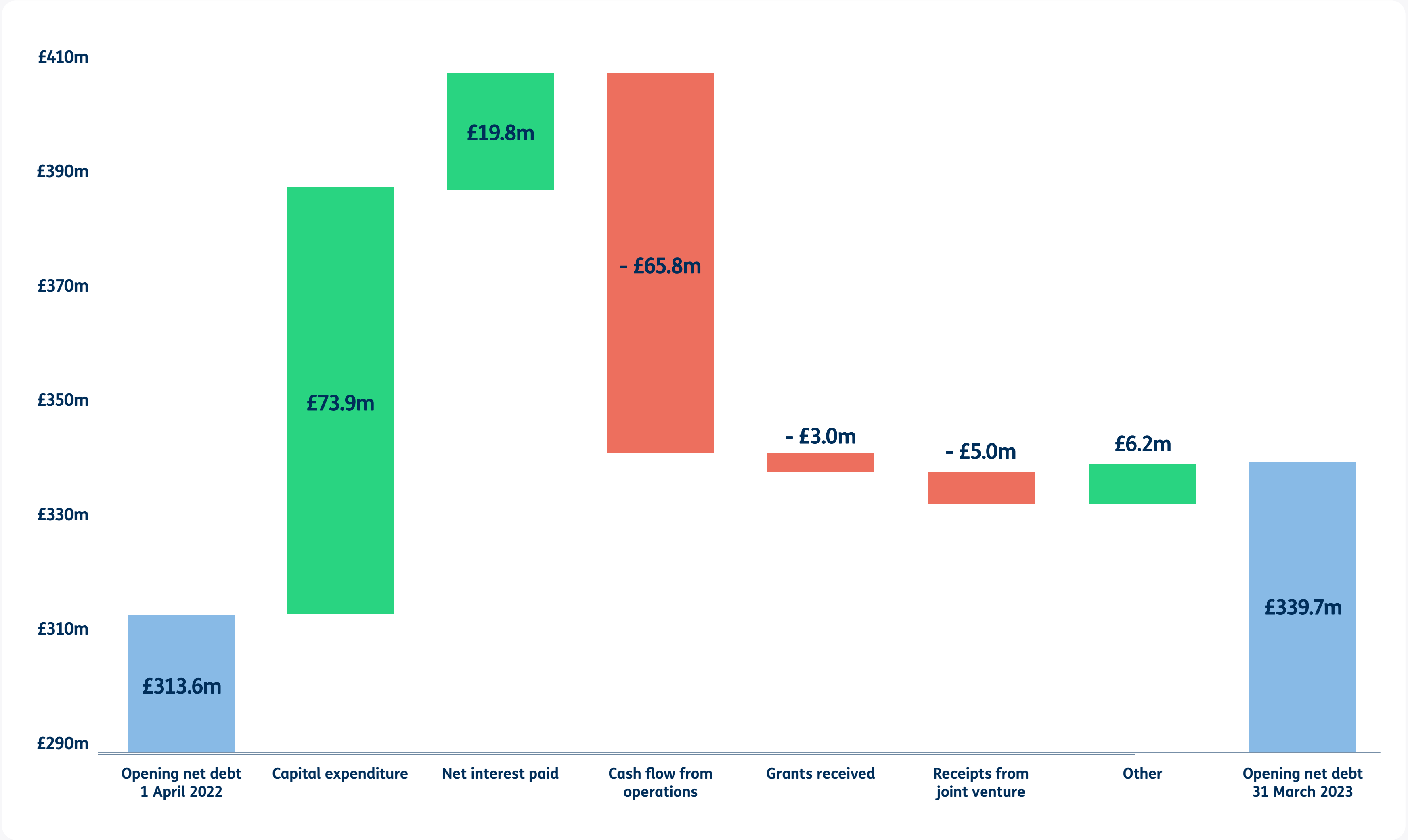
# Total turnover growth

Turnover continues to grow through rent increases and new developments coming into management.



# Movement in net debt

Cashflow from operations is used to support capital expenditure and debt servicing costs.



# Value for Money & Credit Rating Metrics

The majority of metrics are within the benchmark/tolerance level.

Operating profit margin (social lettings) – RSH VFM metric		
Full year actual	Full year budget	Benchmark / tolerance level
25%	28%	28%

EBITDA MRI Interest cover RSH Metric		
Full year actual	Full year budget	Benchmark / tolerance level
141%	137%	128%

Operating profit margin (overall) RSH Metric		
Full year actual	Full year budget	Benchmark / tolerance level
24%	27%	24%

Headline social housing cost per unit RSH Metric		
Full year actual	Full year budget	Benchmark / tolerance level
£4,051	£3,978	£4,148

Gearing RSH Metric		
Full year actual	Full year budget	Benchmark / tolerance level
53%	55%	48%

Reinvestment in existing and new homes RSH Metric		
Full year actual	Full year budget	Benchmark / tolerance level
12%	15%	8%

New supply (social housing) RSH Metric		
Full year actual	Full year budget	Benchmark / tolerance level
1%	3%	2%

Operating margin Moody's Credit Rating Agency metric		
Full year actual	Full year budget	Benchmark / tolerance level
24%	27%	25% to 10%

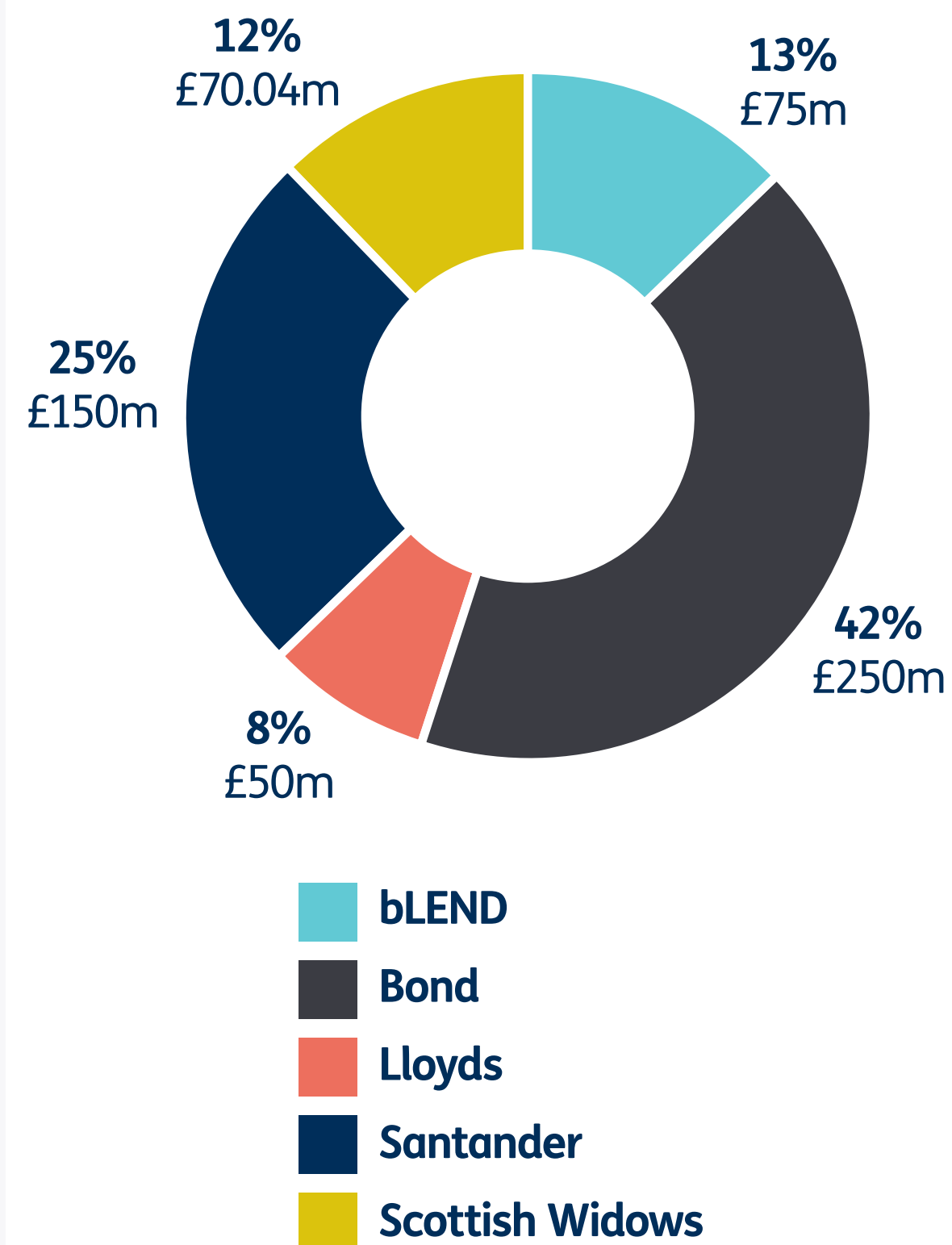
Debt to revenue Moody's Credit Rating Agency metric		
Full year actual	Full year budget	Benchmark / tolerance level
3.4x	3.7%	3x to 4x

Debt to assets Moody's Credit Rating Agency metric		
Full year actual	Full year budget	Benchmark / tolerance level
45%	60%	50% to 70%

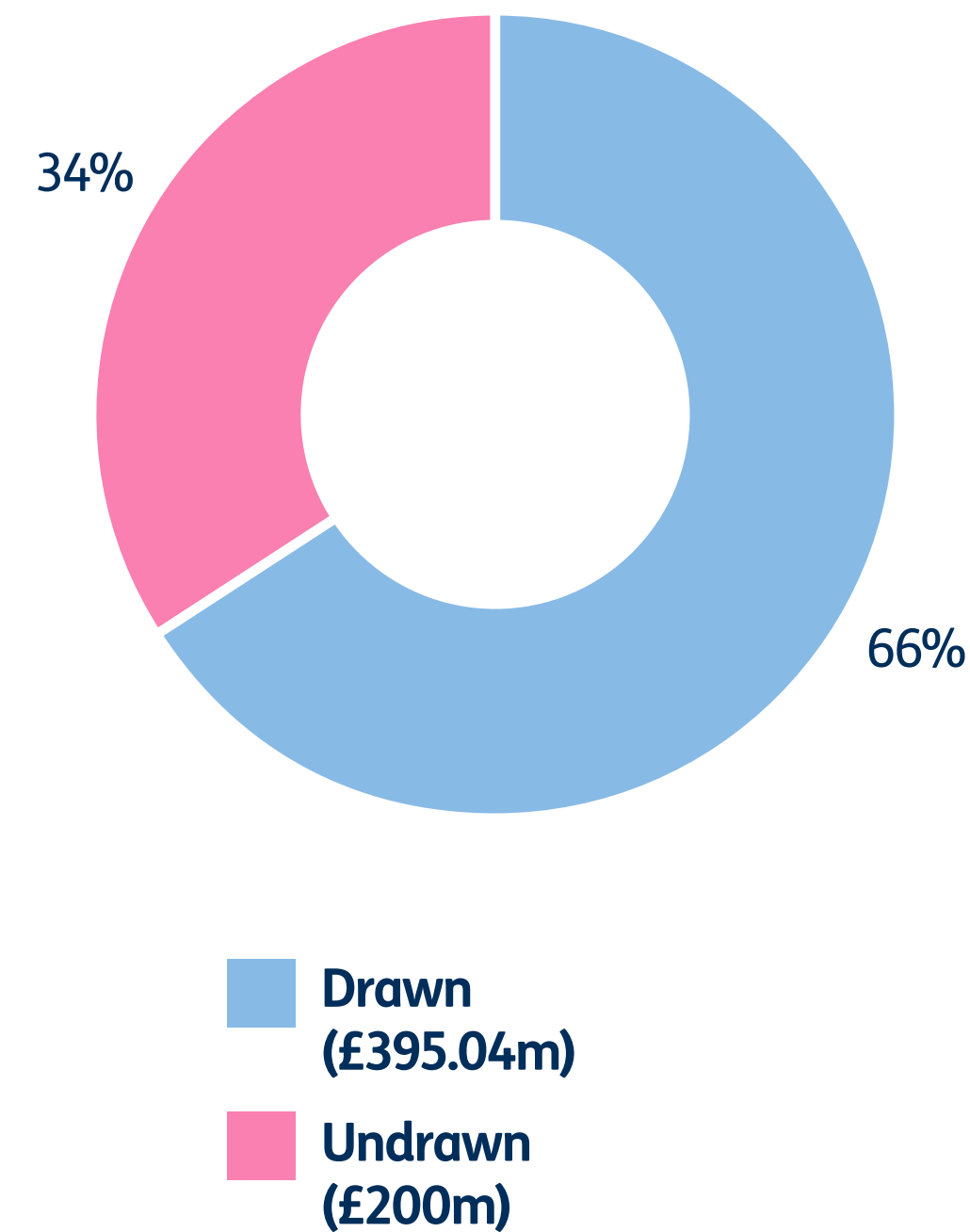
# Treasury

# Treasury Position

**Total facilities (£595.04m)**



**Drawn vs Undrawn**



The Group has a cautious risk appetite in relation to its debt portfolio and seeks to ensure that sufficient liquidity is available to meet foreseeable needs. Treasury activities are also supported by independent professional advice.

The Group finances its activities using facilities of £595m, made up of several funding sources as shown in the chart below. Strong liquidity is also in place as 34% (£200m) of secured facilities are currently undrawn.

# Key Treasury Metrics

The dashboard below shows that all golden rules are complied with and no triggers have been activated.

## 1. Interest cover

- a. Headroom on bond 110% covenant  
Golden rule: **130%**      Trigger: **135%**      Current: **240%**
- b. Trigger and golden rule (a) still complies if all profit from property sales is removed  
Current: **194%**
- c. Social housing lettings interest cover  
Golden rule: **1.5x**      Trigger: **1.6x**      Current: **1.9x**



## 2. Sales exposure

- a. Turnover from sales as a % of total turnover  
Golden rule: **20%**      Trigger: **15%**      Current: **14%**
- b. Capital committed to open market sales  
Golden rule: **£20m**      Trigger: **£17.5m**      Current: **£9.4m**



## 3. Security

- a. Asset cover for charged homes  
Golden rule: **7.5%**      Trigger: **10%**      Current: **14%**  
above covenant      above covenant      above covenant
- b. Encumbered plus unencumbered homes as a percentage of debt requirement  
Golden rule: **110%**      Trigger: **115%**      Current: **163%**



## 4. Liquidity

- a. Cash plus undrawn facility balances  
Golden rule: **minimum £20m**      Trigger: **minimum £30m**      Current: **£290m**
- b. Liquidity period  
Golden rule: **minimum 18 months**      Trigger: **minimum 24 months**      Current: **57 months**



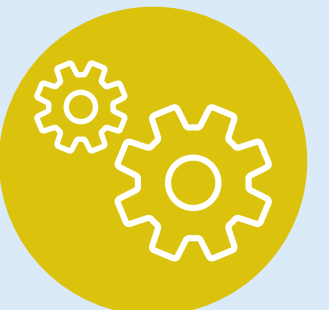
## 5. Development exposure

- a. Net development costs as a % of turnover  
Golden rule: **75%**      Trigger: **70%**      Current: **50%**



## 6. Gearing

- a. HPAC to be maintained below funder's 65% covenant  
Golden rule: **60%**      Trigger: **55%**      Current: **38%**



# Contact Information

# Contact Information

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