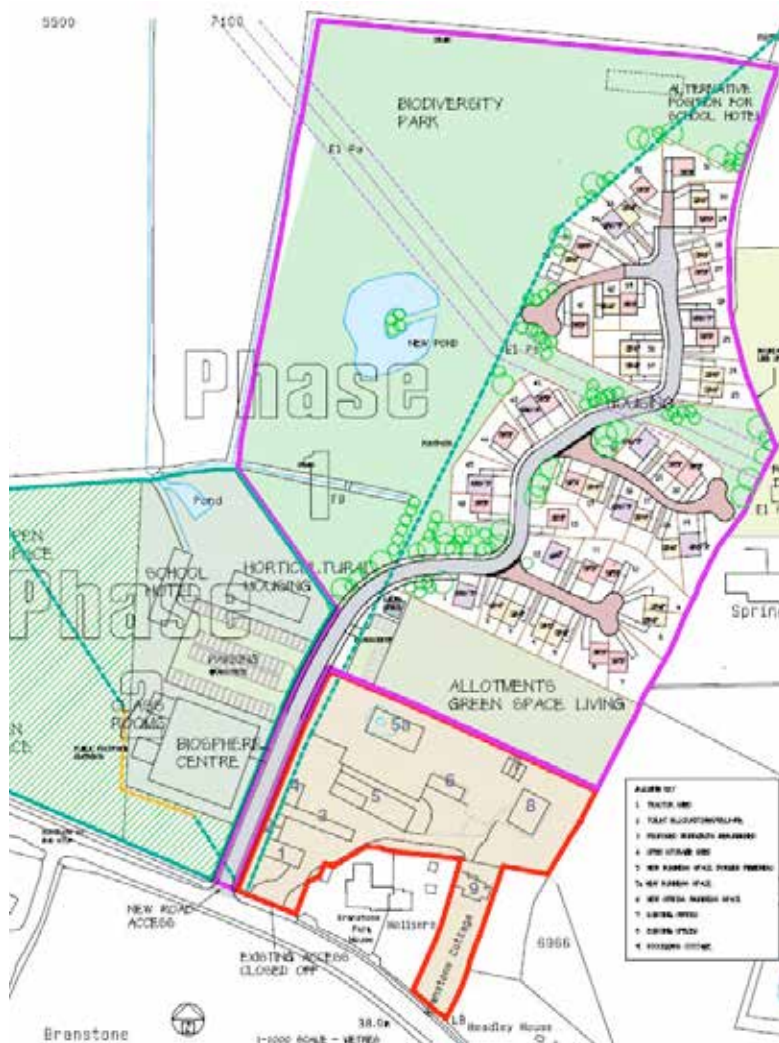




**VECTIS
HOUSING
ASSOCIATION
LIMITED**



**CLARITY OF FOCUS,
STRENGTH
OF DELIVERY,
LOCAL HOMES**



BUSINESS STRATEGY 2020/2025

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CHAIRMAN'S INTRODUCTION

If the experts are to be believed, the challenges facing the association, its residents and its partners over the next few years are greater uncertainty in a post Brexit environment and the probability of a prolonged period of low growth in the UK economy.

Against this, the incomes of many of our residents are already declining in real terms whether on benefits or working and the demand for affordable homes on the Island far exceeds the likely supply with only a small number of new properties in recent years. Coupled with this, a

significant number of Island residents are unable to afford a decent home other than through the opportunity of sub-market rent levels provided via housing associations.

In developing this strategic plan, the board and executive team have sought to make a real contribution to the housing need that exists on the Isle of Wight and have looked to stretch the association's resources so that we maximise our contribution.

Malcolm Groves
Chair, Vectis Housing Association

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INTRODUCTION TO VHA

VHA is the principal independent housing association operating on the Isle of Wight. We are wholly focused on the Island and our activities revolve around the locality and its community. As such, our strategic direction and operational processes are geared fully towards responding to local needs and aspirations.

VECTIS 2020 VISION

Vectis Housing Association is committed to securing genuinely affordable, quality homes for local people who need them. We are proud to be an Island-based Association, working with our residents and partners to create positive futures, enhance wellbeing and build strong and supportive communities.

We are a social business, which means that although we are absolutely focused on social outcomes and objectives, we aim to achieve them in the most efficient and cost-effective manner, thus delivering value and financial robustness to partners, funders and stakeholders.

We seek consistently to achieve excellent standards in the provision, management, and maintenance of affordable homes, in sought after neighbourhoods for Isle of Wight households in need.

We benchmark our activity and performance against sector norms and embrace partnerships and arrangements that enable us to deliver beyond our internal capacity, such as membership of Procurement for Housing.

Our Board of Management is voluntary and unremunerated and includes VHA tenants. The day to day work of the Association is undertaken by ten full-time and five part-time staff.

Inevitably, given the local geography, the Board and staff are local to the IoW and have a direct and personal interest and investment in the communities they serve. They bring the knowledge and experience necessary to deliver tailored local services, by local people for local people. The Board believes that VHA's strength lies in its ability to deliver its core values at a personal level.

We aim to focus on people as individuals, households and families, tailoring services and provision to reflect actual

need. We also recognise that they may also have a collective identity as part of neighbourhoods and communities. We believe that strong and vibrant communities can nurture and support

their members, providing the social capital needed for social and financial inclusivity.

These key principles are the backdrop to our new Business Strategy.



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STRATEGIC OBJECTIVES

The Board has resolved that during the period of this Plan, VHA will:

1. Focus solely on the Isle of Wight.
2. Invest in our current housing stock to ensure it remains high quality.
3. Build high quality homes that people can afford to rent and buy in areas where people want to live.
4. Maintain high levels of quality and satisfaction in our delivery of services to tenants
5. Be pro-active in pursuing energy efficiency and sustainability in all our existing homes and new developments.
6. Actively promote and support resident engagement in all aspects of their homes and environment.
7. Support the development and sustainability of active and dynamic communities and promote wellbeing.
8. Work strategically with key partners and form new beneficial partnerships.
9. Ensure that our work is underpinned by robust financial and administrative management.

KEY DATA

- 413 PROPERTIES IN ownership, including a part-share in 8
- 70 which are leased from private landlords
- 160+ homes planned during the lifetime of this Strategy
- We expect to invest £3,000,000 in maintaining our properties over the life of this Plan, of which £800,000 relates to capital replacements
- We expect to invest on average £1,200 per property in maintenance costs per annum
- Our stock turnover is approximately 40-50 per annum

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A SUSTAINABLE PLAN

5.1 Addressing key risks

Inevitably, the effective delivery of this plan will carry risks. We have identified them, considered their impact and put in place credible mitigations for these. The fundamental underlying risk relates to the sustainable funding of our service delivery and development ambitions. Although this Business Plan relates to the next five years of our activity, we have modelled the implications over a thirty-year term to ensure that we are able to maintain our vision in the future and that there are no long-term disasters awaiting us. We have stress-tested our projections and balanced ambition with prudence, with risk management at the heart of all our actions.

5.2 Brexit

Much is still uncertain about the outcome of Brexit and its implications. Our current assessment is that the most likely direct impact will be on availability and costs of materials and labour in developing new homes and maintaining existing ones. We will continue to monitor this situation and take appropriate action.

5.3 Maintaining income levels

The impact of the programme of Government welfare reform including the introduction of Universal Credit continues

to present significant risks. In particular, the delays in claimants receiving benefits and the potential difficulties in liaising with a remote DWP.

Levels of Benefit claimants in VHA stock at 50-60% are lower than other main housing associations on the IoW (80%+). Our rent arrears level of 4+% is higher than we would like but has not experienced the sharp increase experienced elsewhere by residents moving to Universal Credit (UC).

We have improved our focus on pro-actively ensuring rent payments by undertaking extensive profiling to get a picture of the true position in respect of income levels, access to bank accounts, use of loans, etc. We offer advice and support opportunities, including a service level agreement with an external organisation for debt counselling. We are proactive in approaching residents through Tenancy Health Checks, in which we look to identify potential vulnerabilities.

We also recognise the practical gains which can be made from understanding and supporting residents' financial capacity and since the inception of welfare reform and the economic downturn have looked to implement measures to mitigate financial exclusion.



5.4 Working with Residents

In respect of the other challenges, we have adopted a focused, pro-active approach to tenancy management. We know that satisfaction levels are high. In the most recent (June 2017) STAR Survey, we had satisfaction levels near or in excess of 98% in all areas of questioning. We are not complacent and know that we must continue to work hard to retain and improve this position.

We work hard to engage with our residents and have established a Menu of Involvement, which enables residents to influence the delivery of their housing services in a way that interests them and can be accommodated within their available time. Our Residents Panel fulfils a scrutiny role in addition to providing a sounding board and conduit for communication.

Our support for, and investment in our communities is fundamental to our service offer. To ensure relevance and topicality we have now linked this closely to our pro-active model of housing management.

Our regularly reviewed Community Plan focuses on issues such as financial independence, routes into training and employment, healthy lifestyles and tenancy sustainment. We will deliver a range of practical activities and opportunities to address these issues and in addition, to promote community cohesion and resilience and help reduce loneliness and isolation.

5.5 Maintaining our homes

We will continue to invest in our stock to ensure that we provide the quality of homes to which our tenants aspire. We have a higher turnover of stock

compared with many associations of our size due largely to our arrangement to provide temporary accommodation facilities to the Local Authority. However, none of our permanent properties are hard to let and resident satisfaction with their homes is high.

Sustaining our housing stock for the long term is vital, and we have a comprehensive and regularly updated Stock Condition Survey that informs our investment decisions. Over the life of this plan, we aim to invest approximately £3 million in planned, cyclical and responsive maintenance in our stock, at a spend ratio of 45% responsive repairs as against 55% planned works.

We will continue to drive efficiency savings through our membership of Procurement for Housing. This enables us to source components at costs similar to larger associations who are able to drive economies of scale.

5.6 Driving down management costs

Control of our costs, whilst delivering better services is vital. We have a detailed Value for Money Policy (see website), which aims to achieve maximum return on our investments.

However, we recognise that a lack of capacity can seriously undermine our efforts to offer great homes and services to residents and can result in low satisfaction levels. We are committed to an organisation of well-trained and supported staff who have the capacity to provide a person-centred approach to our residents and communities. Over time, we believe this will have the effect of reducing voids, anti-social behaviour and rent arrears.

5.7 Home Ownership

Although significant number with households on the loW cannot afford even the most basic level of home ownership, there are others who are unable to access the open market but who aspire and are able to afford discounted forms of ownership.

Generating cash through shared ownership or discounted market sales is also vital for us to sustain the level of rented development that we believe is required. However, selling homes inevitably injects extra risk into the Plan due to the changeable nature of the market. To limit exposure to this risk, we source specialist advice as to the capacity of local markets and will schedule relatively small developments in any given time period.



OUR FINANCIAL MODEL

6.1 Financial Projections 2015-2020

See Appendix 1

KEY ASSUMPTIONS:

- 2020-25 rents will increase by CPI +1%
- CPI inflation rates average out at 2% per cent;
- Long-term finance under acceptable terms will remain available;
- Overall interest rates charged by existing lenders will average out at 4.02 per cent including margins;
- 'HAL' properties will increase at the rate of two per annum, net of those handed back;
- Allowances for rent lost from voids will be maintained at 0.5 per cent of annual rent roll for owned units, and 3.5 per cent for HAL properties;
- Tenant arrears will be provided for at the rate of 1.5 per cent of annual rent roll for owned properties and 3% for HAL properties;

6.3 Ensuring Financial Stability

We will ensure our financial stability by applying sound financial principles to our business planning and financial review: We will:

- Set out, and monitor, our financial projections for the following thirty years, based upon the objectives and assumptions in this document (see Appendix 2);
- Produce annual budget reports and receive, review, and act upon monthly management accounts comparing actual performance with budgets;
- Undertake housing development based on rigorous financial analysis in relation to VHA's capacity and undertake only those developments that meet our financial projections both in terms of return and cash flow;
- Make maximum use of our unencumbered assets to attract long term finance for development under the best possible terms;
- Comply with all financial covenants with private lenders;
- Undertake planned projects on existing homes from existing reserves, within cash flow limitations;
- Continue to charge rents in accordance with regulatory criteria, provided this does

not give rise to a material breach of any existing covenants with private lenders;

- Identify and implement measures to mitigate the impact of welfare reforms on VHA's day to day income;
- Undertake a rolling programme of regular service reviews as a means of delivering value for money to tenants and other key stakeholders.
- Undertake annual internal audits to review and test the internal controls of the Association.

6.4 Delivering Value

6.4.1 Value for Money (VfM)

VfM is central to delivering our mission, values and Business Strategy. We look to improve services to tenants by engaging with them as part of an ongoing structured implementation of value for money principles.

As a small housing association with limited resources we are conscious of the need to manage our activities in the most effective manner. To provide our residents with the best quality services we must ensure that we optimise productivity from our finances, staff and contractors.

Achieving value for money is about getting the right balance between the cost of delivering our services (economy) together with how efficient and effective we are as an organisation.

6.4.2 Social Value

We are committed to generating maximum benefit from our resource investment. Although relatively small in terms of our procurement activity, we will use our purchasing power to support local Island businesses and communities.

We will:

- Look to maintain at least one apprenticeship to provide opportunity for local youth
- We will look to contract primarily with Island-based contractors where this is sustainable, both in terms of cost and quality
- We will require all developers working on our instruction to employ local labour
- We will consider the potential for delivering social and economic benefits for local communities through our development activities



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OPERATIONAL EFFECTIVENESS



7.1 Benchmarking Performance

We will underpin our ambitions for new homes and effective asset management through robust and effective operational policies and procedures.

We will aim to achieve value for money and continuous improvement in ways that fully involves our residents and embraces values of equality and diversity.

We will ensure regular scrutiny of our delivery through reports to the Board and Residents Panel, performance information posted on our website and published in regular newsletters to tenants.

Current benchmarking evidence (see below) would suggest that we are achieving at least the sector norm in most areas of our activity and are close to upper quartile in others.

We are committed to continual improvement even in activities where we are already doing well. We will, however, focus particularly on those areas where we fall below the sector average.

Performance in these areas remains substantially sound despite some lower than sector average indicators. There are mitigating factors behind them, relating to specific investment projects or unusual activity levels. However, these areas will be priorities for improvement and will be monitored through the life of this Plan.

7.2 Financial Inclusion

We recognise that life has been challenging for many of our tenants since the major recession in 2008. The impact on employment and earnings that has been so keenly felt across the UK has been particularly felt on the IoW. The Island has a low value economy compared with the rest of the South East, with the separation from the mainland creating a disincentive for jobs and inward investment.

Although our resident body is not as residualised as associations catering for people with high support needs, we know the following from our profiling information:

- 29% tenants are disabled
- 31% are in some form of employment
- Benefits are the main source of income for almost 1/3rd of households
- Just over 50% receive full or partial Housing Benefit
- 68% of tenants who provided data received incomes of less than £15,000p.a, with 36% below £10,000 p.a.

Our Tenancy Sustainment Policy supports tenants to succeed in maintaining their tenancy. This reduces turnover of stock, encourages stable communities and engenders wellbeing and a sense of home.

Examples of our tenancy sustainability support are:

- Promoting local and national initiatives to assist with household needs which are otherwise beyond tenants' means;
- Providing energy efficient fittings which lead directly to financial savings;
- Advice on welfare benefits;
- Access to IT facilities to complete benefit/Universal Credit claims online;
- Facilitating HomeSwapper, which will help tenants to move to more suitable accommodation;
- An advocacy service with benefit organisations;
- Debt Counselling advice through specialist providers



ASSET MANAGEMENT

Our properties are our major asset and we are committed to investing appropriately in our housing stock to ensure that it offers good homes and sustainable assets.

We have a detailed Asset Management Strategy, which sets out our approach to managing and maintaining our property portfolio. We are committed to letting high quality homes, which are then maintained at that level throughout their life. Our aim is to have a stock of dwellings that are desirable homes in sought after locations where turnover is low and lettings can be effected quickly.

We will also look to future-proof new homes in relation to technological advances, energy efficiency and environmental impact. We are very proud of the Island's designation as a Biosphere and will look to respect and enhance that position in all of our activities.

Through such an approach we will limit the need for routine repair, reduce void costs and facilitate cohesive communities.

To achieve the most effective asset management outcomes we will:

- Review our stock to assess its continuing suitability and fitness for purpose;

- Implement a plan of stock disposals and replenishment where this leads to better and more efficient use of housing;
- Implement a 5-year planned maintenance programme
- Achieve the Vectis Standard for all new homes brought into management
- We will achieve a 60/40 split in favour of planned over responsive maintenance
- We will aim for all VHA homes to reach the decent home standard
- We will ensure that all VHA homes are safe and secure
- We will review a cost-effective programme of energy efficiency measures to reduce energy costs to our residents
- We will look to drive improvements and efficiencies in the way we deliver responsive maintenance
- We will review options for future use of technology to create smart homes and improve both quality of life and efficiency of building maintenance.



NEW HOMES

We believe that the strength of VHA will be enhanced by a sustainable programme of growth through the provision of new homes which identify a need for more affordable housing. The local economic environment indicates an urgent need for social rented homes, which is supported by the IoW Council's strategic housing objectives.

We will also continue to review the level of viable demand for a variety of home ownership products, which will further extend our ability to fund new homes while maintaining our commitment to social rents.

We therefore propose to deliver up to 150 additional homes by March 2025, taking the total in management close to 500 units.

Our focus will be on smaller schemes which suit our mission and vision and we believe that there is significant opportunity for Vectis to unlock the potential of these, given they are often the preferred form of development on the Island. We will also consider less straightforward opportunities, such as empty spaces over retail outlets, other empty properties, and community-based projects linked to employment (particularly key workers) and rural housing.

We are committed to producing **Community Assets**, i.e. new homes that will be viewed by existing communities as adding value to their locality in terms of quality, relevance and sense of place. We will work closely with Town and Parish Councils and local residents to achieve developments to be proud of.



We anticipate that most of the new homes planned will be provided in this way, thus offering alternative housing options to those developed by the major providers. However, we may be prepared to participate as partners in larger development opportunities, where the outcome benefits VHA in terms of cost, location and the ability to create the type of communities outlined in our objectives.

Much of our activity will be through private developers, through s106 agreements.



In such cases we will have more limited influence over outputs and delivery. However, we have established excellent working relationships with a number of developers on the Island who understand and support VHA's commitment to quality.

We will continue to lend effective practical support to the IoW Council in discharging their responsibilities for homelessness. There remains an urgent need for such accommodation and we will use our management experience and maintain short-term leases with private landlords – under the Housing Association Leasing (HAL) initiative. To make these viable these will need some payment from the Council in order to cover rental, management and repairs costs. We will also explore off-balance sheet options in other situation that might deliver affordable homes with no requirement for additional borrowing.



As always, we will keep our strategy for development under continuous review, to ensure that can adapt to changing circumstances.

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CAPACITY AND QUALITY ASSURANCE

We will maintain robust mechanisms and processes for decision-making and delivery in order to achieve the objectives set out in this Plan. We will be undoubtedly operating in a challenging and volatile environment and we must therefore exercise the levels of control necessary to manage risk, control costs and deliver outcomes.

We will achieve this through:

- **Investment in infrastructure** - continuous investment in IT and related infrastructure. This will relate to residents as well as our organisational needs. We recognise that smart homes will become increasingly important in the future.
- **Investment in staff** - structure and training - our staff are the critical component in the effective realisation of our plans. We will continue to resource this area as a priority.
- **Board training and renewal** - As the governing body it is business critical that the Board are equipped to make the decisions that will safeguard Vectis and its tenants through a challenging period. This will entail a managed process of renewal, training and appraisal to ensure

that the collective skills, knowledge and experience levels are fit for purpose.

- **Developing strong partnerships** - achieving our optimum activity and performance level will be dependent on forging a range of partnerships with other agencies. We will look to work flexibly where arrangements are with compatible partners in situations that will benefit VHA and our residents.
- **Structured monitoring and review of activities** - through our three-year policy review cycle, regular performance reports, activity appraisals, performance logs, etc.
- **Use of external challenge** - benchmarking, etc. - through our membership of SHAPE and Acuity, local data and intelligence sharing with other IoW peers, i.e. Sovereign and Southern Housing Groups.
- **Residents Panel** - We will continue to invest time and resource into strengthening the Residents Panel as a vehicle for scrutiny and a key vehicle for resident engagement and interaction.
- **Prudence and focus on delivery**

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KEY BUSINESS PLAN ACTIONS

- We will build an additional 150 units of social and affordable housing over the life of this Plan
- We will examine opportunities to access further units of accommodation through HAL, long-term leases and other viable arrangements
- We will continue to invest in our stock and publish a 5-year planned maintenance programme covering the period of this Plan based on a rolling stock condition survey
- We will review and seek further investment to improve energy efficiency and reduce the impact of our activities on the environment
- We will invest in our homes and communities in a manner aimed at delivering greater sustainability and resilience
- We will examine ways of supporting and empowering our residents
- We will develop partnerships aimed at attracting additional resources and sharing operational costs.

DETAILED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME VHA BUSINESS PLAN 2020 - 2025 | PLAN

PERIOD: 01 APRIL 2019 - 31 MARCH 2049	2020	2021	2022	2023	2024	2025
	£'s	£'s	£'s	£'s	£'s	£'s
TURNOVER						
Gross Rental Income						
Rent Receivable	2,239,597	2,403,546	2,695,240	3,242,754	3,435,856	3,529,812
Service Charge Income	94,317	105,098	113,132	127,966	132,529	136,436
GROSS RENTAL INCOME	2,333,914	2,508,643	2,808,371	3,370,720	3,568,385	3,666,248
Management Charge Income	1,083	3,083	5,083	7,083	9,083	11,083
Less Voids	-34,390	-29,667	-31,635	-34,518	-35,948	-36,929
NET RENTAL INCOME	2,300,608	2,482,059	2,781,820	3,343,286	3,541,520	3,640,403
OTHER INCOME	58,500					
TOTAL TURNOVER FROM SOCIAL HOUSING LETTINGS	2,359,108	2,482,059	2,781,820	3,343,286	3,541,520	3,640,403
Turnover - Other Social Housing Activities	277,500	576,150	892,500	2,732,500		
Turnover - Non Social Housing Lettings	33,045	33,476	33,476	33,476	33,567	33,476
Grant Amortisation Accrual Method Total	90,200	92,809	96,150	117,361	117,361	117,361
Total Turnover	2,759,852	3,184,495	3,803,946	6,226,622	3,692,448	3,791,239

PERIOD: 01 APRIL 2019 - 31 MARCH 2049	2020	2021	2022	2023	2024	2025
	£'s	£'s	£'s	£'s	£'s	£'s
OPERATING EXPENDITURE						
Operating Costs Social Housing						
Management Costs Total	-824,728	-853,854	-889,589	-957,878	-976,620	-992,145
Service Costs	-97,160	-105,985	-113,487	-127,334	-131,867	-135,766
Routine Maintenance	-180,400	-193,640	-214,373	-243,678	-255,490	-263,155
Planned Maintenance	-96,500	-99,395	-102,377	-105,448	-149,130	-153,604
Major Repairs	-104,175	-86,623	-164,408	-78,873	-94,132	-60,340
Bad Debts	-52,954	-45,604	-50,205	-57,514	-60,297	-61,942
Lease Charges	-335,062	-346,220	-357,746	-369,652	-381,950	-394,652
Depreciation of Housing Properties	-402,065	-481,779	-593,299	-657,930	-666,330	-644,403
Other Costs	-124,506	-110,721	-114,043	-117,464	-120,988	-124,617
OPERATING COSTS SOCIAL HOUSING	-2,217,549	-2,323,822	-2,599,524	-2,715,770	-2,836,804	-2,830,624
Other Activities Expenditure Total						
Other Social Housing Expenditure	-209,272	-387,865	-617,996	-2,390,610		
Non Social Housing Lettings Expenditure	-1,775	-1,850	-1,895	-1,941	-1,989	-2,036
OTHER ACTIVITIES EXPENDITURE TOTAL	-211,046	-389,715	-619,891	-2,392,551	-1,989	-2,036
OPERATING EXPENDITURE TOTAL	2,428,595	2,713,537	3,219,415	5,108,321	2,838,793	2,832,661

CONSOLIDATED STATEMENT OF FINANCIAL POSITION VHA BUSINESS PLAN 2020 - 2025 | PLAN

PERIOD: 01 APRIL 2019 - 31 MARCH 2049	2020	2021	2022	2023	2024	2025
	£'s	£'s	£'s	£'s	£'s	£'s
Other income						
Operating Surplus/(deficit)	331,257	470,958	584,530	1,118,301	853,656	958,578
Gain/(loss) on disposal of fixed asset	195,999	65,333	65,333	65,333		
Interest Receivable	1,272	923	900	938	999	984
Interest and financing costs	-176,287	-203,523	-469,756	-796,784	-901,258	-905,410
SURPLUS BEFORE TAX	352,240	333,690	181,008	387,788	-46,603	54,153
Taxation						
COMPREHENSIVE INCOME FOR THE YEAR	352,240	333,690	181,008	387,788	-46,603	54,153
Comprehensive Income Brought Forward	8,614,251	8,966,491	9,300,181	9,481,189	9,868,977	9,822,374
Transfers (to)/from Reserves						
STATEMENT OF COMPREHENSIVE INCOME ACCUMULATED	8,966,491	9,300,181	9,481,189	9,868,977	9,822,374	9,876,527
INTEREST COVER COVENANT CHECK						
Operating Surplus	331,257	470,958	584,530	1,118,301	853,656	958,578
Add back: Depreciation	402,065	481,779	593,299	657,930	666,330	644,403
Less: Amortised Grant	-90,200	-92,809	-96,150	-117,361	-117,361	-117,361
	643,122	859,928	1,081,679	1,658,870	1,402,625	1,485,620
NET INTEREST PAYABLE	175,015	202,600	468,856	795,846	900,259	904,426
Ratio (operating surplus to interest payable)	3.67	4.24	2.31	2.08	1.56	1.64
(must exceed 1.4:1)						

PERIOD: 01 APRIL 2019 - 31 MARCH 2049	2020	2021	2022	2023	2024	2025
	£'s	£'s	£'s	£'s	£'s	£'s
FIXED ASSETS						
Intangible assets and goodwill						
Land & Buildings Total	27,842,388	36,697,145	43,950,105	46,024,425	46,542,638	46,664,917
Depreciation Land & Buildings Total	-5,971,336	-6,453,115	-7,046,414	-7,704,343	-8,370,673	-9,015,077
Housing Properties NBV	21,871,052	30,244,030	36,903,691	38,320,082	38,171,964	37,649,840
Other Fixed Assets Tangible	395,793	427,514	452,570	448,173	450,603	460,397
Tangible fixed assets	22,266,845	30,671,544	37,356,260	38,768,255	38,622,568	38,110,237
Investments FA	1,745	1,712	1,678	1,645	1,611	1,578
FIXED ASSETS TOTAL	22,268,590	30,673,256	37,357,939	38,769,900	38,624,179	38,111,815
Current Assets						
Stock	117,342	1,002,873	1,668,456	-258,750		
Trade and other debtors	111,955	114,426	116,962	119,563	122,233	124,971
Cash and cash equivalents	524,185	500,000	500,000	579,602	552,280	571,737
CURRENT ASSETS TOTAL	753,481	1,617,299	2,285,418	440,415	674,512	696,708
Less - Creditors - amounts due within 1 year	-75,234	-78,496	-80,826	-83,225	-85,696	-88,240
NET CURRENT ASSETS/LIABILITIES	678,247	1,538,803	2,204,592	357,190	588,816	608,468
ASSETS LESS CURRENT LIABILITIES TOTAL	22,946,837	32,212,059	39,562,531	39,127,090	39,212,996	38,720,282

PERIOD: 01 APRIL 2019 - 31 MARCH 2049	2020	2021	2022	2023	2024	2025
	£'s	£'s	£'s	£'s	£'s	£'s
CREDITORS - AMOUNTS DUE AFTER MORE THAN 1 YEAR						
Outstanding Loan Balance	-6,569,508	-14,038,103	-20,173,252	-19,465,638	-19,713,761	-19,282,510
Loan Fees	40,301	38,555	36,809	35,063	33,318	31,572
Deferred Income	-7,451,129	-8,912,320	-9,944,889	-9,827,529	-9,710,168	-9,592,807
CREDITORS - AMOUNTS DUE AFTER MORE THAN 1 YEAR	-13,980,336	-22,911,867	-30,081,332	-29,258,103	-29,390,611	-28,843,745
Provisions for liabilities						
Pension provisions						
Other provisions						
NET ASSETS TOTAL	8,966,501	9,300,191	9,481,199	9,868,988	9,822,385	9,876,537
Reserves						
Income and Expenditure Reserve	8,966,492	9,300,182	9,481,190	9,868,979	9,822,376	9,876,528
Stockholders Equity Total	9	9	9	9	9	9
TOTAL RESERVES	8,966,501	9,300,191	9,481,199	9,868,988	9,822,385	9,876,537
BALANCE SHEET CHECK	Balanced	Balanced	Balanced	Balanced	Balanced	Balanced

CONSOLIDATED STATEMENT OF CASH FLOW

VHA BUSINESS PLAN 2020 - 2025 | PLAN

PERIOD: 01 APRIL 2019 - 31 MARCH 2049	2020	2021	2022	2023	2024	2025
	£'s	£'s	£'s	£'s	£'s	£'s
Total Receipts	2,616,134	3,043,276	3,654,721	6,048,812	3,511,786	3,608,865
Total Payments	-1,440,622	-2,413,453	-2,540,798	-1,745,944	-1,654,649	-1,402,348
Cash Paid To Employees	-598,954	-610,933	-623,152	-635,615	-648,327	-661,294
Cash flow from Operating Activities	576,558	18,889	490,772	3,667,254	1,208,810	1,545,223
Provisions for tax						
Surplus for the year	576,558	18,889	490,772	3,667,254	1,208,810	1,545,223
Proceeds from sale of tangible assets						
Total Adjustments for invest or financing activities						
NET CASH GENERATED FROM OPERATING ACTIVITIES	576,558	18,889	490,772	3,667,254	1,208,810	1,545,223
Cash flow from investing activities						
Purchase of tangible fixed assets	-3,313,465	-8,870,151	-7,177,926	-2,178,165	-585,743	-191,835
Proceeds from sale of tangible fixed assets	345,000	115,000	115,000	115,000		
Grants received	105,000	1,554,000	1,128,720			
Interest Received (cash)	1,272	923	900	938	999	984
TOTAL CASH FLOW FROM INVESTING ACTIVITIES	-2,862,194	-7,200,229	-5,933,306	-2,062,227	-584,744	-190,851

PERIOD: 01 APRIL 2019 - 31 MARCH 2020	2020	2021	2022	2023	2024	2025
	£'s	£'s	£'s	£'s	£'s	£'s
Cash flow from financing activities						
Interest paid	-244,025	-311,440	-692,615	-817,810	-899,512	-903,664
New secured loans	2,325,000	2,175,000				
Capital Repayments	-206,150	-214,850	-220,850	-225,884	-414,882	-430,123
LOAN WORKING CAPITAL MOVEMENTS						
Loan Working Capital Drawdowns		5,926,288	7,271,556	1,610,954	1,000,000	1,200,000
Loan Working Capital Repayments		-417,843	-915,557	-2,092,684	-336,995	-1,201,128
TOTAL CASH FLOW FROM FINANCING ACTIVITIES	1,874,825	7,157,155	5,442,534	-1,525,424	-651,389	-1,334,915
Cash & cash equivalents at the beginning of year	934,996	524,185	500,000	500,000	579,602	552,280
Net Change in Cash & cash equivalents	-410,811	-24,185	0	79,602	-27,322	19,457
CASH & CASH EQUIVALENTS AT THE END OF YEAR	524,185	500,000	500,000	579,602	552,280	571,737

PROJECTED NEW HOMES PROGRAMME 2020 - 2025

- Site at Bouldnor, Yarmouth
13 no. two and three bedroomed houses for rent, (including 4 shared ownership)
- Ash Lane, Gunville, Newport
16 one, two and three-bedroomed homes for rent (including 2 shared ownership)
- Alvington Manor View, Newport
10 two bedroomed houses (including 4 shared ownership)
- Elm Lane, Calbourne
11 two and three-bed houses
- Blanchards, Brighstone
14 one, two and three-bed homes
- Branstone Farm, Arreton
46 one, two and three bed homes
- Upton Road, Ryde
40 two and three-bed houses
- Other sites in negotiation
14 various units



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