



WITTON LODGE
COMMUNITY ASSOCIATION

JUNE
2016

STRATEGIC BUSINESS PLAN 2020



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1 Introduction to our Strategic Business Plan

1.1 Witton Lodge Community Association

Witton Lodge Community Association (WLCA) was formed in 1994 to oversee the redevelopment of the Perry Common Estate. Perry Common is a defined geographical area of around 1 km² situated north of Birmingham within Erdington Constituency and Kingstanding Ward. It is home to approximately 2,250 people (*Research by University of Birmingham for Witton Lodge Community Association 2016*) predominantly of white British origin but with an increasing diversity of people from other origins. The area falls within the top 9% of the most deprived neighbourhoods in the Indices of Multiple Deprivation.

As a Community Association, WLCA champions the development of Perry Common as a thriving neighbourhood community. It works in partnership with a wide range of public and voluntary sector agencies to improve opportunities, services and facilities for local people. Local, city-wide and national stakeholder partners include Birmingham Better Care, Birmingham City Council, Birmingham Social Housing Partnership, Birmingham University, Castle Vale Tenants and Residents Association, Department for Work and Pensions, Forest Schools Birmingham, Glendale Services, Great Health Care, Jobcentre Plus, Lisieux Trust, Locality, Locality West Mids Consortium, North Birmingham Academy, People Plus, Pioneer Group, St Martin's Church, Storywood School, The Net, University of Birmingham, Urban Devotion, West Midlands Police and Wilson Stuart School.

The previous Strategic Plan covered the period 2012-15, during which we achieved significant milestones including insourcing the housing management function from the Council and recruiting a new housing team; developing a further 20 homes; creating the Flourishing Community programme and recruiting a delivery team that is supporting hundreds of local residents; establishing Perry Common Community Hall as a thriving community hub; forging new partnerships, gaining accreditation and winning a number of awards. In 2016, driven by the passion and commitment of our Directors, Staff and Volunteers, we manage 187 homes and deliver a wide-ranging programme of community-led services and activities from an asset base of circa £13m.



This Strategic Business Plan sets out our aims for the period to 2020 - a period in which we will work at greater depth with residents in our priority neighbourhoods and use our experience and expertise in community-led initiatives to support residents and communities across a wider area (see Section 1.2.4 below). This is a Plan for consolidation in our core housing services and growth across our whole work programme, supported by our secure capital base, strong partner relationships and a history of enabling positive change and sustainable community-led initiatives. In the period to 2020 we will

- extend our housing offer and find ways to offer more affordable homes locally
- develop additional community facilities, activities and services

- extend our Flourishing Communities programme to support health and wellbeing, champion environmental initiatives and support residents into work, training or enterprise
- further develop local leadership, working collaboratively and in partnership, and continue our own development as a capable, imaginative, values-led organisation delivering excellent community-led services and solutions.

1.2 Our Vision, Mission, and Values

1.2.1 Our Vision

Our Vision for 2020 is:

A thriving, vibrant community and a well-cared for environment where residents are happy and healthy, learning, playing and prospering together.

This vision guides our work for the next four years.

1.2.2 Our Mission

Witton Lodge Community Association champions community-led solutions to build a flourishing community to be proud of; and provides homes, facilities and services that enhance the quality of life.

1.2.3 Our Values

The Association's values run through every aspect of our work and every decision and commitment we make. Our values are:

Community
Excellent service
Accountability
Inclusivity
Caring
Respect Honesty Transparency Fairness Professionalism Fun

They are embodied in the following key principles through which we work and which are embedded into this Plan.

KEY PRINCIPLES AND BEHAVIOURS EMBEDDED IN WLCA BUSINESS PLAN

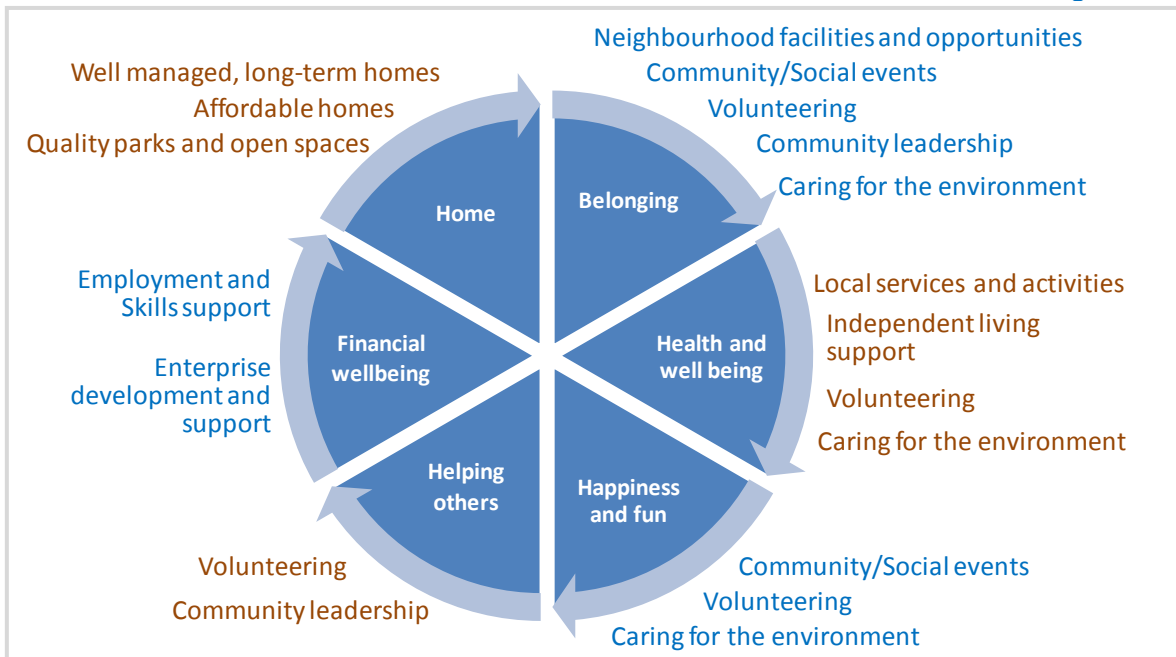
Key Principles	Principle Description	Principle Behaviour In practice how will we take action on these?
Community-led	We're an Association of and for local people. Everything we do, now and in the future, will benefit people and places in our priority neighbourhoods. We aim to utilise the full breadth of our community's strengths, capabilities and aspiration in all aspects of our work.	<ul style="list-style-type: none"> • Learn about people's goals, aspirations and experiences and link into opportunities. • Provide a gateway for people to become the lasting change and difference they desire in their communities. • Ensure our volunteering pathways put local people in the lead across the community and organisation.
Investing in what's important	When a need or an aspiration is identified in our community to improve lives and make things better, we will invest in community-led action to find solutions and secure additional resources if needed.	<ul style="list-style-type: none"> • Work with our communities to skill up, develop capacity and explore how best issues important to them are progressed. • Identify resources to develop capacity with communities to realise their aspiration and prioritise.
Inspired by our community	Local people are the inspiration and source of our ideas, activities and services. We will always design and develop activities and services with the people who will experience them, ensuring very local access, an approach they're happy with and excellent, outcome-focused delivery.	<ul style="list-style-type: none"> • We will listen, respond to and work with local people to develop required local services. • Local people's feedback and scrutiny are integral to service improvement and renewal. • Service quality and standards are set with local people.
Collaboration	We work collaboratively whenever we can with those who share our ambitions and values.	<ul style="list-style-type: none"> • The purpose and outcomes from our delivery partnerships and collaborations are defined • Ensure the right people are involved at the right time, navigating internal politics with skills • Bring together people with complementary skills, interests and viewpoints, ensuring the work benefits from diverse input.
Diversity and inclusion	Everything we do reflects the diversity of the communities we serve. We will invite every part of our community to engage with us and reach out to those who don't.	<ul style="list-style-type: none"> • As an inclusive organisation we will monitor all our activities and core functions to ensure they reflect the communities we serve. • We will encourage open dialogue on diversity and share personal experiences and learnings. • Seek market opportunities in diversity. • See differences in people as valuable and potential assets
Continually learning and improving	We will learn from our experiences and the people we work with, and find new opportunities to continually improve what we do and how we do it. We aim to share what we learn as widely as we can so more people can benefit from that learning.	<ul style="list-style-type: none"> • We will evaluate the impact and learning of our work and share with our community and sector. • We will learning from best practice from within and outside our sector to provide excellent services. • Innovating and making improvements based on self-reflection and feedback.

These principles and our values are embedded in our planning, management and HR processes. We manage through them to achieve our mission for residents.

1.2.4 Our Remit and Reach

Witton Lodge Community Association’s foundation was laid in the provision of housing in Perry Common. Our work with the community today is far more wide ranging. For some people we provide homes for rent, for others we’re a host for community-based activity that creates a sense of belonging in a community that cares about people. We help people connect with opportunities to live a healthier lifestyle, have a wider social life and take on a voluntary role in the community. We help people develop their skills and get into work or training, and increasingly we help them find their entrepreneurial spirit. As shown in Figure 1 below, in almost every aspect of life a local resident can find an opportunity within their Community Association.

Figure 1



The full extent of our work is presented in Sections 2, 3 and 4 of this Strategic Business Plan. We manage that work under the three themes in Figure 2:

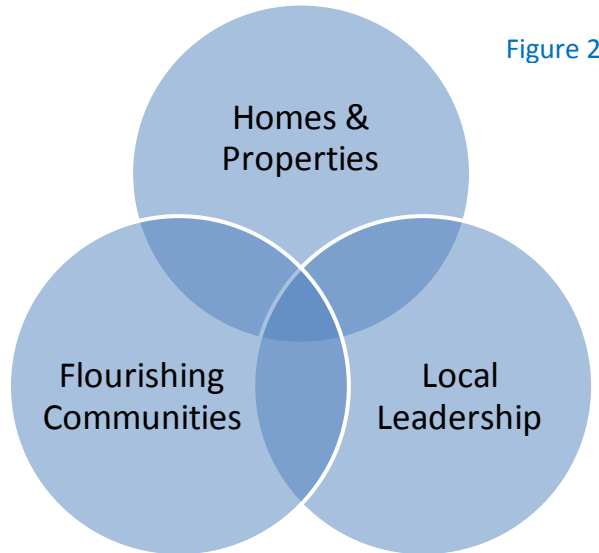


Figure 2

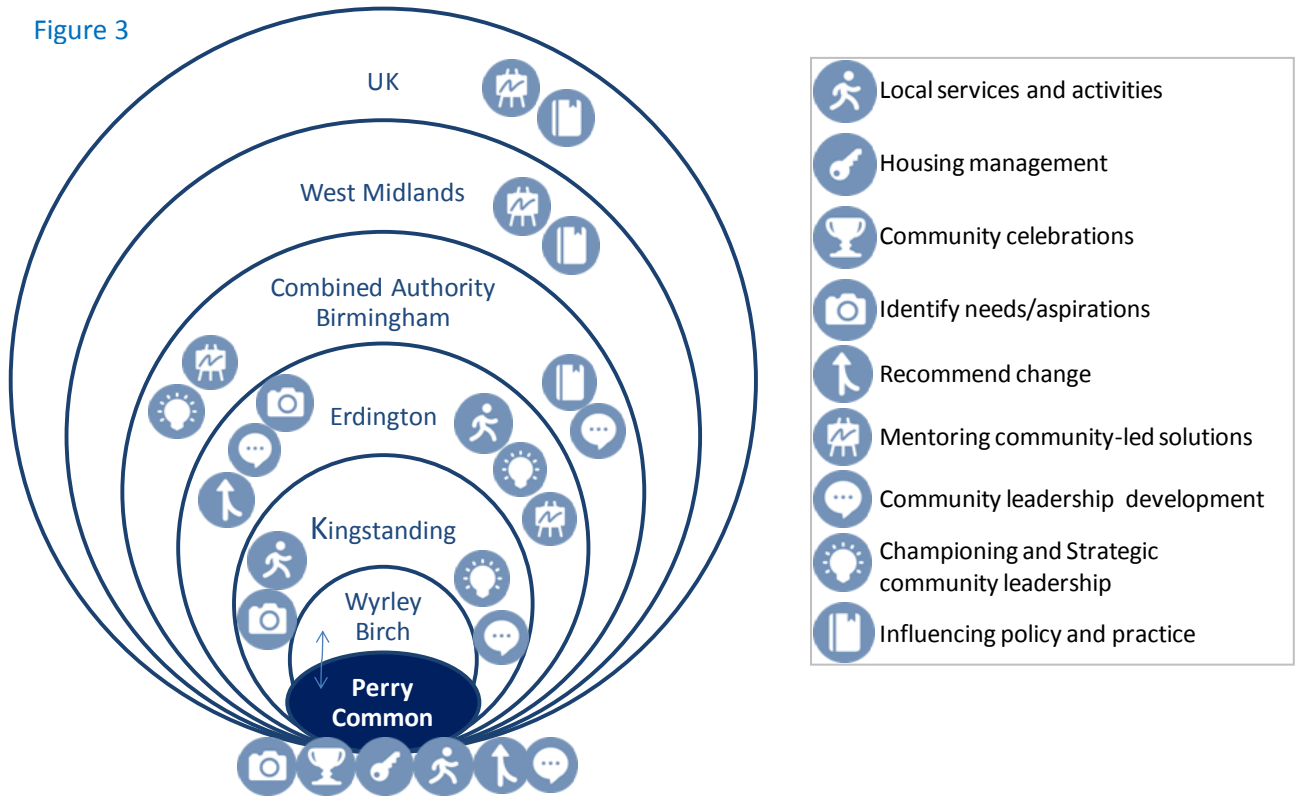
The Association is a registered charity (Registered No. 1039005) whose charitable area of benefit encompasses Kingstanding Ward. With our roots in the Perry Common community, today we also work more widely with other communities where we can have an impact. For this we’ve established a company group structure around our charitable core which is explored further in Section 5.4 of this Plan.

Our work as a Community Association has had tangible benefits over the past 22 years and the impact of that work in Perry Common is clear. Through increasing contact and conversations with residents in our neighbouring community of Wyrley Birch, we’ve recognised the natural synergies, common needs and aspirations voiced by those who live there and we’re committed to working with our neighbouring community throughout the period of this Plan. We consider Perry Common and Wyrley Birch as our Priority Neighbourhoods. Wyrley Birch is a community of circa 1,600 people, around half of whom are of white British origin. This community experiences greater levels of deprivation than Perry Common on most indicators.



We work with residents and stakeholders in a variety of ways, shown in Figure 3 below. Beyond our frontline housing management role and our work enabling and delivering local services and activities and supporting community celebrations, we increasingly work strategically with partners and residents to identify community needs and aspirations and then facilitate activities to enable change. Our Directors, Staff and Volunteers champion community-led initiatives and solutions, sharing their experience and history to mentor and support the community leadership ambitions of residents in other areas. This work happens across Birmingham and increasingly across the West Midlands and nationally.

Figure 3



The benefits of working more widely across Birmingham and the UK are clear to us. It:

- Challenges us to improve the development and delivery of activities locally
- Helps us discover new ideas and ways of thinking
- Unlocks potential new resources
- Enables us to pilot innovative approaches to benefit our priority neighbourhoods
- Offers economies of scale and scope e.g. cost sharing, skills sharing, access to larger contracts/frameworks.

When we work more widely we have clear expectations of the benefits it will bring to our priority neighbourhoods.

1.3 Our Strategic Business Plan to 2020

This Strategic Business Plan to 2020 provides a strategic framework and direction for our work in the next 4 years. It defines high level outcomes that we'll work towards, in partnership with residents and stakeholders. It sets out high level objectives to achieve by 2020, or before, to realise these outcomes.

The Plan will guide our established Annual Business Planning process, the result of which is a prioritised, costed, timed, risk assessed annual delivery plan, adopted and monitored by the Board and implemented by our Staff team (see Section 5.8). It is designed to afford flexibility in our approach to achieving our 2020 outcomes and objectives. If an opportunity or risk arises we have the ability under the Strategic Business Plan to respond to it.



The Plan identifies the resources and risks likely to be involved in the strategies we adopt, and highlights where these should be evaluated in our Annual Business Planning. It is structured according to our 3 headline themes

- Homes & Properties
- Flourishing Communities
- Local Leadership

and sub-themes under these.

1.3.1 Organisational developments which support this Plan

This is a Plan for consolidation in our core housing services and for growth across our whole work programme. In addition to specific resourcing of planned initiatives like the Witton Lakes Eco Hub (see Section 3.3) or the Enterprise Hub for Erdington (see Section 3.5) the organisational resources required to support our Plan include:

- Growth in our staff team to enable us to achieve greater reach into our priority neighbourhoods and support growth in our housing stock
- Growth in our volunteers team to enable the delivery of new locally-led services and activities
- Additional sites from which our staff and volunteers can work to deliver our plans
- Technology which enables
 - staff and volunteers to work in the community and deliver services supported by online access to information, systems and processes
 - our organisation to understand our involvement with residents and tenants across our work programmes
 - our organisation to track and report resident satisfaction with and the social, economic and environmental impact of our work.

Our Annual Business Planning will include scoping and resourcing of these key organisational developments.

1.3.2 Our approach to managing opportunity and risk

Our Plan enables us to be flexible in achieving our 2020 outcomes and objectives. We have a well developed approach to assessing opportunities as they arise. We test the feasibility and viability of projects, initiatives or services and assess the implications and risks of these on our current work, our assets and liabilities, our charitable status, our reputation and our ability to achieve our objectives.

We secure the resources to achieve those objectives either from external sources - local fundraising, bidding for funds from trusts and other funders, contract-based revenues, collaborative funding or contracting efforts - or from our own reserves where we decide to provide seed investment in a new initiative which offers the potential to deliver tangible benefits to the community.

Our risk management process considers the likelihood of risk occurring and how serious the impact would be if that risk were to actually happen. We recognise that risk is dynamic and may increase or decrease at different times in a development, and therefore we review risk before and during the implementation of our delivery plans. Through this Strategic Business Plan we will manage the number of concurrent initiatives assessed to be high risk and phase our implementation of these to ensure a balance of high, medium and low risk initiatives at any one time. We will also spread risk across our company group structure, ensuring that we meet our charitable governance and stakeholder accountability obligations, using an approach that sees that our charitable core undertaking initiatives of low or medium risk, while our Community Interest Company (CIC) and Limited Company undertake higher risk developments.



1.3.3 How our Plan was developed

Our Strategic Business Plan was developed through the collaborative work of our Directors and Staff team, and with valuable input from our residents, volunteers and stakeholders. The Directors wish to recognise and thank everyone who contributed to the development of an inspiring Plan for the Association to 2020.

2 Homes and Assets

The Association owns and manages 187 homes in Perry Common including a 40 apartment residential Extra Care facility, Sycamore Court. We are a non registered social landlord. Our housing stock and the reserves we hold to maintain the condition of our homes are the Association's main assets. We retain a secure capital base.



We operate a 30 year Investment Plan informed by our Stock Condition Survey. The Investment Plan ensures that we meet our responsibility to tenants to maintain good quality homes, and maintains the asset value of our housing stock. With rents from housing the principle source of the Association's unrestricted income, our financial sustainability is dependent on our ability to collect rents and other income from housing and property. Managing, maintaining and repairing our housing stock is the major source of our annual expenditure.

In 2014 we successfully brought in-house our housing management services, previously provided on an outsourced basis by Birmingham City Council. From 2015/16 we began managing the choice of personalised Extra Care Services for tenants of Sycamore Court. In the period to 2020, we will consolidate our housing management and tenant engagement in Perry Common, and seek to extend our housing offer to enable existing and future tenants to live well, put down roots in the local area and be active in the community.

2.1 Why we're taking action

The delivery of excellent housing management services, active rent collection and the management of rent arrears and bad debt remains an ongoing priority under this Plan. Providing homes is one of our principle activities however, as a Community Association, housing provision is also a primary means of supporting people to live well and get involved in their community.



Perry Common is increasingly recognised as a good place to live. The *Perry Common Neighbourhood Survey 2013* suggested that local residents think of Perry Common as a safe, well maintained community with clean streets, green spaces and a good choice of housing. The Association works actively to maintain individual relationships with our tenants through which we can engage them as families in wider discussions, such as choosing a healthy lifestyle or getting into work, education or training. We also work with the community to develop sustainable community assets, such as Perry Common Community Hall and the Witton Lakes Eco Hub, through which local facilities, services and activities are available to all.

Beyond this the Association recognises that, as members of the community, our existing tenants' housing needs and aspirations will change over time, as families grow, as children leave home and want to find a home in the local area, as older people may want to down-size their home and remain part of the community.

Birmingham's *Strategic Housing Market Assessment 2012* (revised January 2013, Roger Tym & Partners) concluded that 54.9% (30,339 households) in Birmingham are unable to afford market housing, and 20.8% of households are in unsuitable housing. Our own housing waiting list and housing allocations profile confirm that while some households meet our criteria for social housing, many more do not and may be financially excluded from the local housing market. Low wage growth in the wider economy and continued uncertainty over the impact of government Welfare Reform on family budgets compounds the problem. This means that an opportunity is missed to enrich the local community through the diversity of people able to move into the area. The problem is not unique to Birmingham and we believe that our approach and capability in successfully developing and managing community-led housing can benefit communities across the City and more widely.

2.2 Quality, long-term homes



Between 2016 and 2020, we will work with our existing and future tenants and their families to ensure they have homes which meet our own high standards of quality, and that we are planning for their long-term housing needs and goals. We will embed our approach to housing management and tenant engagement, and will increase the number of homes in Perry Common under our management. We will manage our housing-related finances within externally benchmarked standards.

To meet our aim of an engaged and flourishing community and to enable existing and future tenants to live in quality,

long-term homes we have set ourselves the following strategic outcomes and high level objectives.

Strategic Outcome 1	Our 2020 Objectives
<p>Tenants in our priority neighbourhoods live in good quality well managed homes, act to improve their quality of life and have pride in where they live, while the revenues from people's homes support the Association's ability to deliver and develop excellent services and facilities in the community and stay financial sustainability</p>	<ol style="list-style-type: none"> 1. To provide consistently good quality and value for money housing management services across all housing management functions and effectively manage income collection and arrears to achieve benchmarked upper quartile performance against our peer organisations 2. To make effective use of mobile technologies in the delivery of our housing management services and take an holistic approach to tenant engagement and management 3. To take on the management of homes in Perry Common owned by other landlords and invest in their internal and external refurbishment to improve the quality and visual appeal of local homes and streets

Strategic Outcome 2	Our 2020 Objectives
Existing and future tenants are able make a long-term home in our priority neighbourhoods	To base the Associations' future strategic housing management and development plans on a robust understanding of our tenant's medium- to long-term housing needs and aspirations and the needs and aspirations of people seeking to move to the area

2.2.1 How we'll take action

We have an experienced Homes & Properties Team that works closely with our Flourishing Communities Team, Board Directors with specific expertise, interests and experience in community-led housing and its financing, and core management functions and systems through which we manage our housing services to defined service levels. We have a good relationship with our tenants, supported by a Tenants Forum, and an approach that makes it clear that our support for them goes beyond that of a traditional landlord.



To achieve our 2020 Objectives for quality, long-term homes we'll build on our existing capabilities in the following ways.

1. Negotiate with partner providers of housing in Perry Common to enable the migration of properties in their ownership to come under the Association's management, so increasing the housing stock under our management
2. Establish a Housing Improvement Plan for the period, with specific timed objectives for improving the performance of specific housing functions within our services, systems and processes
3. Introduce a new varied tenant engagement and involvement programme, working closely with our Flourishing Communities Team and partners, through which we'll deepen our individual relationships with tenant families and help them connect with opportunities, activities and events in Perry Common and elsewhere. Actively promoting local opportunities to our tenant families and track their uptake to inform future conversations with them
4. Develop enhanced tenant profiling and Housing Needs Assessments, and analyse collective housing needs to better plan our long term housing investment
5. Adopt mobile technologies and invest in online service and activities booking facilities to support our day to day tenant interactions.

2.2.2 Resources and Risks

The extension of our housing offer to 2020 requires investment in the following measures.

1. A comprehensive business case for the migration of partner owned properties into Association management
2. Loan finance, quantified through the business case, for the upgrade of properties coming under Association management
3. Additional staff resource, currently envisaged as one additional full time post financed through increased rental income, to support an extended housing portfolio and tenant relationships
4. Mobile technologies, online booking and customer servicing facilities, e.g. service requests and customer service responses, and back office management systems to manage and track online transactions
5. Project management and staff training and development to support the adoption of new technologies
6. Marketing of opportunities for housing and community-based services and activities to tenants.

Each of these measures will be costed and scheduled through our Annual Business Planning process. The Association's Board will also determine the most appropriate company vehicle within our group structure to take on the assets and liabilities associated with the increase of homes under our management.

Potential strategic and operational risks inherent in this development will be assessed prior to implementation. Through the development of this Plan, we have identified the following key risks for attention.



- A. The cost to refurbish properties migrated to our management outweighs the required payback period and invalidates the investment case
- B. The potential dilution of management focus and staff team capacity to maintain active tenant relationships is limited
- C. The selection and implementation of technology across housing management and wider Association activities.

We will work creatively and flexibility to identify means of managing and addressing these risks and others associated with the operational development of our housing services.

2.3 Affordable homes

We know that some families and individuals are financially excluded from the local housing market and we recognise the consequences of this on these households and on our community. We are recognised for our expertise in and advocacy for community-led housing, whether social or affordable housing. We use our 20 years experience of co-designing, co-developing and managing social housing to influence how local communities and individual neighbourhoods are planned and supported.



We want to help people access an affordable home to live in, whether that's a home under our management or a home provided by another organisation interested, like us, in creating flourishing communities. In Perry Common we want to offer a mix of tenures to people, for example first time homeowners or single people, and others financially excluded from the local housing market. We have therefore set ourselves the following strategic outcomes and high level objectives.

Strategic Outcome 3	Our 2020 Objectives
<p>More people in our priority neighbourhoods can access affordable homes and support a diverse and thriving community</p>	<ol style="list-style-type: none"> 1. We understand the feasibility and implications of introducing additional tenure options including a Market Rent Model 2. Over 200 homes are owned and managed by WLCA through mixed tenure options available to people who may be financially excluded from the housing market 3. We understand the feasibility of developing affordable homes in Wyrley Birch and, if viable, progress towards development

2.3.1 How we'll take action

Using our housing and asset management expertise and experience, and by learning from other organisations, like Stockland Green Housing Trust, who offer different forms of housing tenure we will:

1. Assess the feasibility of and opportunities for acquiring or developing additional properties in Perry Common and Wyrley Birch to be offered as market housing to those who don't meet our criteria for social housing. For example we'll assess the feasibility and opportunity to purchase properties and head leases that come on to the open market.
2. Access expertise in asset appraisal and property acquisition from others in our sector that have developed mixed tenure housing offers

3. Access finance to acquire and/or develop properties once the feasibility and business case is understood
4. Work with partners in Birmingham, the Locality West Midlands Consortium and others to champion the approach and benefits of community-led housing.

2.3.2 Resources and Risks

The growth of our housing portfolio to enable us to provide more affordable homes requires the following measures.

1. A framework to assess the feasibility and affordability of property/head lease acquisition and/or the opportunity for new development.
2. Land for development if feasibility is proven
3. Loan finance for resulting acquisitions or development
4. Review of our housing management arrangements to accommodate mixed tenure housing e.g. maintenance contract management, tenancy agreement implications, financial administration across our company group structure, tenant allocation and engagement priorities.

Each of these measures will be costed and scheduled through our Annual Business Planning process. Our Board will determine the most appropriate company vehicle within our group structure to take on the assets and liabilities associated with the increase of our housing stock.

Potential strategic and operational risks inherent in this development will be assessed prior to implementation. Through the development of this Plan, we have identified the following key risks for attention.

- A. Loan affordability given the scale and timing of property or head lease purchases
- B. Loan timescales given the acquisition of property/head leases from the open market
- C. Availability of land for development
- D. Managing tenant relationships and expectations differently between social and market housing clients.

We will draw on our housing sector experience and expertise and that of others in our sector to help us respond to these risks.

2.4 Additional Community Facilities

Long-term research and our practical day to day experience of working in communities tells us that community-owned and-led assets, whether buildings, facilities or green spaces enable change for the better. They provide opportunities for people to work and learn together, to socialise and spend time together, to develop interests and projects that are important to them.



More
community-
led assets

We want to work in partnership with communities and organisations to bring more places and spaces into community ownership. We have set ourselves the following strategic outcome and high level objective.

Strategic Outcome 4	Our 2020 Objective
Additional community facilities are developed through community-led action in Wyrley Birch and other neighbourhoods	To agree plans for 2 new asset transfers in our priority neighbourhoods as a basis for new community-led facilities

2.4.1 How we'll take action

Using our previous experience of asset transfers, Perry Common Community Hall and Witton Lakes Eco Hub, and community support for the development of under-utilised sites in public ownership we will:

1. Work with strategic and local partners to identify under-utilised sites in public ownership in Perry Common and Wyrley Birch
2. Work with local residents to identify opportunities and preferred options for the use and sustainability of these sites once in community-ownership
3. Support asset transfer arrangements in Perry Common/Wyrley Birch and other communities where our experience and expertise can support the process

2.4.2 Resources and Risks

To bring more places and spaces into community ownership assumes the availability of sites in our communities that are not earmarked for other priorities or uses. It will require:

1. Under-utilised and unassigned sites in public ownership to be confirmed as candidates for asset transfer by the local authority
2. Community engagement around the future use and sustainability of sites brought into community ownership

3. Feasibility and funding assessments of these sites to confirm the business case for their development
4. Fund-raising from appropriate external sources to support future development.

Locally-led developments such as this are well within the Association's capability and experience, and consequently the key risks associated with them are well understood, as

A. Sites not approved for asset transfer

B. Funding availability for asset development

which will be managed flexibly and creatively to realise our strategic outcome.



3 Flourishing Communities

Our Flourishing Communities Programme was a key innovation in our 2012-2015 Business Plan. Through the formation of our Flourishing Communities Team, which has formed strong close links with local residents and partner organisations, and a variety of successful fund-raising measures, most notably our strategic Big Lottery Reaching Communities award secured for 3 years in 2015, we deliver a wide ranging programme of services, activities and facilities in Perry Common and across Erdington District and are well-placed to realise the strategic outcomes of our 2020 Plan.

With a continued focus to 2020 on

- Health & Wellbeing initiatives
- Environmental initiatives
- Employment and skills support

we also plan to increase our focus on **Enterprise and Economic development** in the community, and to lead by our own example in this area.



3.1 Why we're taking action

Wider statistical analysis and specific research carried out for the Association by Birmingham University in 2015/16 confirms that the communities of Perry Common and Wyrley Birch remain amongst some of the most deprived in Birmingham. Unemployment is higher in both areas than the Birmingham and Erdington average, particularly for older (55+) men, and although overall unemployment rates in Perry Common have remained stable in recent years, those in Wyrley Birch have worsened. There are lower than average levels of self-employment and few people are in professional, therefore higher earning, occupations.

Educational attainment at GCSE is below the City average, with access to A level studies particularly low in Wyrley Birch and amongst boys in both areas. The proportion of young people under 24 who are not in education, employment or training remains a focus of our attention. People are living longer, and new communities are moving into our neighbourhoods. People experience above average rates of long term illness, mental health related hospital admissions and higher mortality rates amongst those with mental health problems.

Public services, and particularly neighbourhood based services, have been and continue to be withdrawn or devolved to local communities. We see this as a threat, as the safety net of public services is withdrawn, and an opportunity to work with local people to develop and deliver services and facilities that best meet their immediate needs now as well as to advance their aspirations for the future.

3.2 Health & Wellbeing

When people take action to improve their own health and wellbeing, they experience less ill health and isolation, they live longer and are more likely to want to contribute to the wellbeing of others in their community.

We want everyone in our community to find ways to live well, stay healthy and get involved in community life. However we also want to focus attention on people with particular needs including

- People with a specific health condition or disability
- Older people living in isolation
- Families with young children (early years and Key Stage 1)

Live well, get involved, volunteer!

Volunteers play a key role in helping friends and neighbours to connect with opportunities for health and wellbeing. With almost 50 volunteers involved in our work today, we want to increase the diversity and number of opportunities available for people to volunteer with and through their Community Association and increase the number of people who volunteer through us for the benefit of the community over the period.



To support our ongoing commitment to working with local people to improve lives and increase wellbeing, we have set ourselves the following strategic outcomes and high level objectives.

Strategic Outcome 5	Our 2020 Objectives
<p>Residents in our priority neighbourhoods take positive action to live well, stay healthy, active and independent; get involved in activities that improve wellbeing and build relationships; and volunteer their time to help others to do the same</p>	<ol style="list-style-type: none"> 1. Residents in our priority neighbourhoods regularly access opportunities to improve their long-term health and wellbeing through locally available non-medical care, services and activities 2. Residents, working with their Community Association and partners, volunteer to enable everyone in our priority neighbourhoods to celebrate community life, diversity, local history and future aspirations for people and place 3. Perry Common Community Hall is local people's preferred place for community learning, social and celebratory events, known as the preferred venue for high profile community events in Erdington and North Birmingham, and is financially self-sustaining

For residents with a disability or limiting long-term health condition, we have set ourselves the following strategic outcomes and high level objectives.

Strategic Outcome 6	Our 2020 Objectives
<p>Residents with a disability or limiting long-term health condition who want to live independently in our priority neighbourhoods are fully supported to do so through local services</p>	<ol style="list-style-type: none"> 1. Sycamore Court is the preferred source of independent living support for people living with a disability or limiting long-term health condition in Kingstanding 2. The feasibility of supporting older Kingstanding residents, recently out of hospital, to return to independent living has been tested through the pilot of a Re-ablement Facility at Sycamore Court, in partnership with local NHS services

3.2.1 How we'll take action

The foundations for our Health & Wellbeing work are well established and are complemented by our Environmental Initiatives programme. Local people are active supporters and participants in activities and events that enhance health, wellbeing, relationships and community action. We have a skilled and resourceful Flourishing Communities Team, recently enhanced through the creation of a Wellbeing Coordinator role. We have good relationships with residents who access our services, activities and facilities, and who are happy to recommend them to friends and neighbours. We have mutually supportive working relationships with local partner organisations, local commissioners and strategic funders. Local Community Life events, like the annual Spring into Spring event, are well known in the area and well supported by local partners.



We have extensive experience of working with local residents to develop services and activities that they want to use, adopting a Social Prescribing approach to managing health and wellbeing before the term was widely used. In the period to 2020 we will:

1. Work with local residents, and particularly with older residents, to design and plan a social prescribing offer for people across our priority neighbourhoods
2. Work with local health and social care providers to ensure residents who access NHS services are referred for social prescription when its appropriate
3. Promote community based wellbeing activities and independent living support as an alternative to visiting the GP or A&E and recruit local volunteers to take on wellbeing support roles e.g. community-based Health Champions, Befrienders, Independent Living Advocates

4. Work collaboratively with tenants of Sycamore Court, care providers and NHS services to design and implement sustainably financed Independent Living Services and facilities at Sycamore Court, to develop a referral network of additional specialist local services for people who want to live independently and to pilot a Re-ablement Facility at Sycamore Court
5. Work with residents from all parts of the community to extend Community Life events into a year round programme of both large and small scale events which reflect the diversity of the community and which are increasingly led by local volunteers supported by their Community Association and partners
6. Increase the use of Perry Common Community Hall for community-based services and activities, ensure high levels of satisfaction with its facilities and increase its profile as a venue of choice for high profile events.

3.2.2 Resources and Risks

To extend our Health & Wellbeing programme will require:

1. Holistic planning and management of our Annual Business Plan activities to ensure Association and local partner services, activities and events are coordinated, make full use of local facilities like Perry Common Community Hall and are visible to local residents
2. Implementation of our 1 year Wellbeing Coordinator pilot and subsequent resourcing of our social prescribing programme
3. Planning for the sensitive transition of Sycamore Court to incorporate an Independent Living Hub and associated Independent Living team, including a financing and sustainability plan for refurbishments and new facilities
4. Volunteering recruitment and management to support our social prescribing and Community Life events programmes
5. Focused marketing and engagement to attract residents who reflect the wide diversity of our communities both to volunteer and participate in events and programmes
6. Focused local and city-wide marketing of Perry Common Community Hall and its facilities
7. Online booking and customer servicing facilities for community based services, activities and events, e.g. event bookings, and back office management systems to manage and track online transactions
8. Fund-raising for an additional large scale annual event within the Community Life programme



Each of these measures will be costed and scheduled through our Annual Business Planning process.

Potential strategic and operational risks inherent in our Health & Wellbeing programme will be assessed prior to implementation. Through the development of this Plan, we have identified the following key risks for attention.

- A. Insufficient endorsement of social prescribing as a model within local NHS services to ensure people are referred to community based wellbeing options when they attend their GP or local A&E service.
- B. Plans for the transition of Sycamore Court to incorporate an Independent Live Hub are either: not financially viable or create a range of negative impacts for residents who live at Sycamore Court or in the surrounding area; are rejected by Sycamore Court tenants

These risks will be re-assessed during the development of our Annual Business Plan.

3.3 Environmental Initiatives

Getting active outdoors by taking part in environmental initiatives remains a central theme within our Plan to 2020. Initiatives developed under our 2012-2015 Business Plan are being fully realised and, while creating opportunities for everyone in our community, will particularly seek to work in this area with

- Local volunteers
- School age children (Key stage 1-4)
- Local schools, both primary and secondary
- Community groups
- People who use and enjoy our local parks.



We have set ourselves the following strategic outcomes and high level objectives.

Strategic Outcome 7	Our 2020 Objectives
<p>Residents in our priority neighbourhoods treasure their outdoor green spaces, work with others in their community to care for their local environment and learn from it, and choose new ways to live more sustainably</p>	<ol style="list-style-type: none"> 1. A sustainable community-led Eco Hub for North Birmingham at Witton Lakes Park offers learning and wellbeing opportunities, skills and enterprise opportunities, and opportunity for local people to work and socialise together for their own wellbeing and the benefit of the community 2. Local people have community stewardship of local green spaces in Kingstanding and Stockland Green as places that are well-used and managed for wellbeing 3. Residents and schools in our priority neighbourhoods work with their Community Association to develop ideas and run activities which care for the local environment and improve wellbeing

3.3.1 How we'll take action

The path to realise our 2020 outcomes and objectives is already well laid. Local people are leading and volunteering in a range of local groups interested in caring for and improving the environment. Local partnerships supporting community-led environmental initiatives are established. Our Flourishing Communities Team has active relationships with residents in both Perry Common and Wyrley Birch. Residents have been wholeheartedly involved in events and activities in Perry Common and at Witton Lakes Park and the Velvet Community Orchard. A fully developed activities programme involves local schools and other local partner organisations.



We have leased the Cottage and Compound at Witton Lakes, our second asset transfer, and developed a business plan to transform it into an Eco Hub for North Birmingham. We are a partner in and active supporter of the Urban Wellbeing Parks initiative across North Birmingham, a community partnership initiative involving seven parks. Wellbeing is an integral outcome of our Environmental Initiatives programme, which supports and is complemented by our Health & Wellbeing programme. In the period to 2020 we will:

1. Resource and implement a Witton Lakes Eco Hub Business Plan
2. Implement the Urban Wellbeing Park Operational Plan, finalised in 2016 in partnership with communities and agency partners
3. Continue to support residents and work in partnership with local schools and pupils on environmental projects and initiatives that they want to pursue, e.g. Gardening Clubs
4. Support more residents in Perry Common and Wyrley Birch to lead and volunteer within local environmental initiatives
5. Be open to proposals for new environmental projects and initiatives identified by residents.

3.3.2 Resources and Risks

To implement our plans to 2020 will require:

1. External funding for site and programme development identified in the Witton Lakes Eco Hub Business Plan
2. External funding identified in the Urban Wellbeing Parks Operational Plan to support the operation of Friends Groups
3. Further community engagement and volunteer recruitment for environmental initiatives supported by our Flourishing Communities Team
4. Marketing of activities and opportunities locally and across North Birmingham

Each of these measures will be re-costed and scheduled through our Annual Business Planning process.


Potential strategic and operational risks inherent in our Environmental Initiatives programme will be assessed prior to implementation. Through the development of this Plan, we have identified the following key risks for attention:

- A. Inability to raise funds for the Witton Lakes Eco Hub, which will also impact on the Urban Wellbeing Parks initiative
- B. Unanticipated issues with building refurbishment at the Witton Lakes Eco Hub

These risks will be re-assessed during the development of our Annual Business Plans.

3.4 Employment & Skills

8% of residents in Perry Common and 25% in Wyrley Birch are unemployed (*University of Birmingham 2016*), against the Birmingham average of 6%. 3% and 8% respectively are long term unemployed. More widely, unemployment rates for Kingstanding and Erdington are 7% and 6% respectively, with youth unemployment among Erdington constituency residents aged 18-24 at 3.3% (470 people) (*Erdington Economic & Employment profile, March 2015*).



Work, skills
and financial
wellbeing

A working life offers many benefits - an income and a measure of financial security, which enables choice in the way we live our lives, and beyond that a sense of purpose, identity, satisfaction in the work we do, social contact, self-esteem. Without work we are uncertain about the future, disconnected from society and varied social contact. When the Association thinks about local peoples' employment or unemployment, we think of the consequences and impact on their families and their health – mental and physical - as members of our community, and their hopes and aspirations for the future.



We believe every member of our community has a right to work. We want to support residents to develop the skills, capabilities and confidence to get into work, stay in work and progress in their working lives. We know that the seeds of success in working life are sown at school. School education isn't in our remit, however supporting young people to do well and develop positive attitudes and aspirations towards work is.

Our support in Employment and Skills is open to all residents and we will target support to

- Unemployed adults, with particular focus on older men (55+)
- Young people not in education, training or employment
- School age children, Key stage 3 and 4

We have set ourselves the following strategic outcomes and high level objectives.

Strategic Outcome 8	Our 2020 Objectives
<p>Residents in our priority neighbourhoods use their talents and improve their skills, get into long-term work and have confidence about their future finances and economic wellbeing</p>	<ol style="list-style-type: none"> 1. A WLCA-led sustainable integrated Employment and Skills Hub for Erdington offers intensive local support and accredited training to people seeking skills and work 2. Locally delivered community-led curriculum and soft skills learning support is offered to residents in our priority neighbourhoods who are in secondary and further education

3.4.1 How we'll take action

We are a well-established local provider of advice, support and access to skills for work. In 2015/16 we supported over 350 young people and over 30 adults to access a range of development, training and employability projects through the Erdington Works Exemplar, Destination Work, job shop at Perry Common Community Hall and outreach activity including jobs fairs. We currently facilitate the Erdington Works (Employment) Delivery Partnership. The quality and consistency of our advice services has been recognised through Matrix and PQASSO Accreditation. The support we offer has been through the delivery of public contracts for employment and skills support, the success of which has relied on our ability to engage local people, and particularly young people not in education, employment or training.



Employment and skills support is funded by government, local and national. The formation of the Birmingham Combined Authority is likely to change the funding landscape for employment and skills, and many other structural funds, once again. Our ambition is to enable locally available employment and skills support on a sustainable long term basis, and in a form that residents are happy to work with. We will support activity in local schools that promotes positive attitudes and aspirations for work. This will still mean securing public contracts for local delivery, and it will also mean innovating to access other forms of funding through partnership.

To realise our strategic outcome and 2020 objectives we will:

1. Continue to offer support and advice through which local residents achieve positive skills and work outcomes
2. Continue to offer local money advice and support to help people live within their means
3. Work with residents, partners and local employers to design and develop a sustainable and comprehensive employment and skills offer for local delivery through an integrated, partnership-based Employment and Skills Hub for Erdington
4. Work with local schools and residents to design and develop volunteer-led community based extra learning support for adults, in the form of tuition and mentoring, and for children in the form of tuition, homework support and mentoring.
5. Assess the short and medium term impact of our services and support in terms of residents wellbeing and satisfaction with services and outcomes
6. Develop our contract tendering and delivery capabilities, and add to our accreditations and qualifications, such that we act as prime contractor for a sector-based delivery consortium delivering community-led employment and skills support.

3.4.2 Resources and Risks

Our Flourishing Communities Team and existing contract delivery capabilities are the foundations from which to build an extended sustainable Employment and Skills offer.

To implement our plans to 2020 will require:

1. Seed finance for the community-led development of an Employment & Skills Hub model
2. Funding for employment and skills support through new or extended contracts and more flexible forms of funding to enable innovation in the design and delivery of community-led services
3. Staff team capacity to support community-based extra learning activities
4. Maintenance of Matrix and PQASSO Accreditations and the award of additional accreditations (Investors in People and Training accreditations)
5. Development of internal systems and processes, skills and knowledge to enable the Association to take on a prime contractor role
6. Extended marketing and engagement with clients and partners across Erdington and through the Locality West Midlands Consortium.

Each of these measures will be costed and scheduled through our Annual Business Planning process. Potential strategic and operational risks inherent in our Employment & Skills programme will be assessed prior to implementation.



3.5 Enterprise & Economic Development

The number of businesses in Birmingham in 2014 was circa 34,000 (*Erdington Economic & Employment profile, March 2015*). Almost 7% of these (circa 2,400) are based in Erdington Constituency, with the majority in the Retail and Leisure and Financial & Professional Services sectors. Perry Common and Wyrley Birch have low levels of self employment currently (5% and 4% of residents respectively) (*University of Birmingham 2016*), and we don't yet understand the rates of business ownership (other than on a self-employed basis) amongst residents in our priority neighbourhoods. Most people in Perry Common and Wyrley Birch are employed in retail, leisure services, the health and social work sector, the wider service sector (e.g. vehicle repair) or manufacturing (*University of Birmingham 2016*). The number of manufacturing jobs continues to decline.



Make your
own way
through
enterprise

Birmingham is and has always been a cauldron of enterprise and innovation. Around 5,000 new businesses were established in the City in 2014 – a higher rate than elsewhere in the West Midlands (*ONS Business Demography 2014*). Not every new business is a long term success however. New business survival rates in Birmingham, over a 4 year period, are around 44%.

Making your own way in the world through enterprise, by starting a business, going into self employment or starting social enterprise, is a viable alternative to traditional employment. It contributes to the wider local economy, when jobs are created and goods and services are sourced locally. It can have a significant effect on household incomes and unemployment levels, and can be a major driver of aspiration and pride in a family, despite the hard work, risk and commitment involved. Yet if there's no tradition of enterprise or self employment in your family, and if you don't have friends or family who have started or own a business, then traditional employment may appear to be the only choice when it comes to earning an income.



We believe that enterprise, in all its forms, offers opportunities to earn an independent income and use peoples' inherent talents and continually developing skills to the full. It is an alternative for people who find it hard to get into the traditional jobs market or to make the career progress that they want for themselves, for example because of family or caring responsibilities, lack of formal qualifications, disability or ill health. Again we know that the seeds of success in working life are sown at school, and we will reflect the aims of the Schools Enterprise Curriculum through our work with residents.

Our support for Enterprise development is open to all residents and we will target support to

- Unemployed adults, with particular focus on older (55+) men
- Young people not in education, employment or training, typically aged 16-24

We will also actively develop our own enterprise activity, acting on opportunities to create wider community benefit, increased economic benefits in the form of jobs and services locally sourced and delivered, and to increase our own financial sustainability through new independently earned income, the surpluses from which we can reinvest in our priority neighbourhoods.

We have set ourselves the following strategic outcomes and high level objectives.

Strategic Outcome 9	Our 2020 Objectives
<p>Residents in our priority neighbourhoods and Witton Lodge Community Association develop enterprises which use their talents to earn sustainable independent income, improve their future finances and economic wellbeing, and help grow the local economy</p>	<ol style="list-style-type: none"> 1. A sustainable Enterprise Hub for Erdington supports local people to start or grow 10 local businesses 2. To establish 2 new enterprises that benefit the community and which, by 2020, contribute 10% of the Association's annual income

3.5.1 How we'll take action

We already provide a range of enterprise support activities, under contract, from Perry Common Community Hall. Our aim is to significantly extend the enterprise support available locally to residents, and to lead by our own example in this field. We have a wide and mutually supportive network of local and specialist partners, good relationships with local residents and a sound understanding of the communities we work in. We will use these foundation capabilities to:

1. Work with residents and partners, including specialist Enterprise Support agencies, to design and develop a sustainable Enterprise Hub for Erdington, offering services and in-depth long-term support in partnership to help local people start new businesses and existing local businesses to grow
2. Market services in the right way for residents, using appropriate language and tapping into their interests and experiences, for example design, baking, vehicle maintenance or gardening
3. Assess the implications on our wider housing responsibilities of supporting residents to develop enterprises. Residents we support to establish enterprises may also be our tenants. Recognising the potential risks of business failure, we will establish appropriate measures and working practices to manage conflicts of interest between tenant responsibilities and enterprise aspirations.
4. Work with residents and partners, including specialist enterprise support agencies and Locality West Midlands Consortium partners, to identify opportunities to start up new community-led or social enterprises for community and wider economic benefit.

3.5.2 Resources and Risks

To implement our plans to 2020 will require:

1. Market research to inform our strategy
2. Seed investment in the concept development and delivery model for an Enterprise Hub, exploring the options for a virtual or physical hub site, supported by a feasibility assessment and business case
3. Development of an implementation partnership and plan
4. Development of a team of knowledgeable, skilled and experienced enterprise advisers and mentors, working under appropriate accreditations
5. Targeted and tailored marketing of enterprise support services to residents, including through the Association's wider Flourishing Communities and Homes & Properties teams and partners
6. A business case to support each new enterprise start-up opportunity we identify for ourselves.

Each of these measures will be costed and scheduled through our Annual Business Planning process. Potential strategic and operational risks inherent in our Enterprise and Economic Development programme will be assessed prior to implementation.

4 Local Leadership

4.1 Why we're taking action

We're an Association of and for local people. Research and our experience of working in communities tells us that community-led solutions to local problems and local aspirations often work better.

We champion local leadership at every step. Sometimes that's by supporting a resident to lead action that benefits the community, for example starting or running a new group or initiative, and sometimes that's by listening to what local people have asked us and our partners to take action on for them.

Like many others, our community is changing and becoming more diverse. As new people from different places, backgrounds and cultures become part of our community, community-led action can help them settle in and become friends and neighbours.

Now established for more than 20 years, as a resident-led Community Association, we want to be the best organisation we can be. That means always thinking and planning how best to work with people and manage our resources, working collaboratively whenever that creates a better outcome, being open to opportunity that will benefit the wider community, and being ready to challenge the status quo and advocate for residents and the local environment when no-one else is. We will learn and innovate whenever and however we can to improve what we do.



Be the
change you
want to see
in the world

4.2 Local Leadership

In 2015...

- Perry Common Community Hall had more than 10,000 visitors
- 600 people took part in the Wyrley Festival of Fun
- 450 people took part in the Spring into Summer event
- 400 people took part in the Christmas Lights Switch On
- 25 people on average took part in monthly Quiz Nights at Perry Common Community Hall
- 38 people took part in Eco Crafts
- 82 people took part in Velvet Orchard Open Days
- 40 people took part in the 3 Day Gardening Roadshow
- 150 people took part in the Schools/Community pond dipping and orchard visits
- 26 people took part in the Gardening Group
- 30 people took part in Out and Active events
- 135 people took part in Tea Dances at Perry Common Community Hall



People are coming together, sharing time, stories and experiences, having fun, building friendships. Together they're celebrating their community, volunteering, getting fitter, developing interests, sharing skills, identifying ways of making lives better. They, and we, want to see more of this happening.

We have set ourselves the following strategic outcomes and high level objectives.

Strategic Outcome 10	Our 2020 Objectives
Residents in our priority neighbourhoods and Witton Lodge Community Association lead action to shape and benefit the community	<ol style="list-style-type: none"> 1. 50% of all Association activity is led by local residents 2. 5 new community led initiatives that address local social, environmental or economic challenges are championed by the Association and its collaboration partners to create opportunities for local people to use and grow their talents and interests and build local relationships

4.2.1 How we'll take action

We will:

1. Promote residents' action on community-led development and support more people to lead local initiatives
2. Promote the different ways in which residents can be active in their community and support more people to regularly participate in community-led activities
3. Invite and encourage residents to share their talents with others for community benefit and promote opportunities for community-based life-skills and soft-skills learning
4. Organise kerbside activities with local residents in Perry Common and Wyrley Birch which attract people to get involved in community-led activities
5. Ensure we take time in our work for individual contact to build and maintain relationships with residents and stakeholders and strengthen our rapport and connections within the community.

4.2.2 Resources and Risks

Our Directors, Staff team and Volunteers are passionate about and skilled in supporting residents to be active in the community and lead local action. To implement our plans to 2020 will require:



1. Continued focus on and investment in supporting residents to get involved and develop their skills and confidence to lead local activities. We will incorporate this focus across all our Homes & Properties and Flourishing Communities activities.
2. Marketing and promotion of resident's stories, experiences and benefits
3. Time capacity in our day to day work to prioritise time with residents and stakeholders

Each of these measures will be costed and scheduled through our Annual Business Planning process. No key risks have been identified in this, our core work.

4.3 Governance & Accountability

Good governance, clear accountability and continuous improvement in the way we plan and manage our work and resources is central to our ability to work effectively with and for the community.

We are a well governed and well managed Association. We have effective leadership of our Board and Staff team. We have made significant steps in strengthening our performance and risk management, our asset management and financial control. We have established a company group structure and governance that supports the ambitions set out in this Strategic Business Plan. The impact of our work on community life is recognised in the Accreditations and Awards we've received again in the past 2 years, including

- PQASSO accreditation
- Matrix accreditation
- Living Wage accreditation
- Making Birmingham Greener and Healthier Winner (June 2015) – Making Birmingham Greener and Healthier/Veolia
- Best Energy Efficient Scheme (June 2015) - Making Birmingham Greener and Healthier/Veolia
- SE Planet (November 2015) – Social Enterprise West Midlands
- MEBC Sustainability Award (December 2015) – Midlands Environmental Business Company Ltd
- Excellence In Contributing To The Community (May 2016) – Birmingham Chamber Of Commerce

Being the
best
Community
Association
we can be

As we develop further in the next four years, working at greater depth in our priority neighbourhoods and more widely across other areas, we recognise that we must stay rooted in the community, attuned to an increasingly diverse community, and ensure that residents' priorities and needs drive everything we do. For that we must have deeper understanding of

how residents engage with us, their interests and priorities, and the social, environmental and financial impact of our work. To this end we have set ourselves the following strategic outcomes and high level objectives.

Strategic Outcome 11	Our 2020 Objectives
<p>Witton Lodge Community Association is a capable and imaginative, values-led organisation working with the community that continuously reviews its governance and activity to ensure they reflect the diversity of the community it serves and to which it's accountable</p>	<ol style="list-style-type: none"> 1. By 2017/18, to improve the effectiveness and diversity within our governance 2. By 2020 to be ready to develop our next Business Plan through the full and active participation of local residents and partners

4.3.1 How we'll take action

Building on our established governance and management infrastructure we will:

1. Continue to ensure that activities, projects and services deliver outcomes that benefit the community and, where appropriate, contribute to the financial sustainability of the Association
2. Develop the Association's governance to enable a wider diversity of residents to be involved in different forms of governance and governance processes
3. Ensure Director recruitment attracts specific capabilities and experience to the charity Board, and to offer learning and development opportunities that extend Directors' confidence to lead Business Plan implementation and fulfil their governance role
4. Develop and implement a 2 year Business Plan for Witton Lodge Community Interest Company, for renewal in 2018/19, and develop the Board of Witton Lodge Community Interest Company to provide appropriate leadership and capability to ensure the delivery of its Plan
5. Understand the extent of local residents' involvement with the Association, across all its areas of work, and identify ways for residents to access further opportunities to pursue their interests and priorities, enabled by the implementation of technology that enables local people to access activities online and for the Association to track resident contact and involvement
6. Report to stakeholders the social value, environmental and financial impact of the Association's work, enabled by the implementation of quality and impact assessment systems, processes and practices and the achievement of further external accreditations
7. Invite the scrutiny and positive challenge of the Association's work by local residents and stakeholders, enabled by the further development of involvement systems, processes and practices, and support local residents and stakeholders to participate in future business planning.

4.3.2 Risks and Resources

To retain our organisational focus and stay rooted in our community will require:

1. Investment in technology and systems that enable residents to interact with us online e.g. bookings, service requests, surveys and feedback, and that enables us to track and analyse resident involvement in community-led activities
2. Time and priority within the Board's work programme to focus on skills and knowledge building, and the development of enhanced scrutiny and accountability measures
3. Governance options and strategy development to enable a wider diversity of residents to be involved in governance
4. Investment in management systems and processes to evaluate and articulate the Associations' social, environmental and financial impact
5. A stakeholder-based approach and longer timeframes for future Business Planning.



Each of these measures will be costed and scheduled through our Annual Business Planning process. No key risks have been identified in this, our core work.

4.4 Partnership and Collaboration

As a resident-led Community Association we are part of a wider ecosystem of people and organisations working to improve lives, prospects and places in our community.

We work in partnership with others based on a shared understanding of the impact we can have by working together. Partnership and collaboration exists in every aspect of our work and every element of this Plan, whether on a very local level or working through regional partnerships like the Locality West Midlands Consortium.

We aim to be good partners, helping others to understand our purpose, priorities and reach, and to that end we have set ourselves the following strategic outcome and high level objective.



Strategic Outcome 12	Our 2020 Objective
<p>Local residents and stakeholders work collaboratively under a common Vision for Perry Common and Wyrley Birch that guides the development of the area as a great place to live, work, play and raise a family, with Witton Lodge Community Association as a partner of choice in that development</p>	<p>Local residents express their goals and aspirations for community and infrastructure development in Perry Common and Wyrley Birch beyond 2020 to inform future strategic neighbourhood investment</p>

4.4.1 How we'll take action

For this we will:

1. Seek to agree a common purpose and coordinated approach to working in the community with local community organisations working in Perry Common and Wyrley Birch
2. Work with local residents and stakeholders on a common vision for Perry Common and Wyrley Birch, and then align our annual delivery and investment plans with those of local stakeholders in support of this vision
3. With other local community organisations working in Perry Common and Wyrley Birch, communicate the long term Vision for the area locally and across Birmingham to celebrate the success of the communities and to attract increased strategic investment
4. Assess stakeholder understanding of the extent of the Association's activity outside housing and the benefits of our wider work

4.4.2 Resources and Risks

To achieve this outcome will require:

1. Time and commitment to partnership and collaborative action across all our activities
2. Implementation of systems and technology that enable us to engage people online and track our engagements and resident involvement across all our activities
3. Implementation of our planned governance diversity measures
4. Planning and consistent messaging in our marketing and communication to all stakeholders of the Association's full remit, priorities and the impact of our work

Each of these measures will be costed and scheduled in our Homes & Properties, Flourishing Communities and Local Leadership Annual Business Planning process. We will manage future risks as they are identified through this process.

5 Our Resources

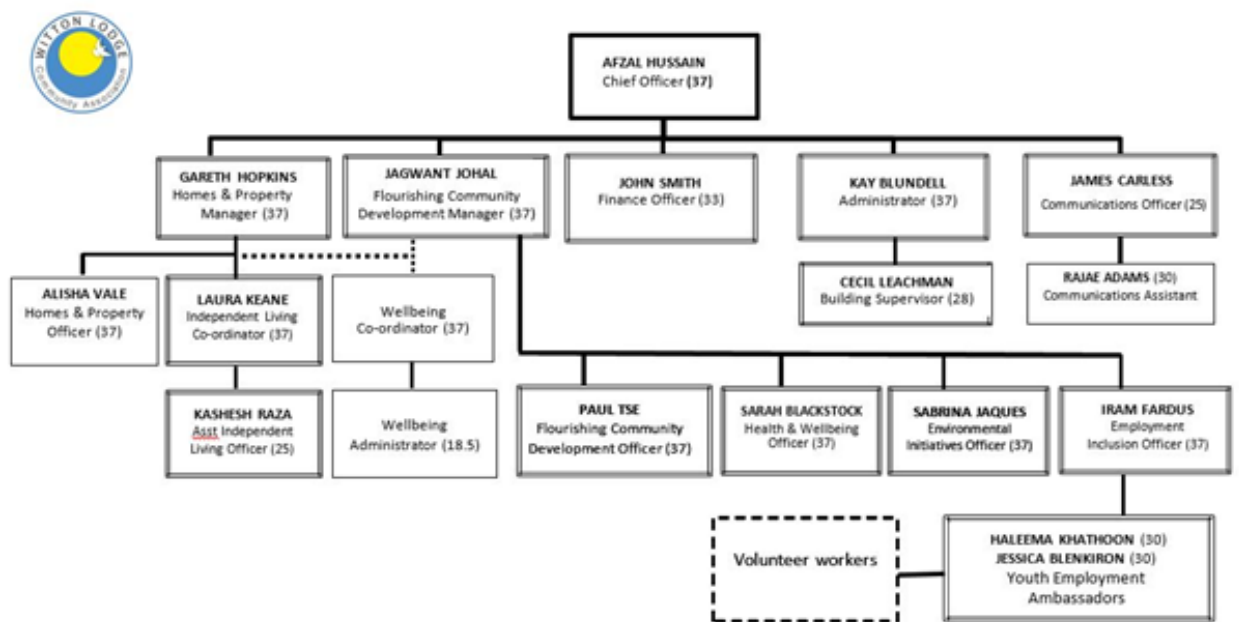
5.1 Our Board

The Board of our charitable company comprises of 8 local Resident Directors and 4 Institutional directors (2 nominees from Birmingham City Council and 2 Independents) who offer skills, knowledge and experience of: managing people and organisations, planning and delivering activities and services in local communities, managing and financing assets, our priority neighbourhoods. The Charity Board, and its sub-committees, provide active leadership and scrutiny of our work.

Through the period of this plan we will develop the Boards and governance structures of our community interest company and subsidiary limited company (see Section 5.4 below), as well as continue to develop our core charity governance.

5.2 Our staff team

Our skilled, committed staff of 18 full and part-time personnel work closely together across our Homes & Property, Flourishing Community and Central Services teams (see Figure 4 below).



5.4 Company group structure

Witton Lodge Community Association is a Company Limited by Guarantee (Company No. 2903760) and registered Charity (Registered No. 1039005). Set up as a resident-majority organisation, we are a non-registered housing provider.

We have established a group structure to support the implementation of our Strategic Business Plan to 2020. The structure comprises

- The core charity, Witton Lodge Community Association, a Company Limited by Guarantee
- An operating subsidiary, WLCA Enterprises Ltd, which is a non-charitable Company Limited by Shares
- Witton Lodge Community Interest Company, an independent not for profit company whose assets are locked for community benefit.

Our structure enables us to acquire and develop assets and associated liabilities for the benefit of the community with greater flexibility and the ability to spread risk appropriately.

5.5 Association finances and risks

We operate from a secure and stable financial base and manage our activities to be sustainable and financially viable. We manage cash reserves and borrowing from lenders on commercial terms and maintain an asset base of circa £13m (at March 2016), of which circa £12m represents fixed assets, principally in our housing stock. We seek to leverage our financial capability for the benefit of the community within prudent financial policies.

Our Risk Management Plan forms part of our Financial Plan and is reviewed on an annual basis. Where appropriate, systems or procedures are put in place to mitigate potential risks. Internal Control Risks are minimised through appropriate Financial Procedures. Procedures are in place to ensure compliance with company legislation.

5.6 Association administration

Our principle offices are at Perry Common Community Hall and we operate a site administration office at Sycamore Court.

As we work more widely in the period to 2020, we will assess opportunities to work flexibly with partners from sites across Erdington. Our central services will continue to be based at Perry Common Community Hall however, and will be extended to support the effective marketing and communication of our work and the introduction of new systems and technology that enable us to deliver services more effectively.



5.7 Professional advisers

We retain the services of a number of professional advisers to support our work and decision-making. Some of this expertise is provided on a continual basis, for example legal, compliance and financial management. Other expertise is used tactically to progress specific initiatives, for example for feasibility or viability assessments, evaluation, HR management, business planning, risk planning, accreditation. The Chief Officer oversees these adviser relationships on behalf of the Board.

5.8 Annual Business Planning (Annual Delivery Plan)

We prepare an Annual Delivery Plan and Annual Budget at the start of each financial year. The Annual Plan sets out:

- Strategic Outcomes and high level Objectives from this Strategic Business Plan
- Specific Objectives to be achieved in the year
- Our Delivery Strategy
- Milestones and Delivery activities to be completed
- Outcomes and Key Performance Indicators to be achieved
- Resources to be deployed

The Annual Delivery Plan and Budget is adopted by the Board and monitored throughout the year (see Section 5.9 below).

5.9 Monitoring & evaluation

We monitor activity and review progress against our Annual Delivery Plan on a quarterly basis. Specific objectives, milestones and performance indicators are agreed between managers and staff responsible for delivering them, and are monitored through our Performance Development Review (PDR) process. We also review and evaluate delivery activities as they happen, to learn from them and improve for the future.

Throughout the period of this Plan we will introduce systems and processes through which we will continually assess and regularly report on the outcomes and social, economic and environmental impact of our work within the community.

5.9.1 Continual learning and improvement

We seek to continually improve what we do and how we do it, and to learn from our experiences. To support this ambition we have developed a strategic relationship with the University of Birmingham to utilise their extensive research capabilities to help us understand the long-term impact of our work and improve services to meet the needs and aspirations of local residents.

5.10 Contact

To learn more about us and our ambition to champion thriving local communities, contact:

Witton Lodge Community Association
 Perry Common Community Hall
 87 Witton Lodge Road, Perry Common, Birmingham. B23 5JD



0121 382 1930



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