



Customer Annual Report

2023/24

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Looking ahead: continuous improvement in 2024/25



Letter from Nic Kershaw, our Chief Executive

Hi everyone and welcome to your Customer Annual Report, taking a look back at April 2023 to March 2024.

Understanding your needs and the conditions of your homes has been a priority. Our Neighbourhood Model, which we began rolling out last year, has really changed the service, and we completed **4,882** tenancy experience visits. These visits have allowed us to find issues early, make more referrals to our Healthy Homes and Repairs team and connect with you more meaningfully, ensuring we're responsive to what matters most.

As we look back on another year at One Manchester, I'm excited to share the progress we've made in adapting to lots of changes in the housing sector and, more importantly, how we've been working with you to make our services better.

Listening to your feedback and making sure your voices are heard has been another area where we've stepped up. In 2023/24, we started strengthening our customer engagement framework by creating a new Customer Scrutiny Panel. We also held **60** consultation events, including 'The Big Listen' to hear your views on repairs, to directly influence our service improvements.

A really important part of this past year has been preparing for the new Consumer Standards and Tenant Satisfaction Measures introduced under the Social Housing Regulation Act. These new benchmarks have raised the bar for housing quality and tenant rights, and I'm proud of the steps we've made to make sure we're fully in line with them.

Securing **£2.9 million** from the Social Housing Quality Fund (SHQF) was another major highlight. By matching this amount through our own funding, we were able to upgrade over **400** properties, significantly improving energy efficiency and moving closer to our goal of reducing our carbon footprint.

We increased our investment in safety, energy efficiency, and tackling damp and mould issues to meet these new standards. This work is crucial in making sure your homes are not only safe and comfortable but also future-proofed. Another highlight has been the development of our new Asset Management Strategy, which is central to how we manage our homes.

I want to send my sincere thanks for all your feedback, and the time you've taken to get involved and help improve our services over the past year. This year will be another busy one and we'll be meeting more customers than ever, to hear about what matters most to you and where you live, to help us continually improve.

Despite some easing in inflation, economic pressures continue to impact our communities. That's why we remain very committed to supporting customers. The Thrive Fund has been a vital lifeline this year, supporting **1,612** customers with everyday items such as beds and white goods. Additionally, the relaunch of the One Manchester Community Fund has helped us to back various external projects that'll bring lasting benefits to you and your neighbourhoods.

Nic Kershaw

Chief Executive Officer



Introduction to our 2023/24 Customer Annual Report

Each year we set ourselves objectives in our **Corporate Plan** aligned to our **3** key priorities; people, place and prosperity. In this report you can read how we have performed against the priorities, what we've done, and what we could have improved.



Scan the QR code or
click here to read our
Corporate plan

Consumer standards

In addition to our corporate objectives, the Regulator of Social Housing released a set of consumer standards designed to protect tenants and improve the services we offer. From 1 April 2024, all social landlords have had to demonstrate that we're meeting these standards.

You can see a summary of what the four standards require, and the ways we approach and meet their requirements on our website.



In this report, we'll also show how our objectives for 2024/25 look to meet these new standards.



People

Our People Corporate Plan priority is all about supporting our customers and colleagues to prosper and live well. This has involved improving our complaints process, listening to your views, and implementing our new People Strategy for colleagues.

Strengthening Customer Voice

Hearing customers' voices and using your feedback to improve services has been a really high priority for us over the last couple of years.

In our Corporate Plan, we committed to:

- Reviewing our Customer Voice Strategy and making sure customers influence our decision-making
- Creating a Customer Experience Strategy

The next few pages will show you how we made the customer voice count in 2023/24.

Listening to customers

1,025

complaints received

2,361

TSM surveys completed

44

compliments received

711

customers consulted

679

MP and Councillor enquiries addressed

Refreshing our Customer Voice framework

Building on our work last year, we made significant changes to our Customer Voice teams and structure. When we talked about our Customer Voice opportunities, some of you told us that the existing options didn't work for everyone. In response, we:

- Restructured our teams, separating complaints and customer voice into two distinct services.
- Revamped our Customer Scrutiny Panel with new recruits, fresh training, and ongoing support. The Panel now focuses on issues that really matter to customers.
- Started work on a new Customer Voice Strategy, to create a framework of options for you to get involved.

Delivering this strategy in 2024/25 will make sure we have the right customer input at all levels, with multiple ways to engage that suit different needs and preferences.

Measuring and using the TSMs

Over the past year, we've been collecting feedback through Tenant Satisfaction Measures (TSMs). This wealth of insight helps us understand what we're doing well and where we can improve.

Like all housing associations, we've shared this data with the Regulator of Social Housing, and we published it on our website explaining what we are doing in 24/25 to improve customer satisfaction, adding updated results every 6 months so that you can see our progress.



Relaunching the Customer Scrutiny Panel

Our Customer Scrutiny Panel (CSP) is crucial to our governance structure. They meet regularly to review our services, providing reports, constructive feedback, and evidence-based recommendations. This in-depth look makes sure we find customer-focused solutions and make positive changes where needed.

Their role is more important than ever as we begin to be assessed against the new Consumer Standards and Tenant Satisfaction Measures (TSMs).

The new panel has started with a review of our repairs service, a top priority for lots of customers, helping us shape our service to better meet your needs.

Meet the Chair, Slawomir

Slawomir Pawlik is the Chair of the Customer Scrutiny Panel. He's been a One Manchester customer since 1996, he lives in Hulme, and works for the NHS. He joined because:

“As customers, we want to influence decisions about our homes and living environment. Being part of this panel gives us the chance to shape One Manchester’s decisions.

I think the most important thing is independence of the panel. While we are part of the governance of the organisation, we are independent, so our views are not influenced by the executives or anybody else. So at the end of the day our recommendations will be our recommendations.”



Understanding our customers

In 2023/24, we completed **4,886** Tenancy Experience Visits which have been key to understanding our customers and getting behind every door to see whether we can provide more tailored support to those who need it. We also used the data gathered at these visits and analysed this against complaints data to see whether there were trends. Finding these trends will help us to improve our service.



View our full TSM results here



63%

Listens and acts on tenants' views



70.4%

Keeps tenants informed

Holding more customer consultation events

We held over **60** customer consultation events in 2023/24 to gather your feedback on various topics. The largest theme was 'The Big Listen', focused on our repairs service.

'The Big Listen': Your thoughts on repairs

We're thrilled that over **500** of you shared your thoughts through our various consultation channels. Whether you attended an event, completed an online survey, or joined our Big Listen Activity Day, your feedback has been invaluable.

The Big Listen helped us understand what's working well and what needs improvement in our repairs service. Key themes you highlighted:

- Reducing wait times
- Improving the quality of completed repairs
- Getting better at communication after repair bookings

With your feedback in mind, we're now redesigning our repairs service to better meet your needs.

You Said, We Did: policies and strategies

Customer input has shaped several policies and strategies in 2023/24, including:

- External Funding Strategy
- Asset Management Strategy
- Value for Money (VFM) Strategy
- Sustainability Strategy
- Customer Experience (CX) Strategy
- Inclusive Access Strategy

We also introduced 6-monthly 'You Said, We're Doing' reports to show how your voice shapes our services and strategies.

Find the latest report on our website. Scan the QR code or click here to read more.



A new Customer Voice Strategy

After doing all the background work in 2023/24, our Customer Voice Strategy was approved by Board in July 2024, ready to deliver in the coming years.



Thank you for your engagement in 2023/24, which made it one of our biggest and best years for hearing customer voices in a while.

We're committed to keeping this conversation going and ensuring One Manchester works for you, every day.



Improving the service you receive when you complain

We value all feedback, especially when things don't go as planned. We're always eager to hear how we can do better, and use customer complaints as opportunities for us to learn and improve our services.

Over the past year, we've made lots of improvements to our complaints service. Guided by the new Housing Ombudsman's complaints handling code, and your input, we introduced a new Complaints Policy and process designed to deliver a better experience for you.



49.5%

Overall satisfaction with handling complaints



76.8%

Treats tenants fairly and with respect

What's changed

- Clearer communication: We rewrote our complaint letters to provide clearer and more consistent information.
- Dedicated support: A Customer Resolution Officer (CRO) now makes a triage call with every customer who raises a complaint. This helps us fully understand the issue, identify any specific needs, and clarify the desired outcome.
- Fairer compensation: Our approach to compensation has been updated to ensure fairness for all customers.
- Increased visibility: We've expanded our efforts to promote our complaints service through online channels, community engagement, and Tenant Experience Visits (TEX).
- Simplified process: We've removed unnecessary steps, such as requiring customers to justify escalating a complaint.

Behind the scenes

To support these improvements, we've invested in:

- Enhanced training: Our teams have undergone comprehensive training to equip them with the skills to handle complaints effectively.
- Increased resources: We've expanded our Customer Experience team and enlisted more managers to oversee complaints.
- Improved oversight: We've strengthened our monitoring of live complaints and timeframes to ensure timely, quality responses.



Complaints: how are we doing?

1,025

complaints in 2023/24

771

complaints in 2022/23

There's been an increase in the number of complaints received in 2023/24. This shows we're more accessible as we've increased ways customers can complain. Over time we are aiming to improve our services and learn from the feedback in complaints to bring this number down.

Handling time: Stage 1 average handling time including extensions

13 days

2023/24

21.5 days

2022/23

Our average handling time for Stage 1 complaints has decreased a lot from **21.5** days in 2022/23 to **13** days in 2023/24. Although we're making progress, we know that there's still room for improvement.

Our target is to respond to **100%** of Stage 1 complaints within 10 working days.

Complaints responded to within timescales

75%

2023/24

40%

2022/23

While our overall performance for responding to complaints within timescales was **75%**, we improved lots throughout the year, as a result of the changes we made to the way we deliver the service here, ending 2023/24 with **97%** complaints responded to within timescale for March.

97%

complaints responded to within timescale March 2024

Satisfaction

We're committed to increasing customer satisfaction with our complaints handling process. Our current satisfaction rating of **44.94%** is below our target of **70%**. We recognise that many respondents to our satisfaction survey haven't experienced the formal complaints process.

Learning and improving using complaints

45

customer journeys mapped

We're dedicated to using your feedback to drive service improvements. Through looking at customers' journeys, we find areas that need improving and share this information with relevant teams.

Some of the improvements made based on complaint feedback include:

- A more proactive approach to no-access repairs
- A new process for booking follow-up work
- Post-inspection checks on subcontractor work
- More contact with customers following Healthy Homes works
- Enhanced emergency repairs process
- Improved visibility and accessibility of Neighbourhood Officers
- Collaborative estate inspections with colleagues and customers
- Mandatory safeguarding training for all staff

For a more detailed run through of our complaints performance, check out our website.



Read more by scanning the QR code or clicking here.

Creating a great place to work

We firmly believe that by creating a positive workplace and having 'the best team', we can provide excellent services to our customers and communities.

In our Corporate Plan, we committed to:

- Implementing our People Strategy
- Creating a Communications Strategy

Over the next couple of pages, you can see what work we've done over the last year to achieve these commitments.

People Strategy

Last year we did lots of work in our people and culture space to enhance the experience our colleagues have while working for us.

Values-led recruitment

It's important we have the right people in the right roles, and we focused on recruiting in line with our **HEART** values to make sure we're hiring like-minded people who are just as passionate about making a difference for our customers and communities as we are.

Honest
Enterprising
Accountable
Respectful
Trustworthy

Learning and development

We're committed to creating an environment where our colleagues are constantly learning and working to be the best version of themselves. In 2023/24 we provided lots of opportunities for training, and we:

- Put **103** frontline colleagues through a variety of multi-skilled training courses. Your feedback told us that we needed to improve our figures for repairs jobs being completed right first time. Our operatives are trained and equipped to deliver services in one visit to your home, both to a high standard and in line with our 'right first time' ethos.
- Delivered mandatory safeguarding training to all our colleagues so they're well placed to identify people with care and support needs at risk of abuse, and know how to deal with safeguarding cases.
- Our people managers completed our LEAD from the HEART management training course, and our new starters made up a new cohort of managers that started their journey on the programme. Our aim is for all of our people managers to be trained by January 2025 and new starters will commence the programme as and when they join us.
- Organised Unconscious Bias training for all colleagues as part of our commitment to Equality, Diversity and Inclusion.
- Delivered IOSH Managing Safely training to **27** of our managers to keep our colleagues and customers safe.

Celebrating our Apprentices

We're big advocates for recruiting Apprentices, including those who live in our neighbourhoods, to broaden the range of skills, insight and experiences we have on our team. Our Apprenticeship programme provides Apprentices with the skills and experience they need to be successful in whatever career path they choose.

All of this was used to refresh our People Strategy, and the new version was approved in June 2024. Read more about our strategy by scanning the QR code or clicking here.





Creating a Communications Strategy

Good communication is essential and begins with how we convey our internal culture. This helps strengthen our relationship with you and key stakeholders, allowing you to understand our services and communicate on your terms. To support this, we developed a Communications Strategy by consulting with over **70** customers and analysing Tenant Satisfaction Measures from **2,300** surveys.

Our Customer Scrutiny Panel reviewed and approved the strategy, which focuses on two-way communication, making feedback opportunities clearer, and delivering the communications you want.

One key action is reviewing all customer communication touchpoints, ensuring we understand your needs when delivering services.

Customer Experience Strategy

We took lots of this learning on board to complete a new Customer Experience Strategy in 2024 – this strategy will help us strengthen customer voice, have a better approach to complaints and improve customer communication.

This will help us put customer experience at the heart of everything we do going forward.



Read more by scanning the QR code or clicking here.



Inclusive culture

We're proud of our diverse communities and are committed to celebrating our different cultures and beliefs.

In our Corporate Plan, we committed to:

- Refresh our EDI Strategy and embed the action plan across the business
- Create and embed a One Manchester 'service style' to improve our connection with customers

Over the next couple of pages, you can see what work we've done over the last year to achieve these commitments.

EDI Strategy and action plan

EDI plays a key role in supporting the delivery of our purpose, and we invested time and resource into making sure we deliver against our action plan in 2023/24.

Memberships



Fairer recruitment

We continued to adopt the 'Rooney rule' to attract diverse talent and increase the number of females into male-dominated roles, and those from communities experiencing racial inequality, at senior levels. We have now formally introduced this as part of our Recruitment Policy. We've also introduced blind CVs into our recruitment process to avoid unconscious bias, and share all interview questions in advance to those applicants declaring a neurodiversity.

Equality Impact Assessment panel

In 2023/24, we formally created an Equality Impact Assessment panel and incorporated this into our governance structure. The panel is made up of colleagues from a wide range of backgrounds, both professionally and personally, allowing us to assess policies and strategies from a variety of angles to make sure we don't discriminate against groups of individuals. The group was trained by an external provider and continues to provide valuable insight to the business when it comes to embedding EDI into how we are run.

Mentoring

In 2023/24, we participated in five mentoring programmes: DICE, Inspiring Inclusion, Gap, BOOST, and Housing Diversity Network. These programmes are designed to inspire and empower people to be the best they can be in their roles, both now and in the future.

Events and initiatives

In 2023/24 we participated in a variety of EDI initiatives and events, either by hosting our own events or taking part in ones run by our partners: from Black History Month and Manchester Pride to Disability Awareness Week.

These initiatives gave our colleagues the chance to immerse themselves in other people's cultures, learn something new, and share their own life experiences. You can find out more by following us on social media.

EDI Strategy

We carried out lots of positive action and developments in this area last year. However, we decided to move the creation of our new EDI Strategy and action plan into 2024/25 as we recognised we still had actions to deliver from our existing strategy. We also had reviews conducted by Housing Diversity Network and Inclusive Employers which we wanted to use to inform our new strategy to make sure it includes current best practice. We're looking forward to working with our customers to develop this.

Service style – how we connect with customers

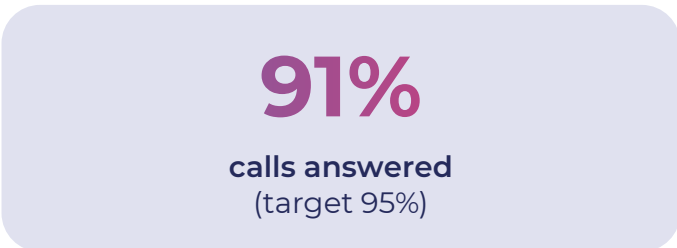


At One Manchester, we've been redefining our culture around inclusivity, respect, empathy, and listening. After co-creating our HEART values in 2021/22 with customers and colleagues, we're embedding these values across the organisation. Our goal is to ensure that every interaction reflects these principles.

We're expanding our Service Style project, set to roll out in 2024/25. This involves reviewing how each service aligns with our values and making improvements in communication and customer engagement. We'll consult customers and work with external trainers to ensure consistent service delivery across the organisation.

Case study: a new phone system improving first call resolution

We made some changes to our phone system in 2023/24, to help you reach the right colleague with the right information more easily.



How we'll keep improving: In April 2024, we launched our improvement plan for the call centre. This is helping us to understand demand, and better match resources.



Looking ahead: continuous improvement in 2024/25

Our People priorities for Year 3 have now been published - here are the projects we'll be doing this year, and how they'll help us meet the new Consumer Standards (listed across the top).

- Safety and Quality Standard
- Transparency, Influence and Accountability Standard
- Neighbourhood and Community Standard
- Tenancy Standard

Customer Voice Strategy year 1 We're creating more opportunities to shape our strategies, policies, and services, to make sure they work for everyone. This year, this means more customer consultations, groups and opportunities to feed back.	✓			
Customer Experience year 1 We're reviewing all our communication channels to make sure they're accessible and easy to use. Through our new Inclusive Access Strategy, we'll also introduce better accessibility tools and translation services.	✓			
People Strategy year 1 A skilled and dedicated team is essential to delivering excellent services, so we're investing in colleague development through initiatives like 'Learning Leaders' and getting a new learning management system. This'll help create a culture of continuous learning and career progression.	✓	✓	✓	✓
IT Strategy year 1: Our new IT Strategy will make sure we have the right tools and systems in place so we can deliver our services, and you can access them, easily and seamlessly. This will remove pain points and help customers feel more satisfied with how we deliver our services.	✓	✓	✓	✓
EDI Strategy Our new EDI Strategy will see that we continue to support and celebrate our diverse communities and ensure equal opportunities for everyone.	✓			
Service Style project Our Service Style project will make sure every interaction you have with One Manchester is underpinned by our values, however you choose to get in touch with us. We'll also be setting new Service Standards in collaboration with customers.	✓			

To stay up to date with our progress on this work, head over to the news page of our website. Scan the QR code to visit our news page.



Scan the QR code or click here to read our Corporate Plan 24/25



Place

Quality homes

We aim to help people succeed by providing quality, affordable, safe and secure homes, while also building more to meet future needs.

In our Corporate Plan, we committed to:

- Implementing our Asset Management Strategy
- Refreshing our Growth Strategy and delivering the Growth Programme
- Reviewing our Building Safety Strategy

Heres how we got on:

Co-designing a new plan for managing our assets

Managing our assets responsibly was a key focus last year, and we created a new Asset Management Strategy and increased investment in our stock.

In February and March 2023, we carried out **20** workshops with customers across our neighbourhoods, in person and online, to gather thoughts on our Asset Management strategy.

92 customers gave views on various aspects of it, including repairs and maintenance, sustainability, and customer voice. All of this informed our new strategy, which you can find on our website in the new strategies space.

Through this new strategy, we'll be focusing on what's important to customers in terms of their home.

We will:

- Go beyond basic compliance
- Introduce a 'quality of homes' customer group to shape our future services
- Complete 100% stock condition, HHSRS, and EPC assessments by the end of 2025
- Pilot, consult, develop, and implement a revised lettable standard
- Implement best practice contract management
- Establish a working asset management group including all business areas and customer voice
- Deliver our successful Social Housing Decarbonisation Fund bid
- Design, introduce and embed our new service offer for repairs

Our new Asset Management Strategy commits to investing over **£97 million** in repairs and maintenance to your homes and communal areas over the next three years.

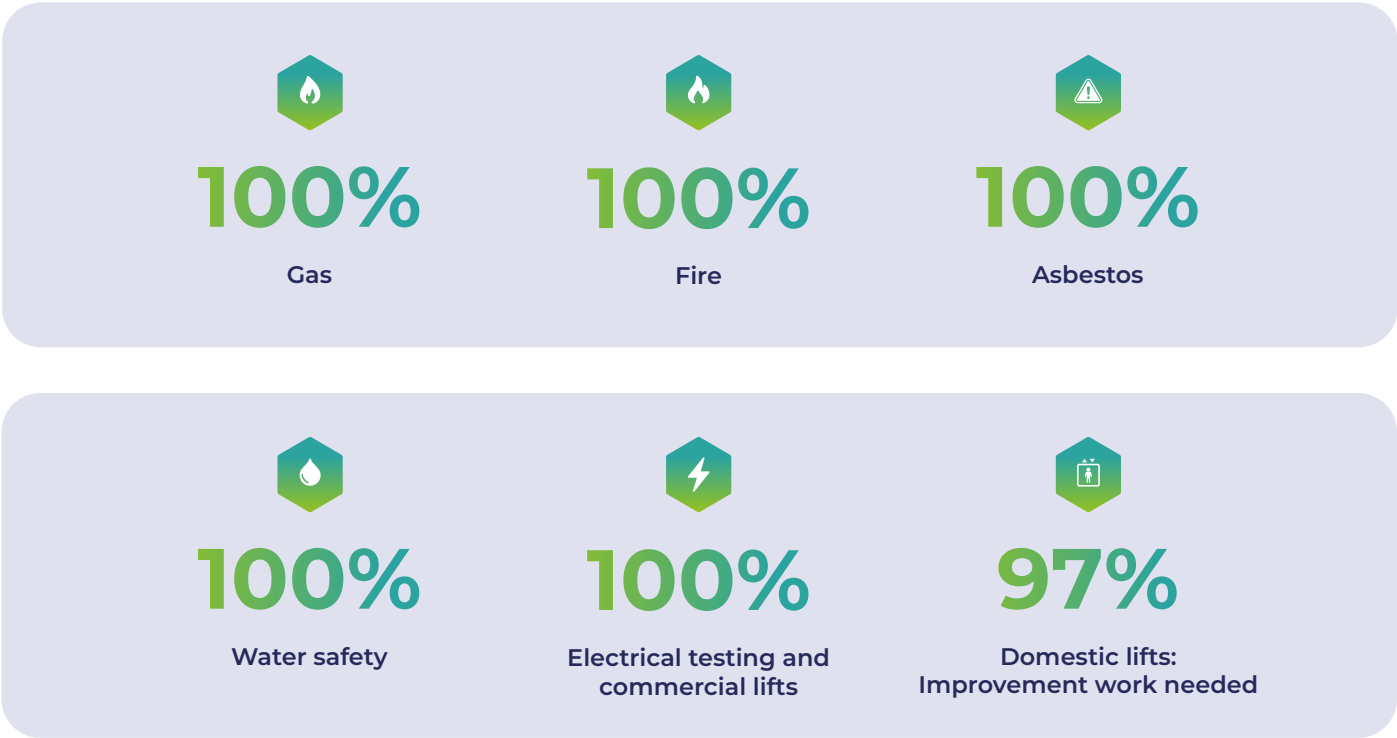


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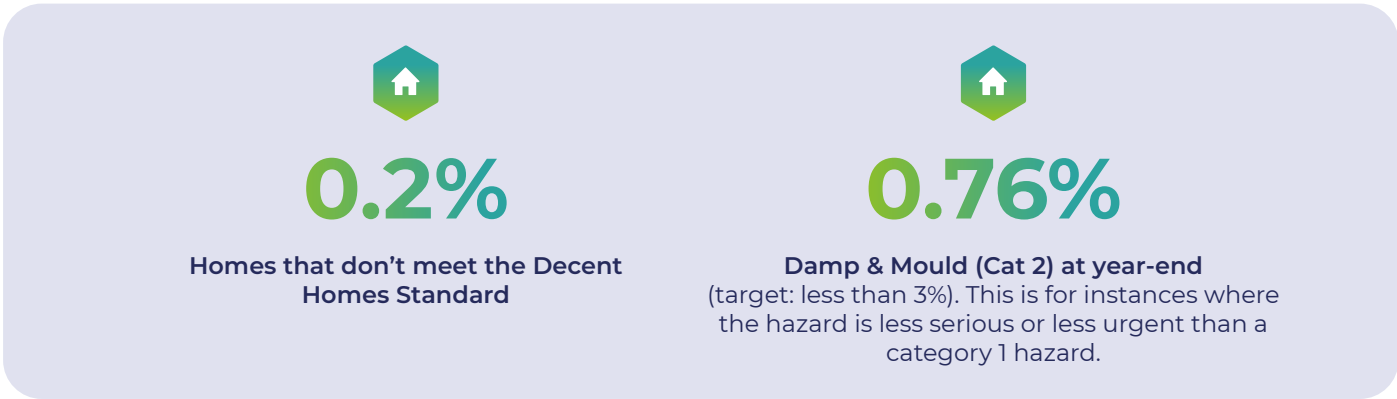


Asset management: how we're doing

Compliance:



Housing standards:



Here's a snapshot of what our housing stock looks like:

Property type	Number
Houses	7,124
Bungalows	86
Apartments/flats	5,531
High-rise buildings	17
Garages	159
Play areas	13
Highways	21 miles



Case studies: Moston Campus

Customers started moving into their brand new homes on our new Moston Campus development from March 2024. Moston Campus is made up of **60** homes: **10** apartments available for social rent, **33** houses for affordable rent via Manchester Move, and **17** houses for Rent to Buy applications.

“ This new housing development in North Manchester brings together a number of important elements that we hope to see in residential investment in Manchester – high quality affordable housing, low carbon homes to limit running costs to our residents, and bringing brownfield land back into productive use [plus] private gardens, bike storage, electric vehicle charging and various affordable housing options.”

- Councillor Gavin White, Manchester City Council's Executive Member for Housing and Development

Growth and development

£20.2m

Growth expenditure

Our Growth team completed a total of **117** new homes and started an additional **31** homes.

We continue to work hard to reduce the impact of our new homes on the environment, and this work has included moving to renewable heating instead of gas in each new home.

The overall tenure split was:

0

Social Rent

10

Affordable Rent

18

Shared Ownership

87

Rent to Buy

2

Intermediate Rent

What we've done to improve building safety

We're determined to provide better quality, safer homes for our customers. This year, we've worked hard to achieve our commitment to provide great places to live by completing safety and improvement works on your homes.

Your safety remains our highest priority. If you ever have any questions, concerns, or suggestions regarding safety in your building, don't hesitate to contact us, as we're here to ensure you feel safe and secure in your home.

The government recently introduced new legislation aimed at developing the fire and structural safety of apartments, particularly for high-rise buildings. We have made the following improvements around fire safety for our residents:

Communication and information

Over the year we held regular fire safety meetings in all our high-rise buildings, providing residents with up-to-date information and addressing concerns.

We installed new notice boards in communal areas, regularly updated, and sent detailed letters to every high-rise resident, covering:

- Building-specific fire safety systems
- Clear evacuation procedures
- Importance of fire door maintenance
- Guidelines for safe balcony use

We also developed a comprehensive safety section on our website.



Repairs performance

Getting repairs right first time is top priority for us, because we've heard how important it is to customers. We were happy to see an upward trend, but there's lots more work for us to do in this area through our Repairs Intervention.

Physical improvements

We completed extensive external cladding remediation works at Platt and Worsley Courts, ensuring fire-safe materials were used. We also installed new sprinkler systems in all our high-rise buildings, and upgraded the fire alarm systems across our properties to a set with faster detection.

Working more closely with the Fire Service

We significantly improved our partnership with local Fire Services, to ensure there's rapid and effective responses in emergencies. We now conduct joint training exercises with Fire Services to familiarise them with our buildings and procedures, and we provide detailed building information to them.

Regular inspections and assessments

We conduct annual fire risk assessments in all high-rise buildings, using experienced Fire Risk Assessors. We also implemented additional monthly fire safety inspections by our facilities, caretaking, and building safety teams.

Our specialised fire management surveyors also undertake frequent inspections of both communal and domestic fire doors in medium and high-rise blocks.

A new Building Safety Strategy, coming in 2024

Given the scope of the Building Safety Act, and the introduction of the new Consumer Standards, we've carried over our new Building Safety Strategy to 2024/25 to make sure that it is fully scrutinised, and to allow time for full customer consultation.

Kitchen and bathroom upgrades

In 2023/24 we upgraded:



Sustainability

We make sure we invest in sustainable communities that people are proud to live in. In our Corporate Plan, we committed to implement year one of our Sustainability Strategy, and deliver Wave 2 of the Social Housing Decarbonisation Fund Programme. Here's how we got on with both:

Sustainability Strategy

We held customer workshops last year to gather feedback on the Sustainability Strategy. Alongside the 92 participants, we also had input from the Customer Scrutiny Panel.

Key themes such as affordability, using the right tech and communication came from these discussions. We used this to shape our Sustainability Strategy which we're delivering now.



Using more sustainable building materials



Making our homes more energy-efficient



Providing more sustainable energy/heating solutions in homes



Being more sustainable in general as a business

Social Housing Quality Fund

We also worked in partnership with GMCA to deliver on the Social Housing Quality Fund, with the aim to prevent, improve and treat damp, mould and condensation issues in properties. One Manchester received a grant of £2,951,117 and co-funded with £1,015,883.

£3,967m
spent

468
properties received investment

1,339
measures installed

Our ongoing commitment to dealing with damp and mould

For 2023/24 we set aside £5 million to tackle damp and mould issues for customers. Our team continue to offer urgent support for customers concerned about damp and mould. We've responded and acted on reported damp and mould issues with solutions such as better ventilation systems, window replacements and more. In addition, we:

- Introduced our new Damp and Mould Policy with high service standards.
- Reported our monthly damp, mould and condensation case numbers to our Board and include these in our performance figures, as part of our commitment to ensure we are prioritising these repairs.
- Provided specialist damp, mould and condensation training to all surveyors and our repairs management team.
- Launched 'See It. Say It.', our campaign to encourage all colleagues to proactively report cases of damp, mould, condensation or disrepair in our homes.



In 2023/24 we've also secured £550,000 government funding to help deliver our Social Housing Decarbonisation Fund (SHDF) programme. The fund will be used towards increasing the energy performance of homes to a minimum of an EPC rating C. In total our bid was based on 110 properties, the measures we are installing include photovoltaic panels, ground source heat pumps, insulation, windows and doors. We will be starting the programme in 2024/25.



Neighbourhood focus

Building a new neighbourhood services model:



In 2023/24 we acted on your feedback to make important changes to the neighbourhood services you receive from us.

What changes have been made?

1 More Neighbourhood Officers in our neighbourhoods

We increased the number of Neighbourhood Officers from **10** to **24** to provide a more easy-to-reach and personalised service to our customers. They now manage a smaller area (around **500** homes) to provide better customer service. They were trained to help you with any tenancy issues you may have, and link you up with community activities, and access to funding and support.

2 Your annual Tenancy Experience Visit

So that they can provide a more tailored service your Neighbourhood Officer now visits your home every year. In 2023/24 we completed over **4,882** of these tenancy experience visits.

3 Teams trained to help resolve issues first time

You told us that you'd like help to resolve issues first time, with a consistent point of contact and better visibility in your neighbourhood. Between our Neighbourhood Officers and Customer Resolution Centre colleagues you now have a better right first time service.

4 Our new customer friendly website and portal

We changed our website to make it easier for you to get the information and support you need at the touch of a button, including finding out who your Neighbourhood Officer is, and the location of your local Neighbourhood Hub, by popping in your postcode. On the portal you can pay your rent, book a repair, see your latest transactions, or raise a problem or issue you want us to look into.

5 New Neighbourhood Hubs

We introduced new Neighbourhood Hubs across our communities to provide a local space to meet with One Manchester colleagues when you need to, either by appointment or by turning up during a weekly drop-in session.

What impact has it had?

Embedding our new Neighbourhood Model has really helped us to get to know our homes and customers better, with really positive results.

Tenancy Experience Visits have helped us proactively identify more repairs (**2.2** per visit on average) and make more referrals to our Healthy Homes team. But also to help colleagues form connections with our customers and understand what's important to them.

Case study: opening Gorton Hub

We were proud to open our services in Gorton Hub, a new all-in-one space dedicated to learning, health, and community services. It was designed to make life easier by bringing various support services together under one roof. We work with local partners to provide financial advice, neighbourhood services and employment and skills help.

“ Since it opened the Hub has become a pillar of the Gorton community. Bringing all these services together – health, education, housing, social care and Council services – was never just about convenience. All these things work together for our residents to lead happy, healthy and prosperous lives. ”

- Leader of Manchester City Council, Cllr Bev Craig.

Since opening Gorton Hub there's been more visitors to this part of Gorton highlighting the positive impact this investment is having.



Looking ahead: continuous improvement in 2024/25

Our Place priorities for Year 3 have now been published - here are some of the projects we'll be delivering during this year.

- Safety and Quality Standard
- Transparency, Influence and Accountability Standard
- Neighbourhood and Community Standard
- Tenancy Standard

Repairs Intervention

We're reviewing and improving our repairs offering to deliver an effective and 'right first time' service that works for customers. Guided by the consumer standards, the review will also look at improving everything from reporting issues to communication.



Building Safety Strategy

Aligning with the Building Safety Act, our new Building Safety Strategy will make sure our homes are, and remain, safe and high quality, and that we're providing all customers with accessible safety information.



Sustainability Strategy year 1

We're continuing to deliver this strategy to make sure we have sustainable communities, focussing on affordability, the right technology, and good communication.



Improve the EPC rating of homes and concluding SHDF Wave 2

We're continuing to improve the energy efficiency of homes and helping to prevent or improve issues of damp, mould and condensation.



Create and pilot Community Plans

We're creating Community Plans to act as a roadmap for your neighbourhoods and help make them better places for everyone. These plans will help us understand where we need to focus our time, money, and resources to make the biggest difference.



To stay up to date with our progress on this work, head over to the news page of our website. Scan the QR code to visit our news page.



Scan the QR code or click here to read our Corporate Plan 24/25



Support and succeed

Lots of our work focuses on tackling inequalities and creating opportunities so that our customers and communities can thrive. In our Corporate Plan, we committed to support customers with the cost-of-living crisis, through initiatives like the Thrive Fund and new Work and Skills Strategy. Here's how we got on:

Help through the Thrive Fund

Our **£300,000** Thrive Fund was doubled to **£600,000** last year, in recognition of the cost of living crisis, so we could support more customers.

In 2023/24 the fund supported **1,611** families with referrals made by colleagues across the organisation, thanks to our new ways of working including the new neighbourhood model.

What sort of help is included?

You can apply for support for white goods and cookers, small kitchen items, beds, bedding, furniture, and window coverings. You can apply for items in a maximum of two of these categories.

Customers can also request referrals for assistance with school uniform and support towards decorating their home. We also make referrals to our Support and Wellbeing, Employment and Skills, and Financial Inclusion teams.

Case studies

A warm welcome home

One of our customers applied for the Thrive Fund to get support to decorate their home. Their 17-year-old daughter had recently recovered from a serious illness and was due to return home from hospital. We provided the family with decorating vouchers to enable them to refresh their home and her room to provide her with a welcoming and comfortable space to recover in.

A lifeline for a customer in need

Another customer applied for the Thrive Fund after their cooker had broken, leaving him with only his grill to use. The customer had dietary restrictions, but was also struggling with a knee injury. This meant he couldn't rely on using the grill alone and was struggling to prepare food. We provided him with support through the Thrive Fund, ordered him a new electric oven and arranged collection of the old one, and we also gave him a voucher to purchase a microwave.



Cost of Living support

Though inflation started to slow last year, the increased cost of living is still putting additional pressure on customers' finances, and we provided a helping hand when it was needed.

Whether for advice or help to pay for food, fuel or furniture, our Financial Inclusion team is here to help.

£2.1m

Financial gains for customers

1,009

New customers supported

£3,000

Average gain per customer

“The team has helped me to increase my income and reduce my outgoings and helped me build my confidence to deal with my money. You have helped me massively. I would recommend anyone who needs help to get in touch with the Financial Inclusion team.”

- Joyce, Hulme (name changed)



One Manchester Community Fund

In January 2024, we launched the One Manchester Community Fund, where local community groups were invited to apply for grants to fund programmes that will make a real impact for our customers.

15 organisations received a total of **£100k** funding to deliver projects to support our customers.

The projects included a 6-month eat well at home programme to help people in need with their health and wellbeing, social support sessions for young people impacted by family members in prison and a Men in Sheds programme to help reduce social isolation.

Case study: Chatty Craft Group, Royal Exchange

The Chatty Craft Group is a project delivered by the Royal Exchange. Bringing together primarily unemployed or part-time working women from diverse backgrounds, the group offers weekly creative workshops where members can develop new craft skills and socialise.

Chatty Craft Group has empowered women by reducing isolation, boosting confidence and giving them a supportive space to share experiences. We asked group member, Donna, about her experience:

“If I miss a week I really notice. It’s me time and helps clear my head. I’m not very good at the creative stuff but I really enjoy it. I have made some good friends too.”

Chatty Craft Group are hoping to put on larger scale projects and run extra sessions, inviting children to take part in creative activities.



Work and Skills

409

People supported into employment and training (against a target of 300)

33

Events organised to support residents into employment and volunteering opportunities

730

Life opportunities created (target 660)

49

People supported into jobs in March, making it our best month in 2023/24.

We’ve been successful in being awarded three new contracts to deliver additional support and paid work placements for our customers and local residents. We also successfully obtained a 12 month extension to our ongoing Be Well contract, which supports local people to get on top of their work, family and money worries.

Looking ahead, there are already lots more Employment and Skills sessions underway or coming soon - including National Citizen Service roles, our Apprenticeships, Future Focus events, and our Let’s Talk About What’s Next programme.

Work and Skills Strategy

The Work and Skills Strategy will now be part of a new Community Investment Strategy which will be delivered this year, ensuring community services are better connected.



Connected communities

External Funding Strategy

£3,216,117

External Funding gained at year end (target £500,000)

You Said, We Did: External Funding

In summer 2023, we chatted to you about external funding themes and principles for our strategy. Through face-to-face consultations in various neighbourhoods, and online sessions, **76** customers shared their perspectives.

The key themes from these discussions showed the significance of giving support to customers to help people with their health and wellbeing; cost of living increases; and employment and skills support.

Based on this feedback, we've developed our new External Funding Strategy in line with customer priorities. We've already seen the impact and managed to secure:

- **£10,000** to help customers with Cost of Living support (as well as our Thrive Fund)
- Funding for employment and skills for customers
- Funding for supporting the wellbeing of Independent Living Scheme residents
- Funding for supporting the wellbeing of Manchester Care Leavers



Read more by scanning the QR code or clicking here.



We also secured:

- About **£10k** in donations directly for community groups
- Over **80** expert hours supporting community groups from installing new heaters to architects' drawings for a community hub
- More than **30** apprenticeship weeks on developments: Oldham Road Phase 1 and Moston Campus
- Several placements and work experience roles on

Case study: Powerhouse Community Garden - Moss Side

Powerhouse was donated **£1,000** towards helping improve their community garden and the money was spent on plants, tools, and wood for planters.

The garden has made a difference to the **500+** visitors of all ages - including local residents, staff and volunteers. Doing up the garden involved two local primary schools and volunteers from organisations who gave up their time. The children were able to make bird boxes, build a tipi, and do some planting.

“Thank you for helping put a smile on children’s faces and providing us with a calm space to sit when the weather is good.”

- Lisa

Reviewing, mapping and updating key stakeholders

In March 2024, we began an exercise to map our external stakeholders through a stakeholder mapping exercise.

We created a new Corporate Affairs team and recruited to these roles in January 2024. This team will oversee our strategic communications with our stakeholders to make sure we have strong relationships with community partners and government figures, to improve the services we provide for our customers.

After mapping our stakeholders in 2023/24, we'll continue our work in this area to improve our community connections and communication in 2024/25.



Financially strong and well-governed

An important part of our Corporate plan priority, Prosperity, is about ensuring we're financially strong. This is so we can continue to invest in our homes and communities, providing great places to live.

Developing our Value for Money Strategy

Getting value for money is essential for us to maximise services for you. We always aim to deliver efficient and excellent customer services, and getting value for money is an important part of this.

In March 2024, consultation with the Customer Scrutiny Panel provided valuable insights into key themes we should have in the Value for Money.

Based on these discussions, we finalised our Value for Money Strategy and action plan, and delivered its first year.

Here's how we made sure we were spending efficiently, in line with our Value for Money Strategy, to get the most from our resources for customers:

- Reduced our operating margin: We invested more in customers and homes which reduced the operating margin from **32.2%** to **17.0%**.
- Delivered efficiencies: We continued implementing the Shaping our Future programme to find efficiencies and improve business operations.
- Increased investment in properties: We increased the budget for budget for repairs and the Healthy Homes team to improve the quality of homes and future proof them.

£85,000

of interest cost savings

We also achieved **£85k** of interest cost savings through effective treasury management by early repayment of more expensive term debt and more actively managing cash balances.

Income and operating costs

We have a strong emphasis in our plans on maintaining our financial stability and effective governance, and last year this ensured we kept our G1/V2 rating. Our strategy revolves around delivering value for money and keeping a sensible financial approach to make sure that we can support our people, our communities, and boost prosperity.

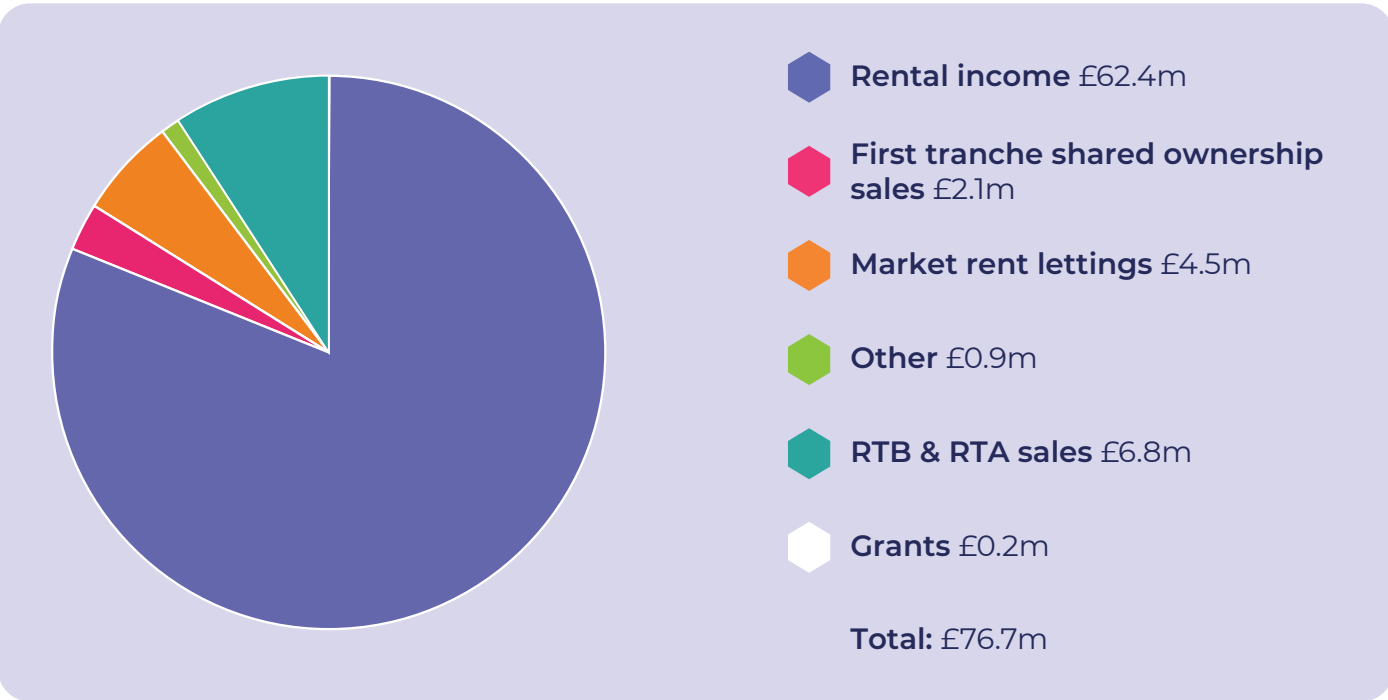
Financial recap for April 2023 to March 2024

We made a surplus of **£15.2 million** (compared to **£17 million** in 2023) for the year, which exceeded our budgeted surplus of **£12.9 million**. This was while facing another challenging financial year. More customers needed repairs, and we needed to invest more money into our homes and into support for customers. We also sold fewer homes in comparison to the year before. Despite not bringing in as much in income, our Board still decided to spend more on our homes and increase our support to help with the rising cost of living, resulting in this lower surplus.

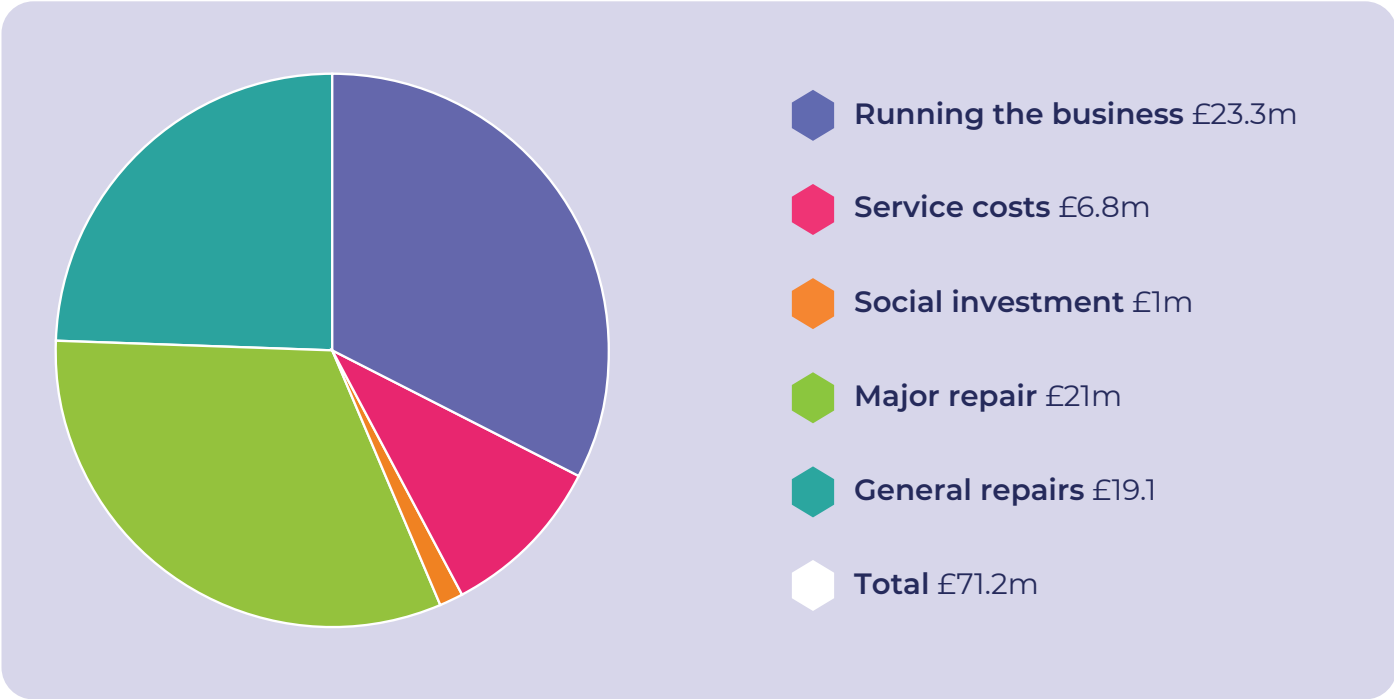
Income and operating costs

Our financial position remains strong, and the value of our assets continues to grow due to the investment we make in customers' homes. This strength will allow us to continue to generate income so that we can invest longer term in keeping the homes of our customers secure, warm, and safe.

Income



Operating costs



Looking ahead: continuous improvement in 2024/25

Our Prosperity priorities for Year 3 have now been published - here are some of the projects we'll be delivering during this year.

- Safety and Quality Standard
- Transparency, Influence and Accountability Standard
- Neighbourhood and Community Standard
- Tenancy Standard

Community Investment Strategy
We're producing and starting to implement our new Community Investment Strategy. It's designed around four key areas of support, led by what we know is important to customers:

- Digital Inclusion
- Care leavers
- Young people
- Employment and skills

✓

Growth and Regeneration Strategy
We're creating a new strategy that will make sure we keep delivering homes that meet local needs. The strategy will focus on a number of key themes:

- Homes for the future
- Strategic growth
- Regeneration
- Quality customer experience

✓

✓

Service Charge Review year 2
This project ensures our service charges are value for money, and are communicated clearly.

✓

Value for Money action plan year 1-2
We'll continue following our action plan to ensure we're getting the best possible value from services.

✓

Embedding the new Social Housing Regulation Act and consumer standards
We're working on an action plan that helps ensure we're meeting all the standards.

✓

✓

✓

✓

Data Quality and Insight Project
Having quality data and insight means we can report on our strengths and improvement areas, and make decisions effectively. It'll also make sure we're transparent and accountable.

✓

✓



Scan the QR code or click here to read our Corporate Plan 24/25



Thanks for reading

If you have any questions about this document, please email:

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Listening to our customers

There are lots of ways you can help shape our services and have your voice heard, from joining a customer team like our Customer Scrutiny Panel to completing surveys. **Find out more here** or scan the QR code.

