



Customer Annual Report

2024/25

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Letter from Nic Kershaw, our Chief Executive

Hi everyone. I'm really pleased to share your Customer Annual Report, reflecting on everything we've achieved together from April 2024 to March 2025.

Over the past two years, we've focused our Corporate Plan on **continuous improvement**, and I'm happy to share that it's working. In 2024/25 we improved our Tenant Satisfaction Measures in **11 out of 12** customer perception categories, and strengthened our regulatory readiness, and this year, this resulted in receiving the highest grading from the Regulator of Social Housing for meeting the new consumer standards: a **C1**.

The general election brought a renewed focus on social housing, and we've embraced changes brought in by the new government, including the Affordable Homes Programme, Consumer Standards and Awaab's Law. These come with new responsibilities, and we've stepped up to meet them.

Listening to you has been key to our progress. We've engaged with **thousands of customers** and now regularly work with **136 involved customers**, plus many more digitally. Your feedback has shaped everything this year from the repairs service to where we focus our community investment.

Repairs have always been one of the things customers care deeply about - and I know it's been a source of frustration at times. Thanks to your input and the work of our Scrutiny Panel and intervention team, we've made big changes that have led to real impacts. We've **cleared the repairs backlog**, and now book all new repairs and follow-on work within **24 hours**. There's still lots more work ahead,

but it's a big step forward in making our services more responsive and reliable.

We've also made progress in home safety and future-proofing. We've improved our home condition data and completed **10,500 Tenancy Experience Visits (TEVs)**, helping us better understand your needs and build stronger relationships with you.

We've also continued to be busy in our communities. **Nine summer events** brought together over **2,700 attendees**, and we added to these a **winter wellbeing events** programme. We also held **324 neighbourhood inspections**, walking side-by-side with you to keep our spaces clean, safe and welcoming. The feedback we heard at these events is already helping us shape future investment, and the new **Community and Neighbourhood Action Plans**.

Thank you to everyone - customers, colleagues, volunteers, and Board and Committee members - who've helped drive positive change. Your time and care mean everything, and you'll see in this report that they've helped us stay true to our purpose: to be more than just a landlord and create real opportunities for our customers and communities.

Warm wishes,

Nic Kershaw

Chief Executive Officer



Introduction to our 2024/25 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've performed against our priorities, what we've done, and what we could've 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 2025/26 look to improve on our performance in 2024/25, increase customer satisfaction, and meet these standards.



Consumer standards - what they are, what they mean for you

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. This is what the four standards require of us, and the ways that we approach and meet those requirements:

Safety and Quality standard – This standard focuses on ensuring landlords understand the condition of all their homes and use that data to provide safe, quality homes. Landlords are required to deliver repairs, maintenance and planned improvements in an effective, efficient and timely way, and must be clear on their health and safety responsibilities.

Transparency, Influence and Accountability standard – This standard ensures landlords are transparent with customers, treating them fairly and respectfully so they can access services. Customers must be able to voice concerns where necessary, influence decisions, and hold their landlord accountable.

Neighbourhood and Community standard – This standard helps ensure our communities and homes are safe places for people to live, and sets out expectations for us to work with relevant partners to promote social, environmental and economic wellbeing in our areas. It ensures we address anti-social behaviour, work to prevent hate crime, make common and shared spaces safe, protect people experiencing domestic abuse, and work with other agencies.

Tenancy standard – This standard outlines the fair allocation and letting of homes, as well as requirements for managing tenancies.

About Awaab's Law

Throughout this report we talk about what we've been doing to prepare for Awaab's Law. Awaab's Law is a new law that comes into force on 27 October 2025. It requires social landlords to fix reported damp, mould and emergency repairs within strict timeframes.

The law will focus first on damp and mould before covering further housing hazards from 2026. The Government has published guidance to help landlords like us understand these new requirements and prepare.

You can read about this in more detail on our website.

Our Corporate Plan priority for People is all about helping customers and colleagues to prosper and live well. In 2024/25, we focused on amplifying customers' voices, improving accessibility across our channels, and implementing new People and IT strategies.

Customer voice

In our Corporate Plan, we committed to:

- Completing our Customer Voice Strategy and Year 1 of the action plan.
- Reviewing the customer experience across all channels to improve accessibility and ease of use.

The next few pages will show you how we made the customer voice count in 2024/25.

Customer Voice Strategy

At the start of the year we worked with customers to review our Customer Voice Strategy and the opportunities to be involved and share feedback. We found out that they didn't work for everyone, and could be more accessible, with more focus on the issues that matter most. Because of this, we launched a new Customer Voice Framework - Your say, your way – a menu of 15 ways to engage at 4 different levels, with something to suit different preferences, time commitments, and interests.

As part of this:

Scrutiny Panel formally reviewed:

- The Repairs service, making 40 recommendations for how to improve communication, online services, follow-up, training, flexibility, accessibility, and support for vulnerable residents.

Customers shaped:

- One Manchester's customer channels
- Value for Money Strategy
- Inclusive Access Policy
- Communications, Marketing and Brand Strategy
- Priorities for community investment, leading to: a new Youth Panel, youth sessions, winter wellbeing events in five locations, Iftar events during Ramadan, and an intergenerational project with Independent Living Schemes.
- Customer Voice Strategy
- Growth and Regeneration Strategy

Customer Panels shaped:

- Our kitchen supplier and designs
- Service charges and letters - informing our review
- The former tenant arrears policy and letters
- Annual rent letters
- Our Building Safety Strategy and safety guidance for high rise customers
- EDI Strategy in partnership with HDN
- Customer Catch Up newsletter

Customers coproduced:

- Our Welcome Pack and new customer journey.

In 2024/25, we:



In 2025/26, we'll:

- Increase the number of diverse voices involved in influencing service outcomes for customers
- Achieve the TPAS accreditation
- Review our Service Standards with customers
- Do a scrutiny of the Complaints service and implement the recommendations
- Work towards a TPAS (tenant engagement experts) accreditation



About the new Customer Voice Panels

In 24/25 we launched new Customer Panels to give more customers a chance to be involved and hear from more diverse voices. They were designed to focus in on the services and topics that customers told us are most important to them:

Procurement Panel reviews the companies we partner with and ensures that any new contracts meet customer needs.

Service Charges Panel provides feedback on how service charges are managed. Open to all customers who pay a service charge.

Quality Homes Panel shapes the repairs service and influences decisions on investment in homes.

Communications Panel advises on how we communicate with customers, from the letters we send to the content of the Customer Catch-up.

Customer Service Panel works to improve customer services, focusing on accessibility and service standards.

High-Rise Panel contributes to building safety plans and decisions for high-rise buildings. Open to customers aged 18+ living in high-rise homes.

Read about the impact panels are having and join in on our website.



TSM perception results 24/25



71.7%

satisfied overall



75.3%

satisfied with repairs



67.6%

satisfied with time taken to complete the latest repair



73.3%

satisfied the home is well maintained



80.5%

satisfied the home is safe



65.9%

satisfied we listen to and act on views



79.9%

satisfied we treat you fairly



73.8%

satisfied we keep you informed on things that matter



47.9%

satisfied with our complaints handling approach



74.3%

satisfied we keep communal areas clean and well maintained



69.9%

satisfied we make a positive contribution to neighbourhoods



68.9%

satisfied with our ASB handling

2,100

customers gave feedback

11 of 12

perception scores improved

2.1%

increase in overall satisfaction



Read our **TSM results** in full, along with the action plan we've put in place to address your feedback, on our website



“One Manchester are being more open and saying, ok, this is a problem, what can we do about it. Being more efficient at finding a solution is something that I can see happening more. I’m really happy to see these new panels meeting, and meetings and committees being formed to solve problems.

There’s always room for improvement but One Manchester is doing a lot right. It feels good to be on a panel to help make a difference, and it’s important to me to see One Manchester try to make a difference too.”

– Selina is on the Communications Panel and Customer and Communities Committee



You said, we did: Repairs

You said: You were frustrated when repairs were delayed because they weren't attended to in the right order. For example, if a painter came before the plasterer.

We did: We've made changes in our systems to fix this issue. Now, if an appointment needs to be moved, the entire series of jobs will be reviewed and adjusted, to prevent anyone attending in the wrong order.

Learning from complaints

Every complaint is a chance for us to learn and do better, and we've been committed to making changes that benefit all our customers.

To make the service better last year, we:

- ◆ Increased the Customer Experience team from 7 to 9
- ◆ Introduced tracking for promises made during investigations.
- ◆ Launched transactional surveys to find out how you felt the service had been after using it
- ◆ Shared performance weekly with complaint handlers and quarterly with Board
- ◆ Held learning sessions with Repairs, Neighbourhoods, and Assets colleagues.

We're happy to see significant improvements in handling complaints on time, even though we received more complaints.

Most (63%) complaints in 2024/25 were about repairs, in particular, fencing and joinery, Healthy Homes, and plumbing.

We used the new learning sessions to address this with our teams and to improve things, we:

- Recruited more joinery staff and used sub-contractors to reduce backlogs.
- Created a dedicated fencing team for 2025/26 to improve response times and communication.
- Completed stock condition surveys for 75% of high-rise properties.
- Introduced a new way of working for follow-on repairs, cutting outstanding jobs by 60% and making sure follow-up work is booked within 24 hours.
- Reduced the repairs backlog and halved “no access” cases with a new policy.

Looking ahead

We’re holding a lot more learning sessions with teams, and aiming to reduce complaint extensions and improve communication.

We’re also making 30 service improvements based on recommendations from the Customer Scrutiny Panel.

You can read more in our Complaints Annual Report on our website.



In 2024/25:

97.4%

Stage 1 complaints were completed on time (up from 76% last year)

16

Customer Journey Maps were completed and used in learning sessions

92.1%

Stage 2 complaints were completed on time (up from 73% last year)

1,805

complaints were received (50% more than last year).

We want to bring this down, but also see it as reflecting our commitment to making it easier for you to raise concerns.

Failure to act and response times were the most common issues

Outcomes

Stage 1 complaints

57%
upheld

22%
part upheld

21%
not upheld

Stage 2 complaints

68%
upheld

19%
part upheld

13%
not upheld

Housing Ombudsman findings

5

cases were determined (down from 15 last year)

2

counts of maladministration and 1 of service failure

27%

was our maladministration rate (down from 74% last year)

We were recognised by the Ombudsman for making a big improvement.

1

anti-social behaviour case was highlighted as an example of good practice.

Customer experience

In 2024/25 we took a closer look at how easy it was for customers to contact us and get the help they needed by phone, email, and online.

We learned:

- Most customers still prefer to call us, but wait times and referrals (being passed to another team) are a big frustration.
- Repairs are the top reason for getting in touch, and many customers call just to get updates from us.
- Communication and follow-up need to improve—customers want clearer information and quicker responses.
- Some customers find it hard to use digital channels, and not all online features are easy to find or use.
- There are gaps in how we record customer information, which means we sometimes miss chances to tailor our service.

What we're doing now:

- **Referrals:** We're analysing why so many calls are referred instead of resolved first time, and we're training teams to fix more issues on the spot. We're also building a dashboard to track referrals and making it a regular topic discussed between teams.
- **Managing expectations:** We're updating our website and welcome packs to give clearer info about repairs and response times. We've also publicised our service standards, so you know what to expect.

- **Process mapping:** We're creating guides and training for staff to help them resolve queries more quickly and consistently and doing regular quality checks.
- **Digital inclusion:** We're making our website and portal easier to use, improving accessibility features, and making the info you need easier to find. We're also looking at how we can tailor communication for customers who prefer to email or phone.
- **Customer involvement:** We're consulting with customers on new service standards, so your voice shapes the way we work
- **Tracking progress:** We're monitoring complaints, call volumes, and customer feedback to make sure our changes are making a difference.

Benefits you'll see in 2025/26:

- Faster answers and fewer hand-offs when you contact us.
- Clearer information about repairs, timescales, and what to expect.
- More consistent and helpful communication.
- Better access to digital services and support for those who need it.
- Services and standards shaped by customer feedback.

There's more to do, but these changes are making it easier for you to get the help you need, when you need it - and making sure everyone gets the same high standard of service.



Average call waiting time went up from **2 minutes to 16 minutes** in busy periods

In 2024/25, we received:

106,259
calls

24,324
emails

Launched the **Every Contact Counts** campaign, encouraging colleagues to check and update customers' details at every opportunity they have.

In our 6-month channels review we found:

57,000+
contacts were handled
87% by phone, 10% via web messages, and 3% by email

58%
of calls were referred to another team

47% of calls and **66%** of digital contacts
were about repairs

40%
of customers found contacting us "high effort"

42%
more customers use the website year-on-year

Journey to a better customer service team

Our Customer Resolution Centre (CRC) wasn't performing at the level we wanted, so we worked hard to build a more responsive and reliable service for you.

We brought in more staff, improved training, and changed shift patterns to better match when you need us. We've focused on getting things right first time and reducing abandoned calls.

By the end of the year we had improved in these areas:

- **Call answer rates** increased to 86% by March 2025, and they've stayed above 90% since April.
- **Average call answer time** dropped to 1 minute 30 seconds.
- **Email response times** dropped to less than one working day.

With more stability, we were able to bring calls back in house, returning all emergency calls to our CRC team from April 2025, and all repairs calls from June.

Monthly answer rate	%
January 2025	65.8%
February 2025	82.0%
March 2025	87.2%
April 2025	90%



Tailoring what we do to offer inclusive services

Through feedback, customers told us that:

- Accessibility and communication barriers can make it harder to engage with our services.
- Feeling vulnerable can happen to anyone, and support should be tailored to individual needs.
- Clear, empathetic communication and practical support make a real difference.

So in 2024/25 we launched a new Inclusive Access Strategy and committed to making our services accessible to all customers, especially those with additional support needs.

This involved implementing a new Reasonable Adjustments Policy based on the "3Rs" framework — **Recognise, Respond, Record**.

Whether it's providing large print letters, translations, interpreter support, or tailoring our tenancy visits, we're making sure our services work for everyone.

Case study

When Ahmed was unable to maintain his garden due to paralysis, we stepped in to clear it and enrolled him in our Assisted Gardening programme. This kind of personalised support is now part of our standard approach.

Inclusive access isn't a one-time fix - it's a continuous journey. We'll keep working with customers and partners to remove barriers and create connected, sustainable places where everyone can thrive.



"As a customer from Beswick, I was proud to represent my community at the Greater Manchester Housing Providers (GMHP) focus group exploring how housing services can better support individual needs. The session used real-life scenarios to highlight the importance of recognising personal circumstances, and at it, we created 10 guiding principles for reasonable adjustments. These include improving communication, investing in staff training, and embedding inclusive practices across organisations. It was inspiring to contribute to shaping a more responsive and customer-focused housing approach."

James is a member of the EDI Panel



In 2025/26, we're:

- **Introducing a new telephone platform** with voice recognition for smarter call routing.
- **Improving our referral process** to make sure customers get updates and don't have to call us to find out the status of requests.
- **Adding new contact channels** that we know customers want to use, including webchat and WhatsApp.

In 2024/25:

We launched Language Line, a one stop shop for accessible communication with customers.

Launched the **Inclusive Access Strategy**

Implemented the **Reasonable Adjustments Policy** – Recognise, Respond, Record

Started using Language Line, a one-stop shop for accessible communication

27,065
pages viewed accessibly using recite me

385
people used the tool every month

Great place to work

In our Corporate Plan, we committed to:

- Refreshing our People Strategy to include a new performance framework and talent development plan.
- Refreshing our IT Strategy to align key business priorities and simplify our ways of working.

Here's how we got on.

People Strategy

Great customer service starts with a great team. In 2024/25, we refreshed our People Strategy—a plan to build “the best team” so we can deliver the best service to you.

You might not see everything that happens behind the scenes, but the way we support and develop our colleagues directly affects your experience. Whether it's how quickly we respond to your queries, how well we communicate, or how we handle repairs and complaints—our People Strategy is designed to make sure we get it right. Here's how:

Creating a culture to be proud of: We continued building a culture that's inclusive and driven by our HEART values—Honest, Enterprising, Accountable, Respectful, and Trustworthy. This keeps teams connected and motivated to deliver great service. We embedded these values into everything we do, from recruitment to day-to-day interactions.

Recognising people and teams: We reviewed our pay and benefits to make sure we attract and retain the best people. We celebrated success, both individual and team, and prioritised health and wellbeing.

Developing talent: We invested in training and development so our teams have the skills

they need to support you effectively. That included leadership programmes, succession planning, and peer-to-peer learning.

High performance: We launched a new performance framework and talent development plan. It ensures we all stay aligned to the same vision and goals, and that every colleague in every team has objectives to improve customer service and deliver value for money.

Closing the Gender Pay Gap

We're committed to fairness and equality for all colleagues. Our 2024 Gender Pay Gap report shows that we've continued to make progress, with a median pay gap of **-5.4%**, well below the national average of **14.3%**.

Why does this matter for customers? A fair and inclusive workplace helps us attract and keep talented people who deliver the services you rely on. By investing in equality, we're building stronger teams, improving customer experience, and ensuring that everyone who works for One Manchester feels valued and supported.



In 2024/25:

- ◆ Embedded **HEART** values across recruitment and daily work.
- ◆ Reviewed pay and benefits.
- ◆ Delivered **2000** training sessions.
- ◆ Launched new performance framework and development plan.
- ◆ Put **3** cohorts through the LEAD from the HEART management plan.
- ◆ Delivered **19** paid NCS placements (10 with One Manchester, 9 with partners).
- ◆ **73%** gained employment.
- ◆ Held a winter wellbeing campaign.

65.4%

colleagues recommended One Manchester

5.8%

sick absence

12.4%

voluntary turnover

-5.4%

median gender pay gap
(vs national average of 14.3%)

56%

leadership roles held by women

22%

colleagues from BAME backgrounds

In 2025/26 we're:

- ◆ Investing in a new Learning Management System.
- ◆ Preparing for the new Competence and Conduct Standard.



IT Strategy

We refreshed our IT Strategy to make sure our systems and tools work better for you and for our teams and help us deliver services smoothly. Our aim is to simplify how we work wherever we can, remove pain points, and make it easier for you to access services when you need them.

In 2024/25, we're:

- Refreshed the strategy and put a 12-month action plan in place (as of July 2025).
- 100% P1 cyber attacks prevented.

Although we didn't complete the full strategy in 2024/25, as of July 2025 we've now got a 12-month action plan in place and we're getting on with delivering it.

In 2025/26, we're:

- Implementing 2 new systems to support Awaab's Law.
- Rolling out a better phone system.
- Trialling a doorstep repair booking tool.
- Reviewing our Housing and Finance systems.
- Creating a Knowledge and Information Strategy.

So far in 2025/26, we've:

- Introduced new IT systems to support Awaab's Law, including:
 - Assetli** – to manage hazard cases and emergency repairs.
 - Homes Assistant** – built using AI (Microsoft Copilot) to help us to diagnose repairs and hazards.
- We're rolling these out by area until October, when they will be in place everywhere for Awaab's Law.



- We're implementing a new version of Netcall, our phone system, which should make it easier to get through to the right person and improve your experience when you call us.
- We're working on iAppoint, a doorstep appointment system that will let colleagues book repairs while they're with you in your home.
- We're also reviewing all our systems and planning a longer-term strategy to modernise our Housing Management and Finance systems.

Inclusive culture

In our Corporate Plan, we committed to:

- Creating and embedding a new EDI Strategy.
- Developing and launching the One Manchester 'service style' to improve how we listen, communicate, and connect with our customers.

Here's how we got on.

EDI Strategy

Everyone deserves to feel safe, respected and included, whether you're a customer, colleague or member of our wider community. That's why Equality, Diversity and Inclusion (EDI) is at the heart of everything we do.

How we developed the new strategy

We consulted widely, including with customers on our new EDI Customer Panel, and worked closely with the EDI lead on our Board. We reviewed customer data, feedback from Tenancy Experience Visits (TEVs) and TSMs. Our consultations were supported by representatives from Inclusive Employers and the Housing Diversity Network (HDN), and we acted on recommendations from an HDN audit.

Actions we've taken so far:

- Appointed a new EDI Officer to lead our calendar of events and initiatives.
- Added more EDI focus to Tenancy Experience Visits.
- Launched three inclusive mentoring opportunities.
- Formed an EDI working group.
- Carried out rigorous EQIA impact assessments on all customer-facing policies, ensuring collaboration with our EDI Board lead.



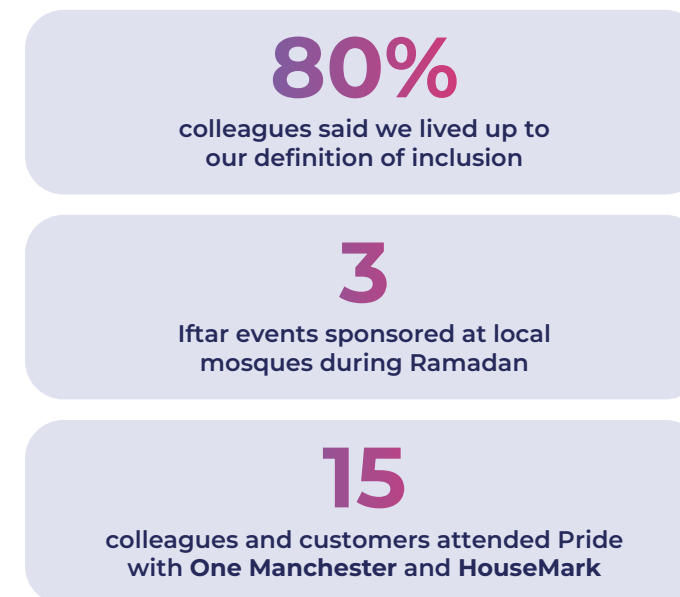
- Worked with our Community Fund Team to review grants, ensuring fair allocation to different community groups.
- Continued pay gap reporting and made progress in closing our gender pay gap.
- Refreshed our training programme, including bystander training, hate behaviour training, and conscious inclusion - helping staff challenge both conscious and unconscious bias.
- Made more of our services easier to access, by removing language barriers, improving digital inclusion, and promoting aids and adaptations so customers can stay in their homes longer.

Equality, Diversity and Inclusion: more than words

We're committed to creating communities where everyone feels safe, respected and included. We know that events across the country have left many people, including our customers and colleagues, feeling unsettled. We have a zero-tolerance approach to hate crime in any form and will take swift action where needed. If you've experienced hate crime, discrimination or abuse in your home or community, please reach out—we will listen and support you.



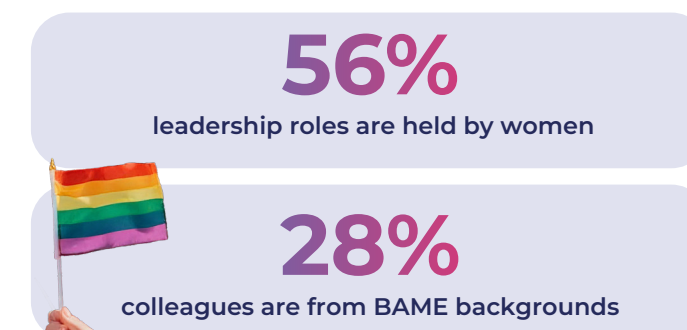
In 2024/25:



We continued our commitment to and benchmark ourselves against:

- Disability Confident Employer
- The Slave Free Alliance (with an updated modern slavery policy and action plan)
- Stonewall Diversity Champion
- HDN
- Inclusive Employers

Reflecting our communities



Manchester Pride Each year, we proudly join forces with fellow social housing organisations to march in Manchester's vibrant Pride parade, united under the HouseProud banner. This year, we were thrilled to be joined by Carol, from Longsight, who shared what the experience meant to her:

"I love getting out and about and meeting new people. It's really important to me to show solidarity with the LGBTQ+ community – and it's great fun too!"

Service style

The full service style review will now be happening in 2025/26. But we made many improvements to how we listen, communicate and connected with customers in 2024/25.

Improving customer communication

In 2024/25 we put your voice at the heart of how we communicate:

- ◆ **Customer consultation:**
In spring 2024, we asked for views on our Communications Strategy. **67 customers** took part in our survey, telling us you wanted more frequent updates, on a wider range of topics, and a choice of digital or print formats. This feedback shaped our new accessible multi-channel approach, so you get information in the way that works best for you.
- ◆ **Customer Catch-up newsletter:**
In October we started publishing the launched the **Customer Catch Up** newsletter, available in print and digital formats, with translation and accessibility options.

Why we did it

- ◆ You told us you want more regular updates, especially about repairs, safety and the environment.
- ◆ Most customers prefer email, but many also value letters, texts and newsletters.

What you see

- ◆ Top service updates and performance highlights
- ◆ Customer stories and feedback opportunities
- ◆ Health and safety advice
- ◆ Events and local news
- ◆ Complaints guidance
- ◆ How to get involved



We'll keep improving the Catch Up based on your feedback so that it stays relevant, accessible and useful for everyone.

You said, we did: Welcome Pack

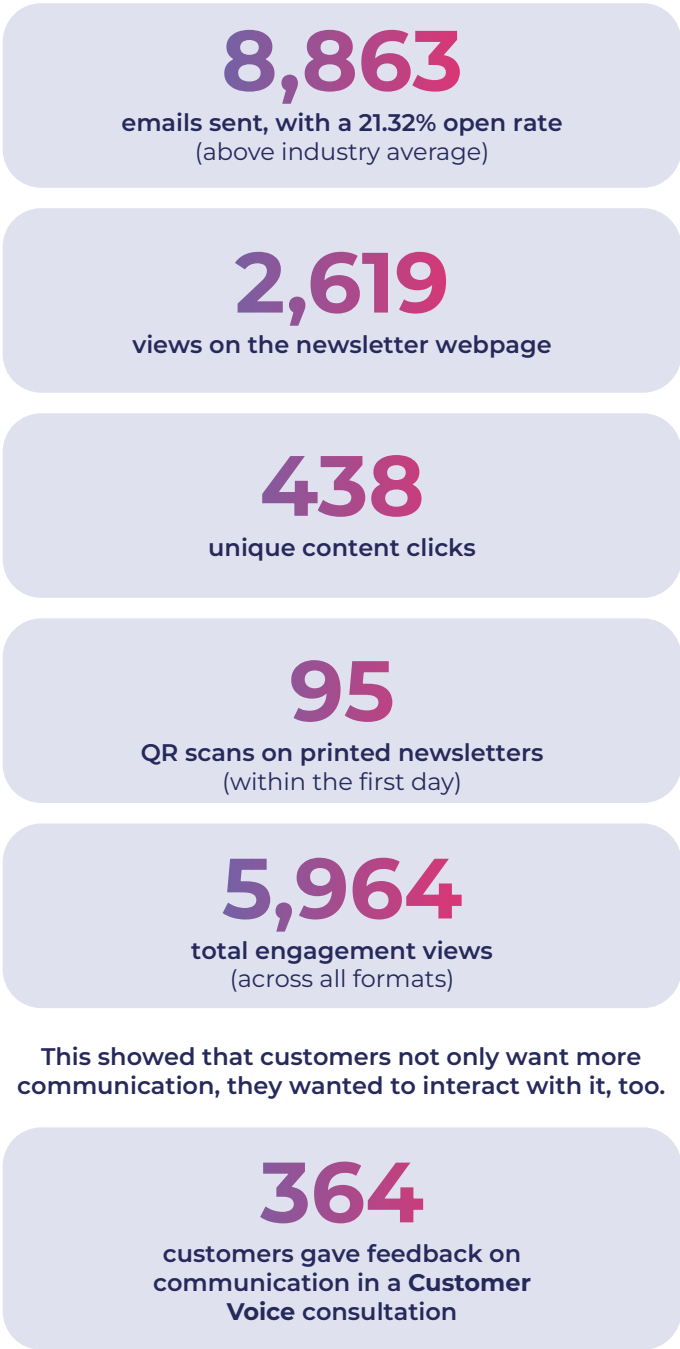
You said: Starting a new tenancy can feel overwhelming, and many of you told us that the information provided at move-in wasn't enough. You wanted a helpful, easy-to-understand Welcome Pack that includes everything you need to know and do to settle into your new home with confidence.

We did: Following workshops with customers and colleagues, we've redesigned the induction experience for new tenants. The brand-new Welcome Pack is tailored to your needs, packed with the right information, and presented in a clear, engaging way. It's designed to make your move smoother and help you feel at home from day one. We're excited to roll out this improved experience for all new customers this autumn!



In 2024/25:

Newsletters impact



This showed that customers not only want more communication, they wanted to interact with it, too.

Place

We want to help people succeed by providing quality, affordable, secure homes to rent and buy, and building more to meet future needs. This year, this meant reviewing and improving our repairs service, making our homes warmer and more sustainable, refreshing the Building Safety Strategy, and creating long-term plans for our communities.

Well-maintained homes

In the Corporate Plan, we committed to:

- Starting Year 1 of our Repairs Intervention, with a view to creating a 'right first time' service.
- Creating and implementing a new Building Safety Strategy.

Here's how we got on.

Repairs intervention

We know how important our repairs service is to customers, and that we haven't always got it right. Thanks to responses from **507 customers in The Big Listen**, and insight from the Customer Scrutiny Panel, we worked hard behind the scenes to make real improvements.

Your feedback directly shaped our action plan.

You said, we did

Right first time

You said:

Repairs weren't always completed properly, and some jobs needed multiple visits.

We did:

- Created a specialist team to diagnose and plan repairs more accurately.
- Introduced new technology so you can send us photos and videos to help us identify the issue before we arrive.
- Ensured the right people with the right tools arrive on the first visit.

Better tech

You said:

Scheduling errors and poor sequencing of repairs were causing frustration and delays.

We did:

- Upgraded our systems to prevent scheduling mistakes.
- Provided additional training for colleagues.
- Used a new system to make sure repairs happen in the correct order.

Communication throughout the repair

You said:

You wanted clearer updates and better communication, including SMS notifications.

We're doing:

- Improving our communication process to provide regular updates.
- Introducing follow-up calls so you know what's happening.
- Making sure our text message updates are better timed and more informative.

Repairs

In 2024/25:

81,115

completed including gas servicing

99.5%

emergency repairs completed within target timescale

88.8%

on-emergency repairs completed within target timescale

84.7%

repairs completed right first time (up 5%)

73.05%

customer satisfaction with repairs

0%

Damp and mould Category 1

0.3%

Damp and mould Category 2

We've reduced this target to 0.5% for 2025/26



Appointment times

You said:

You need more flexible appointment options, including evenings and weekends.

We're doing:

- Reviewing our hours to offer more appointment times that fit your schedule.

We're now in year two of our Repairs Intervention, and you'll be starting to see the difference in the service you receive.

- We've introduced a smarter system to prioritise emergency repairs and tackle damp and mould, aligning with Awaab's Law.
- Appointment slots are now a minimum of **45 minutes**, giving operatives more time to complete jobs in the first visit.
- A new no-access and follow-on work process has reduced delays by **around 60%**, helping us complete more repairs, more quickly.
- Multi-skilled operatives mean more repairs are completed in one visit, with earlier appointments and no repair backlog.
- A dedicated Repairs Hub now works alongside Planning and Repairs Teams to improve coordination and customer service.
- In-call video options help us better understand issues before we arrive.
- A new diagnostic tool supports right-first-time fixes and considers individual circumstances when planning repairs.
- Our new hazard case management system makes sure serious issues are resolved quickly, with regular updates throughout.
- We're reviewing our communications to provide clearer, more timely updates on the status of your repair.

"I want appointments to work with my schedule."

One Manchester customer

Investment

99.5%

homes met Decent Homes Standard

37.7%

stock condition surveys completed this year

83.78%

homes' Stock Condition data collected in last 5 years;

100% will be collected by March 2026.

£25M

invested in home improvements

98.7%

investment programme customer satisfaction

97.7%

programme works completed against planned



In 2025/26

- We have no repairs backlog
- All follow-on work and new jobs are appointed within 24 hours
- 60% reduction in no-access and follow-on work, showing we're getting more right first time.
- We'll deliver more repairs service improvements including implementing Awaab's Law.

A refreshed Building Safety Strategy

In 2024/25, we launched a new Building Safety Strategy to make homes safer, more resilient, and compliant with regulations. Shaped by customer feedback and legislation, our strategy focused on these plans:

- Reducing risks and preventing incidents in all our buildings.
- Making sure customers are involved in shaping safety decisions and kept informed at every stage.
- Meeting all legal requirements, including carrying out regular fire risk assessments, and replacing unsafe materials.
- Keeping accurate, up-to-date digital records for every building, so we always have the right information to keep you safe.
- Giving colleagues regular training with the knowledge and skills needed to keep you safe.
- Partnering with fire services, local authorities, and other experts to make sure our approach is robust and up to date.

Complete

- All high-rise buildings are registered with the Building Safety Regulator.
- Fire risk assessments have been carried out for all homes, with annual reviews in place.
- Fixed electrical safety checks are all completed and now part of a regular programme.
- Building Safety Cases are developed for each high-rise (these are living documents and will continue to be updated).
- Quarterly high-rise safety meetings with Building Safety Managers are taking place.
- Fire safety records are digitally stored and regularly updated.

In progress

- Developing and finalising emergency response plans with the Fire & Rescue Service.
- Reviewing fire drill requirements for high-rise buildings in consultation with Greater Manchester Fire and Rescue Service.
- Launching and embedding a Customer Engagement Plan, with more ways for you to get involved in safety discussions.
- Adding to the website and our communication channels for easier access to safety information.
- Launching a central digital safety system for all building safety records.
- Developing a competence framework for all duty holders and accountable persons.
- Implementing an annual training programme for all relevant staff.
- Setting up formal partnerships with the Health and Safety Executive, Building Safety Regulator, Fire & Rescue Services, and local authorities.
- Planning and delivering joint emergency exercises with fire, police, and local authorities.

We'll keep you updated as we make further progress. Your safety and peace of mind remain our top priority. If you'd like to know more or get involved, contact our Safety Team.

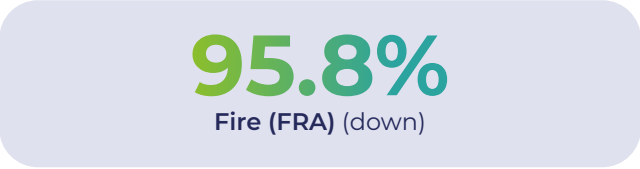
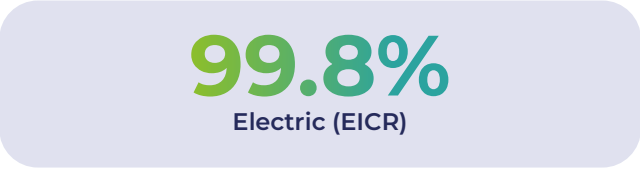
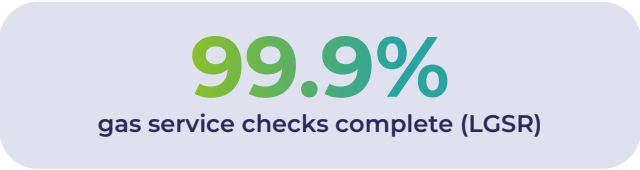
Stock condition information is supplemented by Tenancy Experience Visits which have allowed One Manchester to access **88%** of homes (9914) in 2023/24 and 2024/25. This helps us understand customers' needs and inspect homes to identify any immediate hazards, outstanding repairs, or longer-term investment needs.



Building safety

Compliance performance

In 2024/25:



In 2025/26:



Sustainability

In the Corporate Plan, we committed to;

- Implementing Year 1 of our Sustainability Strategy.
- Improving our overall EPC ratings by concluding Wave 2 of the Social Housing Decarbonisation Fund.

Here's how we got on.

Sustainability Strategy

We continued to deliver this strategy to make sure we have sustainable communities and warmer, greener, and cheaper to run homes, by improving energy efficiency, testing new technologies, and investing in upgrades for the future.

Most of the actions in our Sustainability Strategy are still in progress or have been extended. This is mainly because they depend on other projects, like our stock condition surveys, which were only restarted again in early 2025/26.

In 2024/25

- We developed sustainability standards for new homes. All new build homes are now developed to a minimum of future homes standards as per building regulation changes.
- We developed a programme so that all Stock Condition Surveys completed from April 2025 includes an EPC assessment.

- New monitoring technology has been installed in around 100 properties, and renewable energy solutions are being rolled out through funded programmes.
- Grey Mare Lane retrofit - we're using data and learning from this project to shape future improvements.
- 85 homes were upgraded through the SHDF, with outcomes to be evaluated.
- Our business plan now models the funding needed to meet our long-term sustainability targets, with regular updates to the Board.
- Carbon literacy training for all colleagues is being rolled out, Green skills training for maintenance colleagues is ongoing, and a green skills coordinator has been appointed.
- We've entered a new contract to recycle business waste, and reviews of energy and water use are underway.
- Customer engagement plans are being developed with the Customer Scrutiny Panel to ensure your voice shapes our sustainability journey.

Improving our homes' EPC ratings

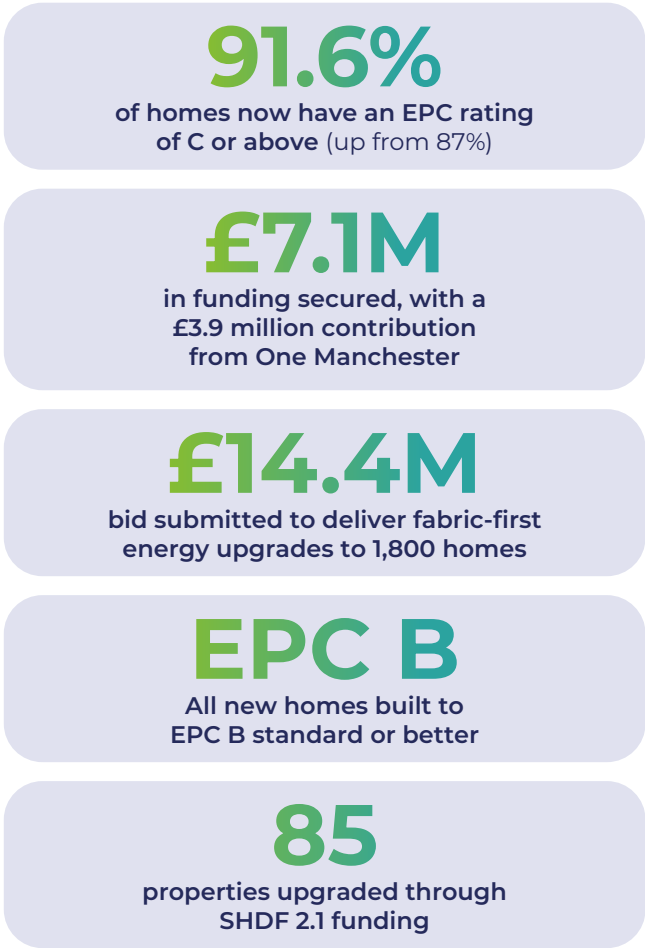
This is about improving the energy efficiency of homes and helping to prevent or improve issues of damp, mould and condensation.

We're actively working on-site, and while there have been some delays, we'll be continuing the work into next year to make sure everything is completed properly.

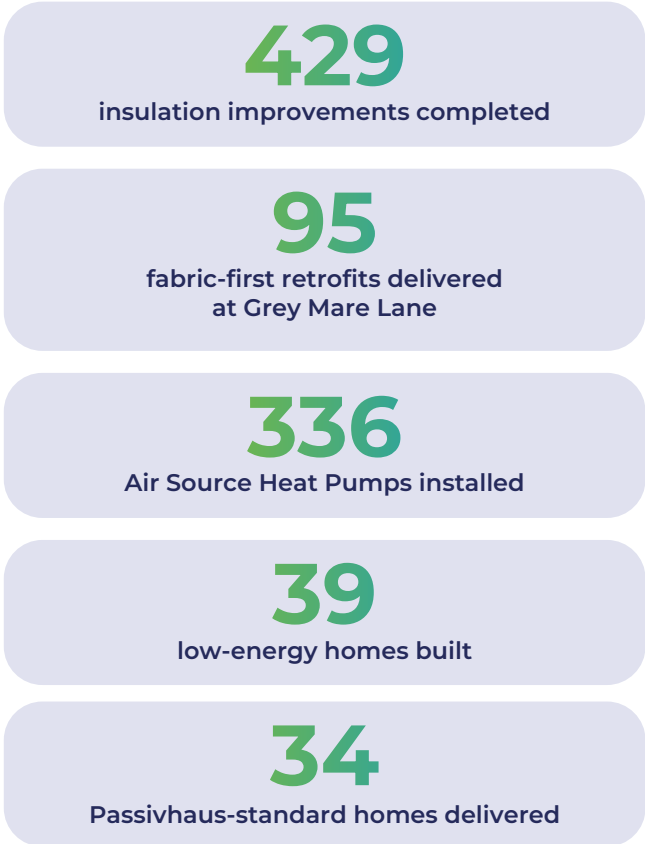


Sustainability

In 2024/25:



Current energy efficiency status

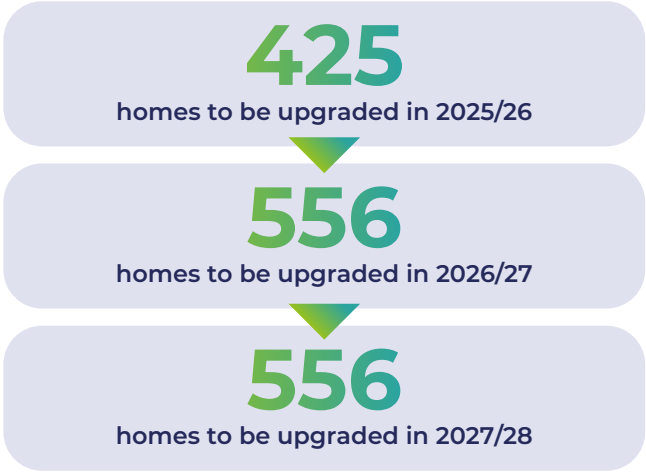


In 2025/26 we're:

Scaling up our work through the Social Housing Decarbonisation Fund:



Our 3-year delivery plan:



Community focus

Piloting new Community Plans

We've been creating Community Plans for each of the thirteen wards where we have homes - roadmaps to make neighbourhoods better places for everyone.

These three-year plans focus our efforts, resources, and partnerships on what matters most locally. They bring together customers, partners, and stakeholders to identify challenges and opportunities. By combining your feedback with data and local knowledge, we're creating active plans with clear objectives, so we can co-deliver, co-commission, and attract funding to make a real difference where it's needed most.

Community Plans also help us meet the Neighbourhood and Community Standard, ensuring accountability to you and our regulators.

How they benefit customers:

- **Targeted support:** Directing resources and partnerships where they'll have the biggest impact.
- **Customer voice:** Your feedback shapes each plan through consultation with customers, community groups, councillors, schools, and more.
- **Fairness and inclusion:** Investment spread fairly, with extra focus on areas that need it most.
- **Better outcomes:** From employment and skills support to safer, cleaner neighbourhoods, these plans aim to improve quality of life for everyone.

Your voice is at the heart of these plans. Look out for opportunities to share your views and help shape the future of your neighbourhood. For more details or to get involved, contact our Communities Team or visit the Customer Voice page.



Local Neighbourhood Action Plans

We've been working closely with residents to make sure your voices shape your local neighbourhoods. New Neighbourhood Action Plans are being built around what you tell us matters most in your area, whether that's safety, repairs, or how your area looks and feels.

Plans are supported by residents meetings where you have the chance to raise concerns and share ideas. We then agree on actions together and follow up with updates, so you know what's happening and when. We share updates with all residents (even if you couldn't attend), and make sure your concerns are addressed. In 2024/25 we created tailored plans for Bethnal Drive and we plan to make one for all of our 26 local neighbourhoods by 2026/27.



Community

In 2024/25:

The first Community Plan was drafted for Moss Side as a pilot.

In 2025/26

We continued with Ardwick and Clayton & Openshaw Community Plans.

We'll design Community Plans for all One Manchester communities.

Moss Side Plan: a snapshot

1,113
homes owned by One Manchester

72.7%
satisfaction with repairs

70.4%
say we keep tenants informed

66.3%
believe we make a positive contribution to neighbourhoods

80%
of Tenancy Experience Visits rated 'low support need'—helping us target support where it's needed most

69.6%
overall satisfaction

77.3%
feel their home is safe

76.8%
feel treated fairly and with respect

710
damp and mould jobs completed at **386** properties

286
complaints handled, with **49.5%** satisfaction on complaint handling

66
ASB cases managed

Neighbourhood Action

Neighbourhood inspections

Over the past year, we've carried out around **324 neighbourhood inspections** to help keep our communities clean, safe, and well-maintained.

We inspect 54 neighbourhoods every two months, with larger areas divided into smaller sections to make sure nothing is overlooked. These inspections are a key part of how we stay connected to what's happening locally.

We encourage local councillors, partners, and residents to join us during inspections. Their involvement helps us better understand what matters most to our communities and where we can make the biggest impact.

Feedback has been really positive. Councillors from the Openshaw ward recently praised the improved appearance of the area and thanked our team.

Tenancy Experience Visits

Our Neighbourhood Officers have been working hard to connect with customers through Tenancy Experience Visits (TEVs). These visits are a key part of how we listen and make sure everyone has the support they need to feel safe and secure at home.

Case study: Helping a family find the right home

During a routine Tenancy Experience Visit — one of over 10,000 visits we carried out this year—our Neighbourhood Officer spoke with the Smith family (name changed for privacy) and discovered their home no longer met their needs. Their youngest child needed specialist equipment and easy access, but the layout of the house made daily life a struggle. We worked with Manchester City Council and Children's Services to find and adapt a new home.

Now, the Smiths have a safe, comfortable place to live, and they and their nurse let us what a huge difference this move has made.

80% of TEVs show customers need little or no extra support—but for families like the Smiths, these visits can be vital. TEVs help us spot issues early, connect customers to the right services, and make sure homes are safe and suitable. If your circumstances change, let us know or speak to your Neighbourhood Office, they're here to help.



Neighbourhoods

In 2024/25:

Neighbourhood inspections

324

neighbourhood inspections

95

neighbourhoods inspected every 2 months

Tenancy Experience Visits

Every customer was contacted to arrange a visit by 28 April 2025.

10,500

visits took place

87.2%

tenancy experience visits completed

7.2%

customers require higher support

7.1%

customers require medium support

21.8%

customers require low support

In 2025/26 we'll

Create a Neighbourhood and Environment Strategy and action plan.

Keeping communities safe

We know how important it is to feel safe at home, and we're here to help when things go wrong. Our Community Safety Team has been working hard to keep neighbourhoods safe and welcoming, supporting customers by managing 900 cases this year.

We work closely with Greater Manchester Police (GMP) and other partners to keep our communities safe. This year, GMP invited our team to present at their "One Com" Challenger meeting, a quarterly event focused on tackling serious organised crime. Our team shared:

- How partnership working makes a real difference.
- The tools and powers social landlords can use when household members are involved in organised crime.

GMP hopes other housing providers will follow our lead in supporting this important work.

Improving green spaces

In 2024/25 we continued making improvements to shared spaces across our neighbourhoods to help everyone feel proud of where they live.

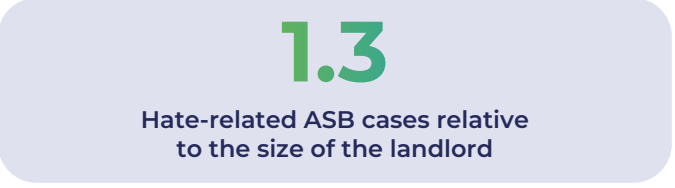
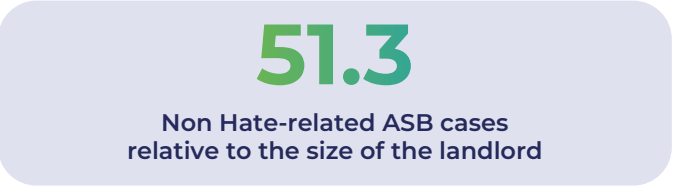
- We improved and upgraded **13 play areas**, with new accessible equipment being added to make them safer and more inclusive for children and families.
- In total, we've invested **£150,000** to upgrade and maintain these spaces.
- Our Green Space team started their seasonal programme in March, keeping open spaces tidy with regular grass cutting and maintenance. They're on track with their schedule and helping keep our neighbourhoods looking their best.
- The **Assisted Gardens service** relaunched in April with **100 customers** signed up. For a fixed fee of £50, eligible customers receive **7 garden cuts** throughout the season. The team has already received compliments from happy customers.

Community safety

In 2024/25:

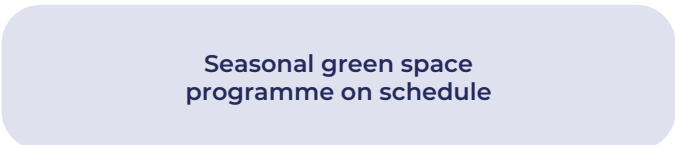


We managed:



Green spaces

In 2024/25:



In 2025/26 we'll:

- Create a Neighbourhood and Environment Strategy and action plan.
- Give 18 high rise buildings a makeover with fresh paint and new flooring in communal areas.

Prosperity

We want customers and communities to thrive, and we're committed to tackling inequalities and creating opportunities. In 2024/25, we focused on building and regenerating, supporting employment and training, helping customers financially, and improving our governance and data.

Support and succeed

In the Corporate Plan, we committed to:

- Creating a new Community Investment Strategy.

Here's how we got on.

Community Investment Strategy

We produced and started to implement our new Community Investment Strategy. It's designed around four key areas of support, led by what customers told us was important:

- Free Community Connection events.
- Employment & Skills.
- Health & Wellbeing.
- Older People and Families.

In addition, we supported these areas, as we knew that these were areas of focus within our communities:

- Young People.
- Care leavers.
- Digital inclusion.

Led by this Strategy, our community investment focused on bringing people together, supporting local groups, and creating opportunities for everyone to thrive.

We partnered with more community organisations and invested in local projects,

helping groups deliver events, improve facilities, and strengthen support networks. Our commitment to maintaining and enhancing community spaces meant that centres and shared areas were kept safe, welcoming, and well-equipped for everyone to use.

By working together with residents, local groups, and partners, we made a positive impact on daily life through fun events, practical support, and improvements to the places people call home. Our approach was all about listening to what matters most to our communities and investing in ways that help people feel supported, included, and proud of where they live.

Community Hubs

Our Community Hubs grew in popularity, with more customers using them to access support, get advice, and connect with us near to their homes.

The most common reason for visiting is **housing enquiries**, but we're also seeing more people come in to talk about tenancy issues.

As more customers use the hubs, we've seen fewer visitors to **Lovell House**, showing that our local approach is working well.

In 2024/25 the hubs had this many visitors:

- Gorton Hub – visitors.
- The Aquarius Centre – visitors.
- The Grange – visitors.
- The Place on Platt Lane – visitors.
- Anson House – visitors.
- The Chrysalis – visitors.
- Positive Futures (our newest hub, run with MSP and partners) – visitors.

Built stronger communities

In 2024/25:

34

community connection events

9

community summer events hosted across Manchester with **2,700+** attendees

23

winter wellbeing events with **230+** attendees

£1,325,000

investment through Community Grants awarded to **18** projects supporting communities

96

community organisations were supported (through coaching, collaboration, networks)

38

new organisations supported

£112,554

invested in community-led activities:

£37,667 events
£5,403 social value generated
£69,484 grants

1

new partnership with GLL gave customers accessing our support free gym passes

Community hubs

£7K

per Neighbourhood Hub invested through social value procurement

Spotlight on: The Place, Fallowfield

We support and invest in 6 local hubs across our neighbourhoods, the Place being one of them.

In 2024/25 at The Place:

25

external grant applications submitted, **11** secured

824

community events held

1,216

hours of money support delivered

2,445

customers accessed the Grocers, with **1,717** being One Manchester customers

221

customers referred to support services by The Place staff





Your stories

Roller skating for young people

Free summer sessions helped children build confidence, make friends, and stay active. Lilly, a 7-year-old from East Manchester, joined our free roller skating sessions with her grandmother, Hannah. Lilly, who has ADHD and ASD, often finds the school holidays challenging. At first, she was nervous and clung to the side of the rink. But by the third week, she was skating confidently, full of smiles and excitement. Hannah told us how much these sessions meant to them both—Lilly found a new passion, made friends, and gained confidence that's lasted beyond the summer. Even after the free sessions ended, Hannah and Lilly have kept up their Thursday skating routine, showing just how lasting the impact can be.

Caritas Cookery Project

Weekly cookery sessions and food safety training helped vulnerable adults gain independence, skills, and confidence. Attendees received slow cookers and became food champions in their community. Michael is a regular at Caritas, a community group in Hulme and Moss Side that supports vulnerable adults. Thanks to the One Manchester Community Fund, Michael joined weekly cookery sessions, learning to use a slow cooker and earning a food safety qualification. He's now a food champion, helping to deliver the project to others. Michael says he feels "very lucky" to have found such a supportive group, and he's proud of the new skills and confidence he's gained. The project has helped dozens of people each week to cook healthy meals, build independence, and even volunteer in their community.

Aisha's journey after leaving care

Aisha, like many care leavers supported by One Manchester, was looking for a way to build her independence and confidence as she moved into her own place. Through the peer mentor programme, she joined group activities and found a supportive network of other young people who understood her experiences. With encouragement from her mentor, Aisha started attending a new walking group, which helped her explore local green spaces, improve her wellbeing, and make new friends. The support she received also included practical advice on managing her tenancy, accessing health services, and finding opportunities for volunteering and training. Over time, Aisha felt more settled, connected, and hopeful about her future.

Jamal's work experience

Jamal was one of several young people who took up a work experience placement at One Manchester. During his placement, he got hands-on experience in a real working environment, learning about teamwork, communication, and the day-to-day running of community projects. Jamal was able to shadow staff, contribute to events, and develop practical skills that will help him in future employment. The experience gave him a clearer sense of what he wants to do next and boosted his confidence to take on new challenges.

Thank you for being part of our community. Your involvement helps us invest where it matters and make our neighbourhoods better for everyone.

Funding In 2024/25

£541,423
external funding received

2
successful external funding applications (8 submitted)

72.4%
external funding pipeline

72%
contracts secured

Funding supported youth sessions in Gorton and a new walking group for care leavers.

Care leavers

202
care leavers were supported (target: 60)

45
initial interventions provided

2
care leavers accessed education, training, volunteering, or employment after support

New peer mentor and walking group programmes to build confidence and wellbeing.

Young people

397
young people took part in our activities

600
young people joined in external groups and events we supported, including ice skating, theatre, and cinema trips

7
young people gained work experience with us

Activities included weekly themed sessions in Hulme, Fallowfield, Clayton, and Gorton, with highlights like African drumming, cultural hair braiding, Easter hunts, and Christmas crafting.

Social Value In 2024/25

£73,150
leveraged into the social value fund

455
volunteer hours pledged, with 97 hours delivered

12
work experience placements pledged, 6 delivered

£23,575
worth of equipment and materials pledged to community groups, with £14,550 used.

Projects included clean-up days, green space improvements, and donations of furniture and prizes.

Employment and skills

In 2024/25, our Employment and Skills Team supported 327 people into jobs, and helped many more build confidence, gain skills, and take steps towards long-term employment.

Through our year-round services, we offered tailored support including CV writing, interview preparation, job searching, and access to training. We worked with customers aged 16 and over at all career stages, delivering one-to-one mentoring and practical advice at local hubs and community venues.

We aim to help customers take meaningful steps towards employment they'll enjoy. Two new programmes - **Future Focus** and **Let's Talk About What's Next** - made a real impact in 2024/25 by offering accessible, engaging, and practical support.

Financial support

In 2024/25

738

customers supported by the
Financial Inclusion team

£2,423,463

of financial support secured for
customers - the highest gains in a year

£442,000

Thrive Fund distributed

1,191

residents supported

£13,5000

fuel bank vouchers distributed

193

residents supported



Case study: Exploring vocational pathways with Future Focus

Funded by Manchester City Council, Future Focus delivered monthly careers events attended by over **70 participants** in 2024/25. Each event spotlighted a different sector: Logistics, Green Skills, Health & Social Care, Technology, Hospitality, Construction, Retail, and Housing.

Held at community venues like Gorton Hub and Hulme Job Centre, these friendly sessions gave attendees the chance to:

- Hear directly from professionals working in each sector.
- Learn about job roles, required skills, and training pathways.

The programme also offered one-to-one mentoring from industry professionals, helping customers take confident steps forward.

"The session was very informative, I learned a lot."

"This is an eye-opener."

"The training programme is very interesting and adds to my values."

– Feedback from Future Focus attendees

Whether through mentoring, placements, or events, our goal is to create life-changing opportunities. We're proud to have helped hundreds of customers move closer to their goals, and we're continuing to expand our support in 2025/26.

Helping customers stay on track with rent

We've made progress this year in supporting customers to manage their rent.

At the end of March 2025, rent arrears were down to **5.84%**, beating our target of **6%**, and a big improvement from **7.67%** the year before.

This was because:

- We have a new system that helps us better understand what support customers are entitled to.
- Our Income, Financial Inclusion, Customer Resolution Centre and Neighbourhood teams worked together to offer early help.

Our approach is all about being fair, supportive and clear, helping customers to stay in their homes. We focus on:

- Prevention and early support to avoid debt building up.
- Working with customers to find solutions before problems grow.
- Taking action only when needed and always following the right steps when we do.

Rent

102.1%

rent collected

Rent arrears reduced to **5.84%** (from 7.67%)

New system implemented to identify support entitlements

Teams collaborated to offer early help and advice

Case study: from a cold to a cosy home

During a Tenancy Experience Visit, we discovered Pauline's home had a capped gas meter, leaving her struggling with electric heating. We arranged a new gas meter, helped her choose an energy supplier, and installed a new boiler in time for winter. Now, Pauline can heat her home affordably and comfortably.

We've made good progress this year in reducing the number of homes with capped gas supplies meaning more customers now have access to heating and hot water.

- On 1 February 2025, there were 437 homes with capped gas.
- By the end of 2024/25, this had reduced to 378 homes, a drop of 60 homes.

Our teams are actively reaching out to every customer affected. We're monitoring newly capped homes weekly and contacting customers straight away to offer help and advice.

In 2025/26 we'll

- Continue offering support to help customers live well.
- Design and implement a Tenancy Sustainment Strategy.

Growth and partnerships

In the Corporate Plan, we committed to:

- Refreshing and implementing Year 1 of our **Development and Regeneration Strategy**.

Here's how we got on.

Development and regeneration

We're making sure we get the balance right between building new homes and looking after the ones you already live in. Any new developments we take on are carefully planned, so they don't affect the quality of our current homes or put our finances at risk.

Looking back, planning forward

We wrapped up our new development strategy in May 2025, a little later than planned, after taking a look at everything we'd achieved so far. Our last Development Strategy from 2021 set out an ambitious target to deliver 860 new homes by 2025. We're proud to say we've gone above and beyond that goal, building 1,255 new homes.

It's important that we're not just building homes, but building stronger neighbourhoods. As we look ahead, we're using what we've learned to shape our next steps and keep delivering for you.

We've refreshed our Development and Regeneration Strategy to guide the next five years. Our priorities:

- **Regeneration first:** Grey Mare Lane is our focus.
- **Balanced investment:** Improving existing homes while building new ones.
- **531 new affordable homes** by 2030.
- All new homes to meet **Future Homes Standards**.
- Continued focus on **safety, sustainability, and customer experience**.
- **Strong partnerships** to maximise funding and deliver the best outcomes.

Government policy changes, including the Autumn Budget and new Affordable Homes Programme, mean adapting our plans, but our commitment remains the same: using data and customer feedback to build the right homes, in the right places, with a good mix of types and tenures. We're also focused on making the customer journey as smooth as possible and ensuring homes are easy to maintain.



Here's what we've achieved and got underway:

- Introduced a **Quality & Aftercare Manager** to improve customer experience.
- Started **customer journey mapping** to improve the new customer experience.
- Has positive results from internal and Homes England audits.
- Ensured repairs and defects are now logged directly by the Customer Resolution Centre for faster resolution.
- Progressed Grey Mare Lane regeneration on schedule.

We're adapting to a changing environment but our focus remains on delivering quality, affordable homes and a great experience for our customers.



Brigham Street: New Homes for Openshaw

This spring, we finished 24 brand new, energy-efficient homes at Brigham Street in Openshaw.

Built on a former brownfield site, these homes offer a mix of two-bedroom apartments and four-bedroom houses for shared ownership, Manchester Living Rent, and social rent.

Located close to Openshaw Park and local amenities, Brigham Street is one of the first sites delivered through Project 500 - a city-wide initiative turning unused land into affordable homes and vibrant communities.

Development

In 2024/25

£8.1M

invested in new housing
(down from £16m in 2023/24, reflecting
our more targeted approach)

Social housing assets increased to

£327.4M

(up from £304.3m) showing the impacts of new
homes and improvements to existing ones.

Starts on site: planned

54

homes, forecast **93** homes (with an
additional project being planned).

Completions/homes built (affordable
rent, shared ownership): Planned

82

homes, forecast **31** homes (with the
Fell View project deferred).

78

net units growth

113.1%

homes completed on time against
what we had planned (a 62.1%
improvement from last year)

50%

customer satisfaction with
new development

Continued our partnership in JV
North which is delivering

800

homes over 10 years; One Manchester's
£3m investment completes in 2025/26

Supported the GM Housing First Unit,
helping more people into safe homes

Delivered Brigham Street:

24

new energy-efficient
homes in Openshaw

From 2025/26:

- ◆ **531** new affordable homes are
planned by March 2030
- ◆ All to Future Homes Standard
Sustainment Strategy

Financially strong and well governed

In the Corporate Plan, we committed to:

- ◆ Delivering Year 1 of our **Value for Money**
action plan.
- ◆ Delivering Year 2 of our **Service Charge**
Review.
- ◆ Embedding the new **Social Housing**
Regulation Act and Consumer Standards.
- ◆ Completing our **Data Quality Insight**
project.

Here's how we got on.



Making every pound count

In 2024/25 we were committed to finding
smarter ways to deliver great services
and reinvest savings in your homes and
communities.

In the first year of our Value for Money Action
Plan, we set a target of £1 million in efficiency
savings. We achieved £0.9 million, including:

- ◆ **£450,000** saved by bringing fan installations
in-house through our Healthy Homes team.
- ◆ **£200,000** saved on insurance premiums.
- ◆ **£100,000** saved on design contracts for
major works through smarter procurement.

We also laid strong foundations for the future
by continuing the **Shaping Our Future**
Project Board to track our progress and by
streamlining repairs through the Repairs
Intervention.

We've already achieved **£0.6 million of our £1
million savings target** for 2025/26 through a
budget review and smarter ways of working.

We've identified a further **£0.8 million in
potential savings** by focusing on efficiency -
not just cutting costs, but improving how we
work.

To help this happen, we've launched 53
workstreams across the business and are
encouraging colleagues to share ideas for
better ways of working. We're also improving
procurement and contract management to
make sure we get the best value from our
suppliers.



Value for money

In 2024/25

£0.9M

efficiency savings delivered
(target £1m)

£1.4M

savings found so far under
the action plan

£3.5M

more targeted by 2026/27

£25M

invested to improve homes
and boost energy efficiency

100%

compliance with loan covenants

7%

operating surplus

In 2025/26

£0.6M

already achieved towards the
£1m target for 2025/26

Further
£0.8M

identified

53

value for money
workstreams launched

Performance highlights



Operating margin:

16.1%

(2023/24: 17.0%)



Rent collected:

102.1%

(up from 97.6%)



40.4

days average relet time – minor lets
(down from 82)



64.6

days average relet time – major lets
(down from 256)



This reduced
rent loss by

£0.3m

Income and
operating costs

We're working hard to keep our finances in good shape so we can carry on investing in your homes, neighbourhoods, and the services you rely on. This year, we've managed to balance rising costs with extra spending on safety and repairs, while making sure we're still giving you value for money services.

A look at the numbers: April 2024 to March 2025

It's been another challenging year, but we ended it with a surplus of **£4 million** – not far off our target of £4.3 million, and just a bit lower than last year's £5.2 million. Our income increased to **£73.2 million** (from £69.8 million in 2023/24), mostly due to higher social housing rents and better rent collection.

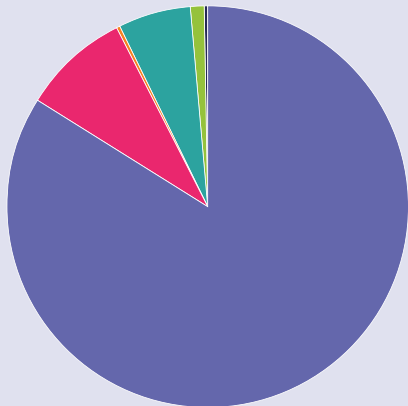
We've continued to put more money into repairs and making sure homes meet safety standards. We also supported **1,200** customers through the Thrive Fund.

Income and operating costs

Our finances are still strong, with the value of our assets rising to **£327.4 million** for social housing properties (up from £304.3 million last year). That solid foundation means we can keep investing in homes and communities.

If you'd like more detail or want to see the full financial statements, please visit our website or contact us.

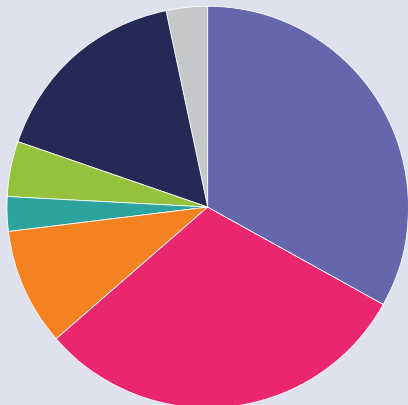
Income 24/25



- Social housing lettings: **£67.4m**
- RTB & RTA sales: **£6.7m**
- First tranche shared ownership sales: **£0.1m**
- Market rent lettings: **£4.6m**
- Other activities: **£0.9**
- Grants: **£0.02**

Total income: **£79.6m**

Operating costs 24/25



- Management costs: **£22.6m**
- Routine maintenance/general repairs: **£20.9m**
- Service costs: **£6.3m**
- Social investment: **£1.9m**
- Major repairs (including fire safety): **£3.1m**
- Depreciation: **£11.2m**
- Other costs: **£2.1m**

Total income: **£68.1m**



Service charges: listening and improving

We're now two years into our Service Charge Review, and we've made some real progress to make service charges clearer and more in tune with what matters to you. While project had to go on pause in 2024/25 due to our inspection and vacancies, we didn't stand still.

- We brought in expert advice and appointed an independent consultant to help guide the review.
- We ran a customer consultation to hear your thoughts on service charges. Feedback from customers and key stakeholders has been incredibly helpful. It's given us a clearer picture of what services are currently being delivered and what you value most.

We're using this insight, alongside findings from our consultant, to build an action plan to continue into 2025/26.

Improved service charge letters

Thanks to customer insight, letters now include a guide to what service charges cover:



Aerial/Digital Servicing
Annual servicing and maintenance of the digital aerial in a block



Bin Chute Cleaning
Servicing, regular cleaning, and maintenance of bin chutes within a block



CCTV
Servicing, repairs, and maintenance of the static CCTV system within a block



Caretaking
Covers caretaker salaries, rent, agency staff, equipment, and uniforms



Cleaning
Cleaning of communal areas (corridors, stairways, doors). For sheltered schemes, includes communal rooms, kitchens, and toilets. Also covers staff, supplies, and tipping



Communal Electricity
Electricity supply for communal areas



Community Room
Future replacement or decoration costs for shared community rooms in sheltered scheme blocks



Door Entry
Maintenance of the communal door system, including callouts, repairs, and telephone line



Estate Charge/Grounds Maintenance
Grounds maintenance for your block and open spaces not maintained by the council. Includes gardeners, staff, equipment, repairs, and waste tipping



Fire Servicing/Maintenance
Service, maintenance, and repair of fire alarm systems and extinguishers



Service charges

In 2024/25:

3

consultation sessions

1

new customer panel meeting

800

pieces of feedback collected



In 2025/26:

We'll conclude the review with customers and reshape a service that's transparent, tailored to your needs, and offers value for money.

Embedding the new Social Housing Regulation Act and Consumer Standards

The Social Housing Regulation Act 2023 is a landmark law that aims to improve the quality of social housing and strengthen the rights of tenants across England. It gives the Regulator of Social Housing new powers to hold landlords to account, with a strong focus on safety, transparency, tenant engagement, and the quality of homes and services.

Alongside the Act, the Regulator has introduced updated Consumer Standards. These set out clear expectations for all social landlords in:

- Safety and quality of homes.
- Repairs and maintenance.
- Tenant involvement and influence.
- Fairness, respect, and equality.
- Neighbourhood and community standards.
- Transparency and accountability.

Landlords like us are now required to regularly assess and evidence how we meet these standards, and to act quickly where improvements are needed. The Regulator can inspect at any time and take action if standards aren't being met.

How we responded

We've worked hard to embed these new requirements into everything we do and assured our Board and committees and the regulator of this through evidence.

In September 2025, our approach was recognised with the highest regulatory rating for Consumer Standards: a C1. We also retained our G1 for Governance and V2 for Viability.

Governance and compliance In 2024/25



In 2025/26:

We achieved the regulatory rating G1, V2, C1

- **G1 (Governance):** We have the highest level of governance, with strong leadership, clear accountability, and effective risk management.
- **V2 (Viability):** Our finances are well managed, and we have robust plans in place to ensure long-term sustainability.
- **C1 (Consumer Standards):** We fully meet the new Consumer Standards, ensuring our homes and services are safe, fair, and responsive to customer needs.

Consumer Standards

Standard	Actions and evidence at a glance
Safety and Quality	We've completed physical surveys on 80% of our homes in the last five years, with the remainder scheduled by March 2026. Our repairs and maintenance services are improving, are accessible through multiple channels, and have clear timescales and regular performance monitoring. Health and safety compliance is monitored daily, with regular third-party audits and a new Building Safety Strategy in place.
Tenancy	Our policies ensure fair and transparent allocations, with extra support for vulnerable tenants and those needing adaptations. We provide early intervention for arrears, support for at-risk tenants, and stringent processes for evictions, including equality impact assessments. We offer guidance and support for tenancy services, including mutual exchanges and tenancy sustainment.
Neighbourhood	We work closely with local partners, including Greater Manchester Police and Manchester City Council, to tackle anti-social behaviour and hate crime. We invest in community initiatives based on customer feedback and support local wellbeing through regular consultation and partnership working.
Transparency, Influence and Accountability	We publish service standards, performance data, and policies on our website, making information easy to find and understand. Our complaints process is simple, accessible, and aligned with the Housing Ombudsman's Code. We regularly consult with customers through panels, surveys, and community events, and we act on their feedback and communicate how in an accessible way.
Economic	Our finances are well managed, with robust business planning, regular stress testing, and a strong focus on value for money. We benchmark our performance against sector peers and publish our results in statutory accounts. Our "Shaping Our Future" programme drives business-wide efficiencies and improvements.
Governance	Our Board regularly reviews and updates our governance framework, making sure we comply with all laws and regulations. We carry out annual self-assessments and commission independent reviews to make sure our governance is robust and transparent. We publish annual reports, financial statements, and key policies online, so stakeholders can hold us to account.

If you'd like to learn more about any of these areas or get involved in shaping our services, please visit our website or get in touch with us.

Thank you to all our customers for your feedback and involvement – this has been central to our result and makes a real difference.

Looking ahead, we're proud of the progress we've made, but we know there's always more to do. Over the next year, we'll deliver on the objectives in our 2025/26 Corporate Plan to keep improving and make things better for customers.

Improving our data for better services and experiences

In 2024/25, we kicked off the first phase of our Data Quality Insight Project, which is now complete. This is all about making sure the information we hold about you and your home is accurate, reliable, and up to date.

When our data's better, we can make smarter decisions, improving things that matter, and responding faster to your needs. It also helps us provide value for money - getting it right first time saves money and avoids wasted effort. Tailored services, making them fair, proactive, and personalised.

How data has improved

- 99–100% of customer titles, forenames, and surnames are now complete.
- Over 95% of customers have a date of birth recorded.
- 54% customers have a National Insurance Number (NINO) on file.
- 80–99% customers have their gender, marital status, ethnicity, and nationality recorded.
- 84% customers have an email address, and more than half have at least one phone number. We're now recording additional support needs for most customers, with more detail than before, so we can offer the right help and tailor services.
- Dashboards help us spot and fix any remaining gaps, so we can keep improving quality.

We're now in phase two: checking the quality of the data, and using new tech like AI to spot and fix errors automatically.

Data

In 2024/25 we

- Set new standards for what “good data” looks like in 13 key areas - like customer details, repairs, property condition, and complaints.
- Built live dashboards so teams can easily spot and fix any gaps.
- Set up an Information Governance Group to keep data quality, security, and privacy on track.
- Followed national best practice, adapting the HACT data model.
- Improved accuracy by updating systems, cleaning up records, and helping colleagues use best practice.
- Corrected issues so our reports and decisions are based on the right information.



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.

