



It's fair to say 2020 has been a challenging period for our customers and colleagues, and we're delighted with the way our teams have all adapted during these testing times. It's not gone unnoticed how much hard work colleagues have put in to go above and beyond for our customers, ensuring they receive all the support available.

Whilst a lot of our planned projects have had to stop along the way, we have collaboratively re-focused our efforts and put our customers' and colleagues' safety at the forefront of decisions. Despite the many hurdles, there have been plenty of fantastic outcomes throughout 2019/20, which this report demonstrates.

We have strengthened our partnerships across Greater Manchester to deliver housing, financial, employment and health support to customers in the most need. Our social value initiatives have provided a variety of opportunities for our communities, and our growth plans continue to see our development target being reached at a much-needed time for housing.

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Nic Kershaw

Stephen Mole

We're confident that the remarkable work that has been achieved throughout 2019/20 puts us in good stead for the future in what will be an exciting time for One Manchester.





A LOOK AT OUR STRATEGIC PRIORITIES

The way we use our resources is a crucial foundation in our Strategic Plan that allows us to progress our corporate aims and objectives.

In 2019/20 we continued to work under seven priorities:

- Strategic Positioning
- Transforming Services for Customers
- Place
- Social Investment
- Growth
- Organisational Capacity
- Financial Resilience

We reflected
on our strategic approach,
taking into account
legislative factors and the
regional picture, including
the Covid-19
position.



For the year 2020-21 and 2021-22 we have devised a strategy that incorporates five priorities:

- Strategic Influence
- Customer Focus
- Thriving Communities
- Growth
- Healthy Organisation



STRATEGIC INFLUENCE

We will use our strong reputation and track record to build upon relationships and maximise partnerships to deliver opportunities for the benefit of our people and places.

Strategic Influence 2019/20 key themes and achievements

In support of the homelessness agenda we have continued to:

- allocate 25% of our homes to customers from temporary and supported accommodation
- lead on the entrenched rough sleepers Social Impact Bond (SIB). As of May 2020, the programme had supported 325 people into homes with 71% of these maintaining their tenancy
- work with our partners across the region from Manchester City Council (MCC), and the health, housing, justice and the charitable sectors to try and prevent people becoming homeless in the first place

Royal Society of Arts (RSA) research project

Making Home commissioned RSA research into the expectations and housing aspirations of the next generation. The result of this research is the Making Home Report: www.thersa.org/reports/housing-manchester

Carbon reduction plans mean:

- we're working closely with the Greater Manchester Combined Authority (GMCA) and the Low Carbon Hub with a target of achieving a low carbon economy in GM by 2038
- all 18 members of the Manchester Housing Providers Partnership (MHPP) have committed to zero carbon by 2038, and MHPP is one of ten organisations that sit on the Manchester Climate Change Board

Manchester Metropolitan University (MMU)

In partnership with MMU, we have secured PhD funding for a four-year project that takes advantage of MMU's expertise in health, social care and place management to develop policies and practices that reduce social isolation and inequalities in the health and wellbeing of our communities.





Training and Support Programmes

The new European Social Fund Skills Support for Growth and Skills Support for Employment NEET (not engaged in education, employment or training) programmes began in April 2019. We lead on these two contracts on behalf of Manchester Athena.

Emerging priorities for 2020/21 and beyond include:

Positioning

- Review alignment and connectivity to key strategies
- Explore social investment opportunities building on successful Social Impact Bond (SIB)
- Feed into MCC and GM economic recovery strategies through GMHP and MHPP

Brand and Influence

- Review our sub-brands in line with corporate strategy to check validity
- Establish measure for 'Brand perception stakeholders' in performance framework

Connectivity and Engagement

- Complete work to represent Registered Providers (RPs) at MCC VCSE funding strategy group and align our community funding
- Revisit the RSA Making Home action plan to agree areas to take forward
- Review and align employment and skills offer to emerging priorities to meet future need
- Scope opportunities in health and wellbeing and homelessness





CUSTOMER FOCUS

Understanding our customers and what matters to them will ensure that we provide modern, targeted and effective services, integrating the customer voice throughout the organisation.

Customer Focus 2019/20 key themes and achievements

- Our Community Safety service received 2,804 contacts from residents. They opened 520 new anti-social behaviour cases, handled 122 legal actions, 48 injunctions, 43 cuckooing cases, and obtained 21 powers of arrest. There were nine committal hearings, two evictions, two possessions, five suspended possessions.
- In our 2020 customer survey our Net Promoter Score, a widely used measure of recommendation, was 18. The average for housing associations nationwide was 6.7 and the all-sector average was 19.4, so this is a positive result.
- In 2020 the top three things our customers wanted us to do were keep where they live cleaner, make it easier to contact the right person to help, and resolve problems more quickly.



How areas have measured compared to the target

- Repairs: emergency appointments on time 99.7% (100%)
- Repairs: appointable on time 96.5% (100%)
- Repairs: no access appointments **7.4%** (5%)
- Lettings: turnover4.39% (5%)
- Compliance: properties with valid gas certificate
 100% (100%)





We received 75 formal complaints in 2019/20. Of those:

• 1 was withdrawn; 37 were upheld; 19 were partially upheld; 18 were not upheld

14 of the above complaints were escalated to stage two of which:

• 8 were upheld; 0 were partially upheld; 6 were not upheld

Emerging priorities for 2020/21 and beyond

Customer Experience

- Introduction of a new Customer Voice Strategy
- Develop customer voice alongside National Housing Federation's Together with Tenants Charter
- Understanding our Customers programme and survey

Keeping People Safe:

- Customer in Need calls to all customers to provide support and reassurance during Covid-19
- Commission and complete audit of the big six areas of compliance: fire safety, water management/legionella, lifts, asbestos management, gas and electric
- Establish building safety programme with focus on customer engagement plan
- Complete service improvement activity from independent living review

Firm Foundations:

- Fuel poverty project in partnership with Electricity North West
- Ensure £500,000 Hardship Fund is distributed according to agreed criteria to ameliorate hardship and aid resilience
- Work with MCC and others to support digital inclusion for our customers with access, use and cost





THRIVING COMMUNITIES

Knowing and understanding our places, communities and assets will help us sustainably invest in our communities and keep people safe.

Thriving Communities 2019/20 key themes and achievements

- Employability support to get 308 people into jobs, 92 engaged in volunteering, 425 received training, 141 people given 1:1 self-employment support, 69 people on work placements
- Money advice assisted 732 customers, dealt with £833k of debt, achieved benefit gains of £1,246,574
- We spent £27.7 million with businesses based in Greater Manchester, roughly 66% of our total spend

- Of this, £359,554 was spent with not-forprofit organisations including community organisations
- 30 groups used the Aquarius Centre facilities in Hulme totalling over 13,000 visits
- We awarded grants to charitable projects totalling £201,771
- We made 49 funding awards to 45 local organisations and projects including:
 - small neighbourhood grants to enable community-led events
 - a founding patron commitment to support the HideOut Youth Zone in Gorton
 - social innovation grants to support development, feasibility and pilot projects
 - socially-motivated enterprise grants via our Catalyst Fund
- We contributed £54k to 24 projects with our Community Soup events.
 Read more at www.onemanchester.co.uk/ community-soups

We continued to develop Step Up to support place-based giving in east Manchester, gaining support of several partners who share our ambition to reduce funding inequalities and support more sustainable community-led projects. Read more at www.stepupmcr.org





Social Value

There were 18 new procurement exercises in 2019/20 that incorporated social value covering development of new homes, IT licenses and consultants. This is in addition to contracts rolled over.

This has allowed us to support a range of outcomes within the community which include:

- 10 work placements and 17 apprenticeships for local people
- in-kind support such as Vistry and John Southworth Builders who supported the Little Build project at the North Road Sheltered Scheme

2019/20 also saw further recognition for our approach as we won the inaugural Social Impact award at Insider North West Residential Property Awards 2020. We were also joint winners for the RICS Social Impact Awards – Project of the Year 2020 for the North West alongside The Oasis Centre.

Emerging priorities for 2020/21 and beyond

Developing Inclusive Places:

- Attention now turns to landmark projects such as Grey Mare Lane, which offer the opportunity to deliver a wide range of transformative social value over a number of years
- Revise the Asset Management Strategy including completion of stock survey
- Develop an approach to environmental improvement
- Undertake review of our assets for value, community use, health and safety, compliance
- Develop insight and understanding of our communities and their specific issues to create place plans directing activity and investment
- Map against stakeholders and ensure we have relationships within our communities and beyond

Sustainability:

- Develop and implement a low carbon strategy
- Explore funding streams to support sustainability
- Review and adapt employment and skills service to Covid-19





GROWTH

We will provide a range of tenures, widen our customer base across a range of locations and explore opportunities to grow our portfolio and enhance our future stock.

Growth 2019/20 key themes and achievements

We have completed, are now on-site or have approved 100% of our 2016-21 Homes England Programme to meet our target of 1,043 homes by 2021. At financial year end (March 2020), 654 homes were complete; 363 were in contract; and 426 had been approved (total 1,443).

Split by tenancy type -

Social rent:	189
Affordable rent:	263
Intermediate rent:	5
Market rent:	348
Rent to buy:	419
Shared ownership:	219

Stand out schemes completed in 2019/20

Clockworks in Moss Side – 105 rent to buy apartments

Hyde Road – 26 homes plus the new Oasis Community Centre in Gorton

Stoneygate Walk – our first Passivhaus, low energy, panellised scheme in Openshaw

South Street – our first dementia-friendly bungalows with shared ownership housing in Openshaw

In the period since we bid for our Shared Ownership and Affordable Homes Programme funding (£22.8m), the debate on affordability and applicable grant levels has shifted. There is now political, economic and demographic pressure to provide more social rented or truly affordable homes.





Schemes approved in 2019/20

Fell View – an office conversion scheme to 51 rent to buy apartments in Ashton town centre.

Crossley Street – a former motor factory to be turned into 45 shared ownership houses and to regenerate vacant land.

Axis – a former factory which will be developed into 96 market rent and rent to buy apartments and town houses in Ardwick.

Oldham Road – two plots of vacant land and a warehouse unit close to MCC's Silk Street regeneration scheme in Newton Heath including 139 homes with 100 being social rent.

Moston Campus – the site lends itself to family housing and the proposed 56 homes will be a mix of shared ownership, affordable and social rent.

Future developments and activity

Wave

We have joined the Great Places Strategic Partnership Extension Wave, a consortium of delivery partners, which enables us to secure Homes England grants at set rates between 2022 and 2024.

Project 500

We are taking the lead in delivering Project 500, an initiative to develop infill and small sites owned by MCC. We are co-ordinating a number of RPs to build 500 affordable homes on these sites.

Hive Homes

We are in a joint venture with ten RPs and the GMCA to deliver 500 homes for sale. Funding was drawn from all ten partners at £3m each and a further £2m from the GMCA. Hive acts as a developer, buying land and taking it through planning, building and selling homes. Profits will be reinvested in the RPs' social purpose. The first site secured is for 49 homes in Rochdale.



Future Homes Standard

New homes need to be future-proofed with low carbon heating and energy-efficiency. Introduced by 2025, it will mean that we can no longer install gas boilers in new buildings. Our completed Stoneygate scheme is key to progressing our journey towards meeting zero carbon for new builds.

still contingent on a number of external factors.

Emerging priorities for 2020/21 and beyond

- A key objective of 2019/20 and into 2020/21 was to review our Growth Strategy. It focuses on affordability, specifically in terms of increasing numbers of new homes built for social rent, as well as targets towards zero carbon. A further review is to be carried out to reflect outcomes in the context of Covid-19 Business Plan capacity.
- Continued progress in the Homes England programme.
- Complete a development health check and create an action plan.



HEALTHY ORGANISATION

We will invest in our people and ensure we have the people, skills, operating systems and governance we need to deliver for the future. We will ensure compliance with the regulatory framework and certify we are meeting all our financial obligations.

Savings Plan and Treasury key themes and achievements

- 2019/20 budget and the last year of the -1% rent reduction
- Investment in key areas £227k in Health and Safety team, £249k in IT, £129k in Opportunities team, £117k in Development team and £150k on strategic projects
- Rebalance of our operating margin from 23.7% (2019/20) to 31.6% (2020/21)
- Focus on longer term treasury requirements

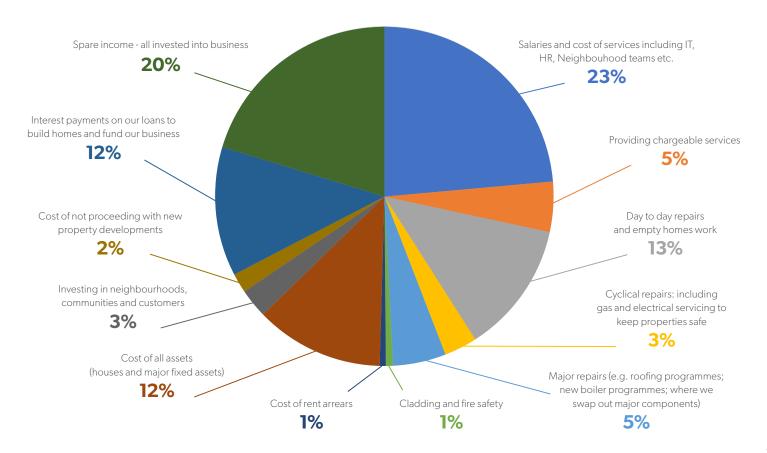
- Revisited existing funding arrangements: facilities updated, margins revisited, revolving credit funds (RCF) extended and £12.5m of historic facility cancelled
- We undertook our first Private Placement in October 2019 and secured £75m
- The treasury work has realised a first year saving of £636k
- £500k hardship fund put in place to support local community through Covid-19 crisis
- Maintained rolling savings plan from 2015, updated for 2020/21 budget and business plan
- The updated savings target is set at £500k
 p/a for the next three years



GROUP FINANCIAL RESULTS

Group Financial Results	2020	2019
Highlights of Comprehensive Income	£′000	£′000
Turnover	60,268	57,613
Operating costs	(45,983)	(40,644)
Operating surplus	18,551	23,307
Surplus after taxation, before actuarial gain	12,673	16,244
Actuarial gain / (loss)	7,276	(4,770)
Total comprehensive income for the year	19,949	11,474
Highlights of Financial Position	£′000	£'000
Social housing properties Net Book Value at cost	208,366	190,650
Non-social housing properties at valuation	39,019	35,161
Cash at bank and in hand	40,038	11,264
Net current assets / (liability)	24,918	(4,255)
Debt drawn	(155,943)	(123,899)
Revenue reserve	29,027	9,078
Number of homes in management		
Social housing	11,938	11,794
Market rent	306	282
Total	12,250	12,076
Group Performance	2020	2019
Group operating surplus as % of turnover (excluding fixed asset disposal surplus)	23.70%	29.45%
Rent losses (voids and bad debts as % of rent and service charge receivable)	1.61%	1.40%
Current rent arrears (gross arrears as % of net rent and service charge receivable)	5.90%	5.60%
Rent collected % excluding current arrears	100.03%	100.61%
Average re-let time in days	31.3	25.7
Net debt to turnover	1.92	1.98
Covenants	2020	2019
Interest cover as per Ioan agreements (Barclays / RBS)	2.32 / 2.28	2.52 / 2.55
Net debt per unit (2019 Barclays/ RBS)	9,647	9,527 / 9,461
Asset cover (Barclays / RBS)	190% / 561%	218% / 526%
Effective interest rate	5.21%	5.74%

WHERE INCOME RECEIVED IS SPENT



Value for Money Performance and Cost Benchmarking

Our approach to VfM is driven by our Board who direct VfM through their business planning process. Board reviews and scrutinises the annual budget throughout the year and assesses the quality of service and the performance against that budget. We report on defined performance metrics to measure economy, efficiency and effectiveness on a comparable sector basis to demonstrate that we are making best use of assets and resources.

We have
used the 2018/19
consolidated Global
Accounts (GA) unit costs to
benchmark our performance
against all RPs and have
projected how we believe we
will perform up until
2022/23.

One Manchester £'000/Unit - Actual 2018/19 Costs and Projected Costs 2019/20 to 2022/23

	2018/19		2019/20		2020/21		2021/22		2022/23	
	Actual CPU	Quartile Position	Actual CPU	Estimated Quartile Position	CPU	Estimated Quartile Position	CPU	Estimated Quartile Position	CPU	Estimated Quartile Position
Management	1.14		1.23		1.22		1.20		1.16	
Service Costs	0.20		0.25		0.25		0.25		0.26	
Maintenance	0.71		0.83		0.76		0.71		0.69	
Major Repairs (incl. Capitalised)	0.87		0.69		0.95		0.80		1.36	
Other Costs	0.15		0.20		0.24		0.30		0.30	
Headline Social Housing Cost	3.08		3.20		3.41		3.26		3.76	

Regulator of Social Housing (RSH) All RP Sector Data - 2018/19

	Management	Service Costs	Maintenance	Major Repairs	Other Costs	Headline Social Housing Cost
Upper	1.27	0.72	1.25	1.09	0.43	4.69
Median	1.00	0.40	1.01	0.84	0.22	3.69
Lower	0.83	0.24	0.86	0.62	0.10	3.18

Please note: the estimated quartile positions are based on the RSH sector data for 2018/19 and are an indication as to where the organisation would sit without using mid-upper and mid-lower markers.

We have carried out further analysis of our Global Accounts rank by comparing ourselves against other RPs and Large-Scale Voluntary Transfers (LSVTs) at both a national and local level.

Global Accounts ranking

Group	OM headline social housing CPU/rank	Lowest social housing CPU in group	Highest social housing CPU in group
All RPs	3.08 – 41st of 217	2.09	26.60
All LSVTs	3.08 – 29th of 102	2.09	6.98
All North West	3.08 – 8th of 39	2.54	6.26
LSVT North West	3.08 – 7th of 26	2.54	6.26
LSVT 7-12 years	3.08 – 3rd of 14	2.85	5.08
LSVT 7-12 years North West	3.08 – 2nd of 7	3.04	4.48

If you would like to find out more, including how we have performed against the other VfM metrics, you will find this within our 2019/20 financial statement, available to download from our website: www.onemanchester.co.uk/who-we-are/how-we-are-doing



We continue to invest in our colleagues

- Leading Through ACTion manager training
- Health and Wellbeing various initiatives for all colleagues
- Learning and Development various training courses and a new e-learning platform

Emerging priorities for 2020/21 and beyond

Financial Modelling and Efficiency:

- Establish short- and medium-term pension strategy following pensions review
- Re-run and resetting of stress testing measures and golden rules
- Embed in VfM self-assessment and forward plan
- Covid-19 responses including stress testing and BCP review
- Assets and liabilities

Services Fit for the Future:

- New performance framework
- Continue the business change programme
- Develop Covid-compliant strategy for offices, buildings and community-use facilities
- Develop a new people strategy to incorporate a strategic workforce plan
- Implementation of our Equality, Diversity and Inclusion Strategy and action plan
- Understand impact of Covid-19 on customers and colleagues and provide focused support

Governance review:

- Review of Governance team structure, remit and resources
- Risk review incorporating risk map overhaul, best practice review, risk scoring and Board appetite restatement
- Preparation for In-Depth Assessment (IDA) including review of issues identified in 2017, mapping of key organisational changes from that point and documentation library compilation
- A detailed review of arrangements that includes board composition, skills and succession, updating of rules and committee membership
- Further work on delegatory framework, operating regulations and interrelationship of subsidiaries
- Asset and liability review, including an overhaul of key headings, document and asset liability owners, document and files visibility and internal audit review for completeness and best practice

