



ANNUAL REPORT 2018/19

Creating opportunities

Transforming communities

Changing lives

Reinvesting in our places



£88,000
awarded by our
**Community
Fund**



Over
£1million
in debts have
been dealt
with



£63,902
awarded by our
**Catalyst
Fund**



**£5.4
million**
spent on **home
improvements**



For even more information, we encourage you to take a look at both our Social Accounts and VfM Self-Assessments.

Social Accounts
www.onemanchester.co.uk/social-accounts

VfM Self-Assessment
www.onemanchester.co.uk/vfm





Equality & Diversity Report

As a member of the Housing Diversity Network, One Manchester recognises the importance of equality and diversity to its staff, Board, customers and stakeholders. Staff will take part in equality and diversity training and changes will be made to some ways of working. As part of this plan we are committed to sharing information on the diversity of One Manchester's customers, employees and Board members.

Age

16-24
25-34
35-44
45-54
55-64
65+
Unknown

Customer Profile %

1.42
13.16
20.58
23.59
18.71
22.12
0.42

Staff Profile %

4.50
18.25
24.00
33.00
19.25
1.00
-

Board Profile %

-
8.33
16.67
25.00
50.00
-
-

Gender

Male
Female
Transgender

Customer Profile %

43.54
56.29
0.17

Staff Profile %

62.50
37.50
-

Board Profile %

67.00
33.00
-

Disability

Yes
No
Not disclosed

Customer Profile %

43.64
51.56
4.80

Staff Profile %

10.25
87.25
2.50

Board Profile %

17.00
83.00
-

Ethnicity

White British
White other
Asian/Asian British
Black/Black British
Mixed/Multiple Ethnic Groups
Other
Prefer not to say

Customer Profile %

49.57
5.97
9.62
25.42
5.43
3.24
0.75

Staff Profile %

78.75
3.00
2.25
8.00
3.25
-
4.75

Board Profile %

58.34
25.00
8.33
8.33
-
-
-

Religion/Belief

Christian
Muslim
Jewish
Buddhist
Hindu
Sikh
Other
None
Not disclosed
Prefer not to say

Customer Profile %

50.62
18.76
0.19
0.54
0.13
0.21
4.41
22.09
-
3.05

Staff Profile %

47.50
1.75
0.75
0.25
0.25
0.25
5.00
38.25
-
6.00

Board Profile %

41.67
8.33
-
-
-
-
-
33.33
-
16.67

Sexual Orientation

Heterosexual/Straight
Lesbian/Gay/Bisexual
Not disclosed
Other
Prefer not to say

Customer Profile %

-
-
-
-
-

Staff Profile %

91.5
3.50
-
0.25
4.75

Board Profile %

75.00
8.33
-
-
16.67



Servicing you and your home

Total spend on repairs
£8.4 million
£8.1m last year



UPDATE
Tower block sprinkler systems & cladding

In October we completed the replacement of cladding to our tower blocks, making them safer for all residents.

Our Board have now approved further fire safety improvements, including the installation of sprinkler systems at all our high rise blocks over the next two years, starting in January 2020.

Asset investment
£5.4 million
in 2018/19

on home improvements such as boiler replacements and roofing programmes. This also included refurbishment of the **Aquarius Centre in Hulme** and the **Boiler House in Moss Side** to make them serviceable community buildings.



Maintenance cost per property

£714

up by £69
£645 last year

Major repairs cost per property

£873

£875 in 2017/18

Switch to Travis Perkins

who now provide stores management from Quattro House to offer a more efficient service to our customers.



Travis Perkins

Multi-skill training

to increase flexibility and productivity **completed June 2019.**

Customer care training for all operatives completed December 2018



Investing in affordable housing



Development continues

We are near our goal of building and acquiring over 1,000 new homes by 2021.

At year end 383 were complete, 251 in contract and 312 approved.

946 homes in total.

HOLD Scheme

Home Ownership for People with a Long-term Disability

We purchased our first property in summer 2018, a second has been approved and we've agreed in principle to purchase six more homes as part of our Shared Ownership programme.



Providing support and opportunities

We're winners

We won the National Social Value Award

for Embedding Social Value into Procurement. This is fantastic recognition for the process we have put in place when procuring services from contractors to make sure social value is embedded. It has resulted in work placements and apprenticeships for local people, and donations to local community groups amongst other things.

The Work Shop

Our refurbished space in Moss Side provides support to the local community with work placements, training and volunteering, money advice, self-employment, one-to-one job search training and the **Working Wardrobe** to help with clothing.



Catalyst Fund

£63,902

to 12 projects in 2018/19.

Community Fund

£88,000

awarded to 36 projects.



We have signed up as an early adopter of the National Housing Federation's Together with Tenants, a plan and charter which aims to strengthen the relationship between tenants and landlords.



Managing debts and benefit claims

Assisted

639 clients (one-off enquiry or casework)



Dealt with

£1,025,364 of debt including:

£120,000 Council Tax arrears
£228,000 benefits overpayments
£189,000 unsecured credit product arrears

Achieved

£1,051,956

financial gains

for customers including:

£252,000

Personal Independence Payments and Disability Living Allowances

£180,000

Debt Relief Orders



The rent you pay

After four years of **-1% rent reductions** the government has agreed that rents can rise in 2020/21. One Manchester has agreed to **raise rents by the capped increase at 2.7%**, so your rent will be going up.

Government legislation says that rent increases should be based on the September Consumer Price Index (inflation) which was 1.7%, plus 1%, which increases your rent by 2.7%.

You will be receiving a letter late February to inform you of your changes.



We have pledged to provide a bed to every child in our properties without one. A total of 12 had been provided at year end and the project continues into 2019/20.

What you think about us

In 2019
our NPS was 22

Net Promoter Score (NPS), is a widely used measure of recommendation. For context, housing associations nationwide scored **3.9** in the same period and the overall NPS for all sectors was **22.4**.

(The NPS can be as low as -100 or as high as 100. A positive score of 50 is viewed as excellent, whilst negative scores are seen as poor.)

Dealing with your complaints

We are forming a dedicated complaints team responsible for all stages of the complaint process including understanding what really went wrong, why that is, and what needs to be done about it. In-depth analysis of complaints will be used to inform service improvements.



From 2018 to 2019, **every comparable measure of satisfaction increased** (15 in total).

How we compare Overall Cost per Unit (CPU)

One Manchester compared to key peer groups, using the regulator's headline social housing cost per unit (CPU) measure.

Group	Our overall CPU & rank	Lowest CPU in group	Highest CPU in group
All Housing Associations	£3,075 68th of 230	£1,839	£24,154
All Large Scale Voluntary Transfers LSVT	£3,075 47th of 108	£1,839	£7,370
All North West	£3,075 12th of 42	£2,128	£4,835
LSVT North West	£3,075 10th of 27	£2,128	£4,835
LSVT 7 - 12 years	£3,075 8th of 18	£2,128	£4,495
LSVT 7 - 12 years North West	£3,075 4th of 6	£2,128	£4,255

The above table shows how One Manchester compares to other key peer groups using the regulator's headline social housing cost per unit measure. **For more detailed cost comparison information, take a look at our VfM statements**, specifically the costs - performance & benchmarking sections, at www.onemanchester.co.uk/vfm

Your quick guide to how well we did

during the financial year April 2018 to March 2019

Below are the top nine performance indicators selected as the most important by members of our Scrutiny Panel, a group of customers and members of the wider community whose role is to challenge us to be the best we can and to help us to continuously improve.

	Amount of rent collected Rent collection has exceeded the 100.5% target for the first time, an excellent result reflecting the hard work and effort of the team.	TARGET 100.5%	2016/17 100.1%	2017/18 100.4%	2018/19 100.6%
	% of homes available to new tenants Slightly fewer properties became vacant this year, resulting in 464 lets to new tenants compared to 529 in 2017/18.	TARGET 5%	2016/17 4.20%	2017/18 4.45%	2018/19 4.33%
	Average number of bids for each property advertised on Manchester Move Demand for our homes continues to increase and reflects the need for more housing in the city.	TARGET 90	2016/17 135	2017/18 179	2018/19 257
	Time to re-let once tenancy has ended We have seen an increase in re-let times due to a number of factors, including the poor state of some properties being returned to us. Work is underway to address this with a large scale project.	TARGET 16 days	2016/17 20.4 days	2017/18 20.2 days	2018/19 23.4 days
	% of customers satisfied that call centre staff were helpful and polite Caller satisfaction was introduced in June 2018 and has been consistently above target, reflecting the quality service provided.	TARGET 90%	2016/17 N/A	2017/18 N/A	2018/19 92.7%
	Number of formal stage 1 complaints received Although the number of formal complaints has increased this year, the average response time has reduced to 8.4 days, beating our ten day target.	TARGET No Target	2016/17 39	2017/18 37	2018/19 77
	Emergency repairs completed within 24 hours The 100% target was narrowly missed this year, however performance has improved from last year and is a direct reflection of the work carried out during the 2018-19 Repairs Programme.	TARGET 100%	2016/17 93.95%	2017/18 95.60%	2018/19 98.90%
	Properties with a valid Gas Safety Certificate At year end, all 10,861 One Manchester properties that require a valid Gas Safety Certificate have one. This is an excellent result reflecting the commitment of the team.	TARGET 100%	2016/17 99.99%	2017/18 99.95%	2018/19 100%
	Properties sold through Right to Buy or Acquire We have sold more properties this year and are still well on target to build over 1,000 new properties by 2021.	TARGET No Target	2016/17 113	2017/18 106	2018/19 136