



# Customer Annual Report

2021-2022

# Letter from our Chief Executive Nic Kershaw

## Welcome to the One Manchester Customer Annual Report 2021-22

As we look back on the last year, it's great to see how much has been achieved despite the ongoing issues of Covid-19.

Thanks to your feedback, we were able to make some really positive progress in improving our services, though our change programme Shaping our Future.

Your feedback has been invaluable in helping us shape the changes we need to make and begin to pilot our new ways of working and we're now looking forward to launching our new and improved services in April 2023.

During the year 2021-2022, we were proud to support our customers and communities hardest hit by the Covid-19 pandemic. During this time we contacted all of our customers to check in and find out how we could best support you during the pandemic. We then offered support, tailored to you, and this included everything from help to find employment, support from our Health and Wellbeing team or an appointment with our Financial Inclusion team to help you manage your money better.

Looking ahead to the end of 2022 and beyond, we are delighted to have launched our new Corporate Plan 2022-2025 which sets out our three new priorities - People, Place and Prosperity. These priorities show our commitment to our customers, providing good quality homes, and reducing inequalities to improve our customers wellbeing.

Our Corporate Plan also explains our renewed focus and commitment to providing good homes, great services, and real opportunities for our customers and communities. We are working tirelessly to create inclusive, connected and sustainable places where people can thrive and live well.

As a values led organisation we also worked with you to co-create our new HEART values, which we will be working to embed across our organisation in the coming months.

We're looking forward to a positive 2023 and I want to personally wish you all the best for the coming year.

Nic Kershaw - Chief Executive





## How we've supported our customers and communities

**£206,542**

provided directly to our customers and communities

**Over £1m**

funding to support young people and unemployed people into work

**700+**

people supported into employment and/or training opportunities

**Nearly 4000**

volunteer hours to support local communities

**£1.1m**

in additional benefit gains for our customers

**179**

new homes built in Manchester

# Shaping Our Future

In 2021 we launched the Shaping Our Future programme to ensure we're delivering great services for our customers and communities'. The programme was set up to enable us to improve our efficiency, and increase positive outcomes for our customers with the resources we have available.

After extensive listening to our customers over the year, we were clear we needed to:

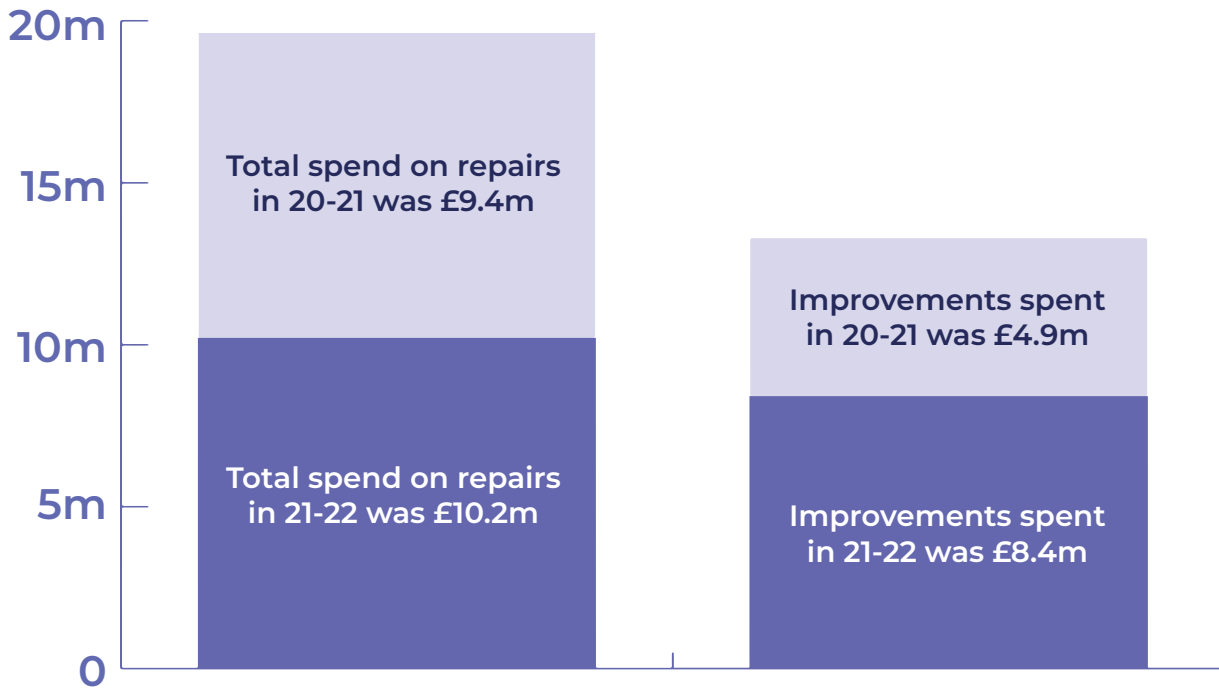
- Redesign our processes and ways of working from the perspective of our customers
- Get better at taking ownership of issues and resolving them quickly
- Get to know you better
- Make it easier for customers to deal with us
- Pilot our new ways of working to ensure they're fit for purpose and meet the needs of our customers.

Work to make these improvements has been taking place behind the scenes to pilot our new ways of working in order to launch our new and improved services from April 2023.

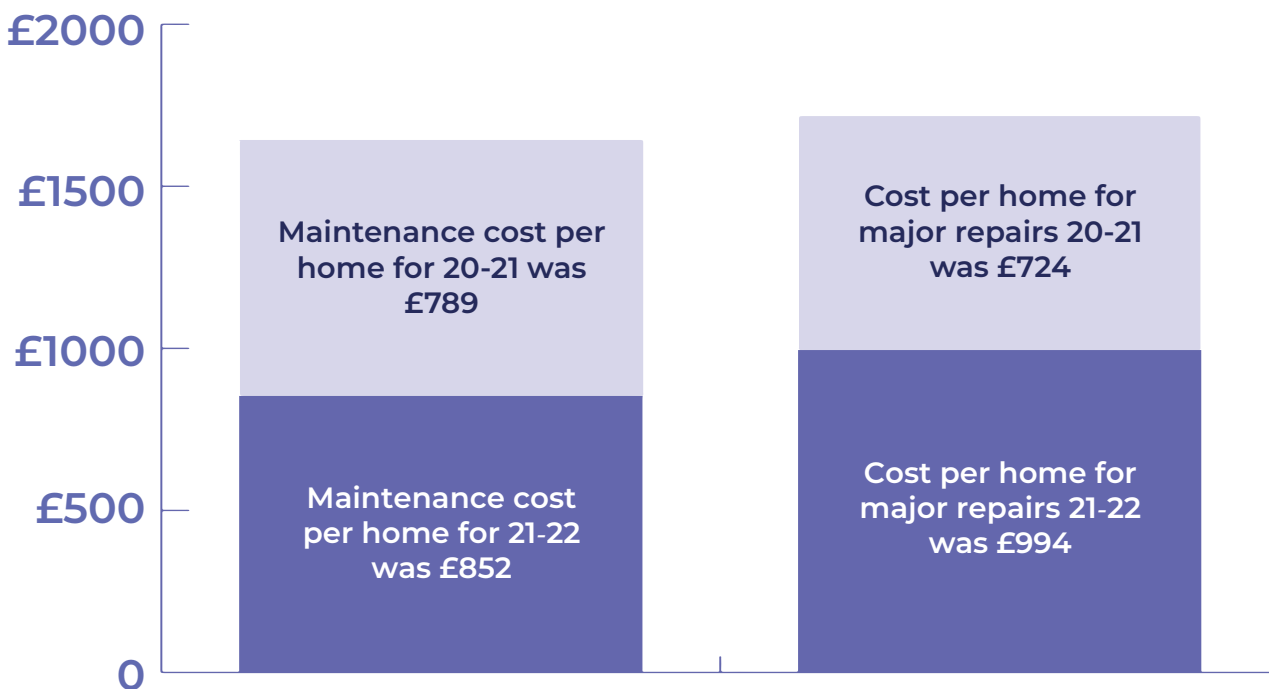


# How we've spent your rent

## Repairs and improvements



## Maintenance and major repairs per home



# Keeping you safe in your home

Our customers' safety is of paramount importance to us. Our Community Safety team work hard to support our customers to feel safe and secure in their homes.

During 2021-2022, our Community Safety team supported our customers with a range of issues, including noise complaint cases, drug-related cases, and issues of harassment, threats and domestic abuse. Over the course of the year the team has also supported customers dealing with more serious cases where legal action has been necessary to stop the nuisance and protect our customers.

We also brought in a dedicated Domestic Abuse Specialist to enable the team to go further in supporting customers who are experiencing these issues.

The team continue to work closely with Manchester City Council and local policing teams and will continue to build on those relationships to improve the outcomes for our customers.



# Case study

During 2021-2022, our Community Safety team received a complaint from a customer who was really struggling with neighbours who were frequently holding loud gatherings where alcohol was consumed, which often resulted in fights and violence. The customer explained how isolating and scary the situation had become. Our Community Safety team responded to the complaint by stepping in to support them with weekly meetings until the issue was resolved.

The customer said:

**“I really felt like giving up sometimes as other neighbours just moved out. However, I was so supported by the One Manchester Community Safety team that I found the strength to not give up. Now where I live is extremely quiet and I am so happy.”**

## Home safety checks

During 2021-2022 our Health, Safety and Compliance team completed home safety checks to make sure you're staying safe and well in your homes.

The figures below show some of the key statistics achieved during the year:

100%

compliance for  
gas safety (LGSR)  
on all domestic  
properties

98%

compliance  
on electrical  
safety (EICR)  
assessments

100%

compliance on  
communal water  
safety checks

100%

compliance for  
communal fire risk  
assessments



# Customer feedback

As part of the research phase of our organisation's change programme, Shaping our Future, a review took place on how we gathered and used customer feedback. This enabled us to assess its effectiveness against themes emerging through the Social Housing White Paper.

This review focussed on the three mechanisms that were in place at the time:

- Overall Customer Satisfaction survey
- Transactional Satisfaction surveys
- Customer profiling

## Customer Insight Framework

A new Customer Insight Framework was implemented in April 2022 to improve our approach to understanding customer's views. A monthly customer telephone perception survey is now conducted by IFF Research to obtain the views of at least 200 customers per month. The surveys are done from a random sample of customers to maximise the diversity of the feedback. This allows us to combine various pieces of information to greater understand where we are doing things well or where improvements are needed.

Our 'One Customer View' project will allow us to understand a customer's behaviours and needs so we can use our resources better to offer support. It will also ensure you receive an improved level of service when you contact us because we'll be able to share information between departments easier, which will allow colleagues to have a greater understanding of a customer's past or current situation saving you time and effort every time you interact with us.



# Customer engagement

In March 2021, we developed our **Customer Voice Strategy** which sets out our approach to ensure we are truly hearing, listening and acting on the voice of our customers. As part of this strategy we introduced four new Customer teams: Customer Co-creation team, Customer Purchasing team, Customer Building Safety team and Customer Scrutiny team. Colleagues in these teams come from a diverse range of backgrounds and bring a wealth of experience, knowledge and skills to support this work.

Since being set up, these Customer teams have been involving customers in feedback, priority setting, and service design to ensure we're meeting their needs. The teams work to give our customers a voice, and enable them to have their say on our services so we can act on their feedback to ensure transparency and accountability.

## Customer Scrutiny team

- ◆ Conducted a review of the Customer Contact Centre looking at calls resolved at first point of contact and provided recommendations to the One Manchester Board.
- ◆ Received training by tenant engagement experts, TPAS, to ensure reviews can be independently-led.

## Customer Co-creation team

- ◆ Supported a consultation to help develop a Customer Telephony platform to improve the customer experience.
- ◆ Support our Vision, Mission and Values workshop consultation, evaluating our purpose statement and reviewing our website to ensure we improve the customer experience.
- ◆ Reviewed our organisational policies including our Equality, Diversity and Inclusion Policy and Income and Debt Recovery Policy.
- ◆ Provided feedback on how to increase take up for financial support.

## Customer Building Safety team

- ◆ Provided their views on the implementation of the Stay Safe Policy at our high-rise blocks, as recommended by the Greater Manchester Fire and Rescue Service
- ◆ Completed a resident consultation on our Building Safety Resident Engagement Strategy
- ◆ Conducted customer survey drop-in's and door knocking exercises to gather views of the high-rise residents
- ◆ Meetings held with residents to discuss high-rise safety concerns

## Customer Purchasing team

- ◆ Worked to give feedback around purchases and services to influence supplier decisions.
- ◆ Helped select the supplier of the new omni-channel platform that will give customers the opportunity to engage with us by telephone and email chat box.
- ◆ Worked with our Independent Living scheme residents to decide on the best supplier to deliver a new customer friendly digital warden call system.

# Tenant satisfaction measures

During the year, we consulted with customers to seek their views on the proposals from The Regulator of Social Housing to introduce a range of measures that demonstrates housing providers are meeting the needs and standards of their customers.

These measures included:



**Keeping properties in good repair**



**Maintaining building safety**



**Effective complaints handling**

The consultation found that the proposed measures were welcomed by customers. As part of the consultation, we provided a joint response from colleagues and customers which was presented to our Board. The feedback was also submitted to the Regulator of Social Housing.

We are always on the look out for customers to join our Customer teams.

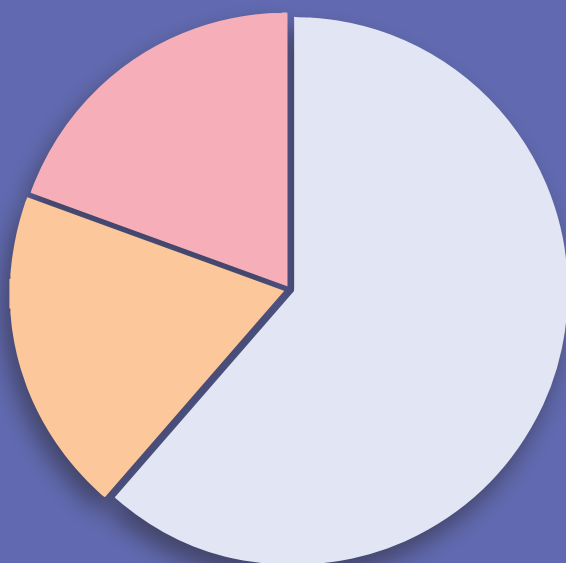
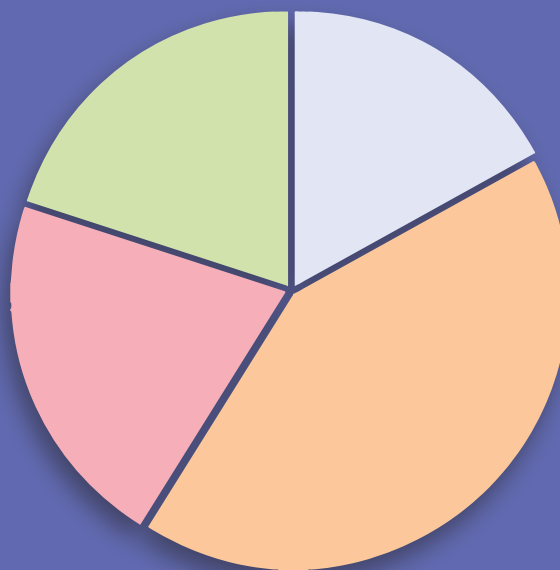
Email the team to find out more:  
[customervoice@onemanchester.co.uk](mailto:customervoice@onemanchester.co.uk)



# Making a complaint

We take all complaints that we receive seriously and have put a lot of work into making our process fair and easy to follow. Our responses to complaints during the year are below  
We received a total of **930** formal complaints between April 2021 and March 2022.

- 158 were withdrawn (17%)
- 391 were upheld (42%)
- 196 were partially upheld (21%)
- 185 were not upheld (20%)

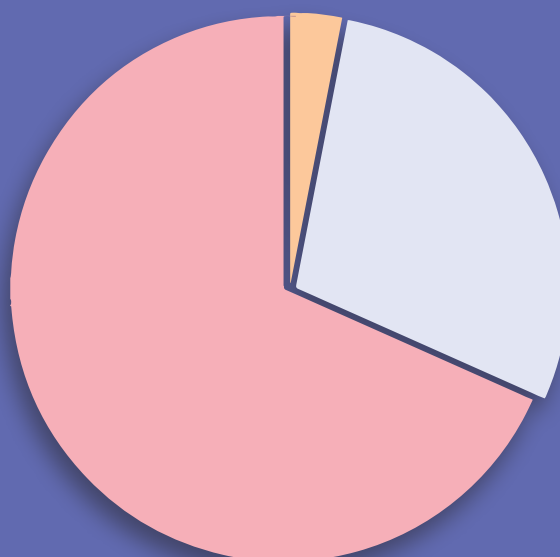


26 of the above complaints were escalated to stage two:

- 16 were upheld
- 5 were partially upheld
- 5 were not upheld

## Response timescales\*:

- To acknowledge at stage one: 1.3 days (against a 2-day target)
- To respond at stage one: 11.2 days (against a 10-day target)
- To respond at stage two: 26.8 days (against a 20-day target)



# Customer voice

In 2021/22, we continued to log compliments when one of our customers contacted us to praise one of our colleagues for something.

We logged a total of **39** compliments covering a range of matters across areas including our Contact Centre, Repairs, Grounds Maintenance and Place teams.

## What happened in 2021/22 with complaints?



We switched to an all formal complaint process from April 2021



This new process meant we responded to far more complaints in writing than in previous years



We began to capture lessons learnt in stage one responses for increased transparency



Information on complaints and compliments can be found on our website

## What have we learnt?

- Covid-19 has had a lasting impact on our services, in particular our repairs service where we had to operate an emergency only service during lockdowns.
- Issues identified in years past still occur, particularly around poor communication and time taken to resolve problems – we are working hard to address these issues.
- Through our monthly Customer Satisfaction Surveys and analysis of customer complaints received, we have learnt that call waiting times, repairs completion times, and time waiting for services, are the issues you told us you feel most negatively about.

## What are we doing as a result?

- We've identified and made several small changes to processes of many of the complaints made throughout the year.
- More complaints handling training is being rolled out to colleagues.
- We're running several pilots to try out new ways of working with the aim of tackling some of the deeper-rooted problems.
- Lots of customer journey mapping is taking place to understand from your point of view what is going wrong and how this impacts you.
- We've committed to improving our repairs service by carrying out an extensive review of the service to help us improve your experience of the service and reduce repair completion times.
- To improve call waiting times, we'll be completing a review of our Customer Resolution Centre in 2022-2023. This will involve implementing team performance targets and introducing a Training Academy to ensure calls are dealt with quickly and to the highest possible standard.

# We strive to make a difference

Between April 2021 and March 2022, we made grant awards to **48** voluntary, community and social enterprise organisations, totalling **£206,542** to support our customers and communities.

The funding provided through our grants helped to support people, access welfare support and advice, develop social connections, and take part in local environmental improvements programmes.



**Social Recovery Fund**

**£78,038**



**Community Welfare Support**

**£88,422**



**Community Fund (Soup Events)**

**£48,000**



**Neighbourhood Small Grants**

**£7,400**

During the year, we also secured a total of **£1,561,107** in funding from external sources to support our customers and local communities.

**£648,000** 🌿

We were successful in a bid for **£648,000** from the Government's Community Renewal Fund to support the creation of green jobs.

**£435,000** ➔

We received **£435,000** to create and support work opportunities for 16 to 18 year olds on Universal Credit through the Government's Kickstart Scheme.



# Case study

Carol had been at home for 15 years, acting as a carer for her 15-year-old son who has autism, when she joined the Green Employment and Skills Programme.

Before becoming a carer, Carol was working as a joiner. Since joining the programme she's now taken on the role as a Reuse Operative for Suez at their Renew Hub.

When asked about her experience, Carol said: "I absolutely love my role because I'm saving furniture from landfill and giving it new lease of life and I love knowing the furniture can go to new homes for people to enjoy it."

Since starting her job placement, Carol has already been offered a full time position at the Renew Hub which was her 'ideal outcome'.

## About the programme

The Green Employment and Skills Programme created **125** part time and flexible jobs for unemployed local residents, helping them to develop skills in the green economy.

Jobs were created with a range of businesses, all of them aspirational and all wanting to:

- ◆ Reduce the city's carbon emissions
- ◆ Improve the environment
- ◆ Reduce barriers to employment

# Employment and skills

Our Employment and Skills team supported **323** people into employment, and supported a further **409** people into training.

Throughout the year, we continued to bring additional social value to our communities:

# 49

placements completed through the Kickstart Scheme

# 95

volunteers supported our corporate volunteering scheme

# 13

work placements organised and completed

# 14

Apprenticeship roles introduced at One Manchester

# 3,929

volunteer hours worked to support local community projects and organisations

## Financial Inclusion

Our Financial Inclusion team supported a total of **823** customers and helped them to claim a total of **£1.1 million** in benefits gains.

The team were also involved in Be Well, a partnership initiative funded by the NHS and delivered in Manchester by The Big Life group, Pathways, Citizens' Advice Manchester and local social housing providers. The programme supports local people to get on top of their work, family and money worries. We were able to generate a total of **£83,112** in income through our Be Well delivery contract, and this project has now been retendered to run until 2024.

## Financial investment into supporting our customers

To ensure we continue to support our customers financially, we've invested in the employment of seven Financial Inclusion Officers, one Financial Inclusion Project Officer, and one Customer Need Co-ordinator.

As an organisation, we've also invested **£200,000** to support struggling customers to help them purchase essential items like furniture and clothes, through our Customer In Need Fund.

# Equality, Diversity and Inclusion

We believe our services and opportunities should be accessible, responsive, and of good quality, no matter who you are or where you live. Equality, Diversity and Inclusion is central to the work we do at One Manchester and is embedded into our purpose and values.

To continue this commitment, in July 2021 we invested in hiring an Equality, Diversity and Inclusion Lead to join the team at One Manchester and lead the delivery of our Equality, Diversity and Inclusion (EDI) Strategy and Action Plan.

We have continued to consult with you to ensure our policies are reflective of your needs and updating our EDI policies to reflect feedback received. Changes requested by customers to our policies were agreed by our Board and changed in February 2022.



**Browsealoud  
improving  
accessibility**



**Programmes  
for health  
and  
wellbeing**



**Creating  
new  
partnerships**



**Supporting  
ethnically  
diverse  
backgrounds**



**Supporting  
LGBTQ+  
communities**



**New Equality,  
Diversity and  
Inclusion  
Lead**

## Supporting our LGBTQ+ customers, colleagues and communities

We continued our work with Greater Manchester wide groups, HouseProud and Rainbow Roofs, sharing best practice and continuing to learn from each other and improve our services as a result.

During the year we joined the Stonewall Diversity Champions Programme, the leading employers' programme for ensuring all LGBTQ+ staff are free to be themselves in the workplace. The programme is helping us to embed inclusion into our workplace, attract and retain diverse talent and learn from their expertise.

We changed our processes so One Manchester colleagues only ask customers questions about sexuality and sexual orientation if we also explain why we need the information and what we were going to do with it.

We increased support for our transgender customers by working to ensure our colleagues were adequately trained to know the experiences and issues facing transgender people. We know that our customers prioritise feeling safe and comfortable in their home environment and community. Over the year, we've worked hard to stay ahead and be aware of any incidents of hate crime, enabling us to be reactive and responsive when issues arose. To do this, we worked closely with a range of service providers, maintaining good relationships with community support groups and Greater Manchester Police.



# Supporting customers and colleagues from ethnically diverse backgrounds

We know that almost half of our customers are from ethnically diverse backgrounds, and for a further third, English is their second language.

Where language barriers were a concern, we've been gathering information about the best ways to communicate with customers and improve our systems.

To support customers for which English is not their first language, we established the use of technologies including **Browsealoud**, which allows customers to gain written and audible translation in a wide range of languages, at the touch of a button. We also implemented the use of Google Translate when operatives are out visiting properties to enable better interaction between customers and colleagues.

## Health and wellbeing

During the year, as Covid-19 continued, we recognised the negative impact the pandemic was having on our customers' mental health.

The pandemic also highlighted the issue of social exclusion and particularly lack of digital access as a significant barrier. We responded by providing customers in need with a mobile phone so they could contact their friends and family when they were unable to see them in person. We also provided digital training for customers at our community hubs, enabling them to build the skills needed to get online.

We also introduced a new programme to support those living in our Independent Living Schemes with dementia, "Singing for the Brain". The sessions involve singing and playing musical instruments, helping our customers living with dementia to find joy in the music and the memories it may bring back for them.

## Partnerships

We continue to work in partnership with a wide range of organisations to deliver our EDI Action Plan.

We funded a total of **140** community groups. This includes the Caribbean African Health Network, who we continue to work closely with and fund. This helps support their work to improve the health and wellbeing of African and Caribbean people living in Greater Manchester.



# Growth and Development - key themes and achievements

Our Growth team completed a total of **179** new homes, an additional **345** homes were in contract, and **322** homes had been approved.

The overall tenure split for these homes was:



Affordable Rent



Social Rent



Shared Ownership



Intermediate Rent



Rent to Buy



Market Rent

We continue to work hard to reduce the impact of our new homes on the environment, with particular focus on moving to renewable heating instead of gas in each home.

## Blackrock Street, Beswick

We continue to develop new homes that are energy efficient and help keep running costs as low as possible for our customers.

In October 2021, we completed our first net zero carbon homes in Beswick. Working in partnership with Manchester City Council, we developed a disused and problematic site to create a new build development. Blackrock Street is made up of **22** social rent family homes, designed to meet low energy and low carbon standards.



# Looking ahead

## Our Corporate Plan 2022-2025

At the end of 2022, we were proud to launch our new Corporate Plan 2022-2025. The plan sets out our future direction which is built around three key priorities: People, Place and Prosperity. The plan outlines our renewed commitment to delivering great services and quality homes, providing more great places to live, and investing further in our communities.



People



Place



Prosperity

Our Corporate Plan also establishes our new HEART values: honest, enterprising, accountable, respectful and trustworthy. These values are embedded at the heart of One Manchester and everything we do. They capture who we are, what we believe in, and what we stand for as an organisation.

Alongside launching our new Corporate Plan, we also introduced our new vision and purpose, during 2022:

- ◆ Our vision is to create inclusive, connected and sustainable places where people can thrive and live well.
- ◆ Our purpose is to provide good quality homes, great services and real opportunities for our customers and communities.

## Our new ways of working

Following our extensive work delivering our organisational change programme, **Shaping Our Future**, we'll be launching our new and improved services in April 2023.





# We're more than just a landlord.

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