



Customer Annual Report

2022/23

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Letter from Nic Kershaw, our Chief Executive

Welcome to our Customer Annual Report, which looks back on 2022 and 2023.

Hi everyone and welcome to your Customer Annual report, taking a look back at April 2022 to March 2023. This is my third year at One Manchester, and over the past year we've been really focused on changing how we work so we can make a positive difference for you.

My highlight from the past year has been meeting more of you and listening to how we can improve our services. Your feedback has played a really important role in shaping our new approach, and I want to thank you for your involvement.

We've been taking all the great things you've told us and have started to change our frontline services. Our new local Neighbourhood Model is a great example of this and is helping us to get to know you better, so we can help and support in the way that you need.

You may have also heard or been involved in our recent Big Listen events, where we came to all our neighbourhoods to chat with you about our repairs service. We'll be holding more events to discuss our repairs service in the new year, and I'd love to see you there. Your feedback is a central part of improving this important service.

We always want to improve what we do, and last year we shared our Corporate Plan for 2022 to 2025 which was shaped by your feedback. We have three main priorities which focus on our People, our Places, and helping to create Prosperity for our customers and communities. This year's Annual Report looks into our performance, case studies, and achievements against these priorities.

I'm really pleased to share some of the changes we've already made to our frontline services based on your feedback, which include:

- Increasing our Neighbourhood Officers from 10 to 24 to provide all customers with an easy-to-reach and personalised service
- Offering our services from local community hubs so it's easier to access support, and running weekly drop-in sessions
- Establishing our Healthy Homes team and investing an additional £2.4m to address damp and mould issues in your homes
- Supporting over 850 families most in need with our £300,000 Thrive Fund

Although there have been lots of positives this year, we know mistakes can and do happen and there are ways we can improve. To reflect this, our Annual Report is a review about our progress, highlighting successes in strengthening our services, as well as areas where we can do better.

Thanks once again for all your feedback, support, and involvement over the past year. I'm really looking forward to meeting more of you in 2024 so we can continue to deliver what matters for our customers and communities.

Nic Kershaw
Chief Executive Officer



People

People are absolutely at the centre of what we do and how we do things, and that's why People remains one of our key priorities in our Corporate Plan.

We want to make sure you're getting the best services from us and to do that, we also need to create a great environment for our colleagues helping to deliver those services. During the year, we've focused on:

- Keeping everyone safe and treating people equally and fairly
- Listening more to our customers and using feedback to shape our services
- Recruiting and keeping talented colleagues who feel rewarded and inspired to do great work for our customers

On this page you can find out how we've worked towards these goals throughout 2022/23.

We know that being safe and comfortable in your home is a huge priority for you, so throughout the year, we've worked hard to strengthen the services and support that helps keep you safe.



Home safety checks

Over the year, we continued to invest in your homes and our buildings to help keep you safe. This included the installation of sprinklers and other fire safety upgrades to make sure we consistently met or exceeded all legal and regulatory obligations.

Throughout 2022/23, colleagues in our Homes and Health, Safety and Compliance teams conducted home safety checks. Over the year, we completed:



As part of this work, we achieved the following levels of compliance on our home safety checks:



We also fitted **326** sprinkler systems in our high-rise flats, providing residents with an additional fire safety measure. Work on this programme will continue throughout 2023 and by the end of the year, we plan to fit sprinkler systems in all of our 17 high-rise buildings.

Keeping you safe in your community

This year our Community Safety team supported you with a range of issues, including noise complaint cases, drug-related cases, and issues of harassment, threats and domestic abuse.

Case study: tackling anti-social behaviour

We received complaints from several Hulme residents concerned about anti-social behaviour in the area. Customers were particularly worried about several people who didn't live at the property misusing communal areas and causing nuisance.

We worked with Greater Manchester Police and Manchester City Council to provide advice and support to help address the issues. Despite our joint efforts, anti-social behaviour continued, so our team worked with external agencies and issued injunctions where needed to help reduce levels of anti-social behaviour in the area.

Upgrading security systems in our Independent Living communities

During the year, we upgraded the security systems in our Independent Living communities to help our customers feel safer in their homes. The upgrades included new digital telecare systems, personal help pendants with GPS tracking and fall detection, touchscreen-based systems for video calling and door control, a new CCTV system, and new gates and fencing. Throughout the process, we worked with customers to check their understanding of the changes and make sure they're happy and comfortable in their homes.



Listening to our customers

During 2022/23, our focus was on getting things right first time, understanding our customers better, and using our learnings to improve our customers' experience.

We also worked to measure our performance against the newly established standards set by the regulator.



Click here or scan the QR code to read more about Government Tenant Involvement and Empowerment Standards

Complaints

We know we don't always get things right first time, and we're committed to looking at what's gone wrong and what we can learn. We take all complaints we receive seriously, and have been working hard to improve our complaints process based on what you've told us.

You can read more about the work we've done since 2021/22 to act on your feedback on our website:

[Our performance | One Manchester](#)

onemanchester.co.uk



How did we improve our complaints process?

We've taken on board your feedback and have made several changes to our complaints process:

1

We've started awarding compensation to customers who received late complaint responses from us

2

We've updated our Complaints Policy based on changes set out by the Housing Ombudsman

3

We introduced our new Neighbourhood Model where customers have one key point of contact for all issues

4

Our senior leaders took over responding to all Stage 2 complaints

5

We carried out complaints training with all managers across the business

What we're doing with our learnings

Of the complaints received, a high number were about customers' homes and our repairs service. During 2023, we began acting on this feedback and implemented a repairs 'deep dive' and launched the Big Listen.



Our findings from your feedback have been really valuable, leading to a 'deep dive' review of our repairs service. This has helped us establish some key themes we can implement, and we're creating an action plan to address them.

We know we need to do more to make sure we're using our customer feedback to improve the services we provide. We plan to:



Implement a new Customer Experience Strategy which will explain how insights can be turned into actions



Review our complaints reporting to increase the visibility of the complaints received with colleagues across One Manchester



Hold lessons-learned sessions with colleagues following any service failures to prevent these issues from happening again

We also want to offer you more opportunities to feedback to us.

You've told us you want to see more ways to feedback your experiences to us. We've started giving you the chance to give feedback during your annual tenancy experience visits with your Neighbourhood Officer, and we've also begun customer consultation sessions in your local community to hear your views.





Customer feedback - our complaints and compliments performance

We use a variety of channels to make sure we're listening and learning from your feedback. During 2022/23, we received a total of 9,110 responses from customers across our eight core feedback touchpoints.

Touchpoint	Count
Compliments	28
Stage 1 complaints	771
Stage 2 complaints	44
MP enquiries	572
Customer journey maps	25
Transactional surveys	5,329
Perception surveys (including Tenant Satisfaction Measures)*	2,337
Cause and effect analysis	4

Between April 2022 and March 2023, we received a total of **771** formal complaints. Of those complaints, **44** were escalated to Stage 2.

In 2022/23, we received a total of **28** customer compliments over the year.

*Find out more about Tenant Satisfaction Measures (TSMs) on page 12 of this report.

Our customer teams

Over the year we continued to strengthen our approach to make sure we truly hear, listen, and act on the voice of our customers. Our customer teams have worked hard to make sure we met your needs.

What have our customer teams been up to?

Customer Scrutiny team

- Completed a review and refresh of the Customer Scrutiny team terms of reference
- Continued to recruit for new team members
- Supported with the recruitment process for new One Manchester colleagues

Customer Co-creation team

- Reviewed organisational policies, including our annual Rents Policy review
- Reviewed customer communications around rent increases before they were sent out to customers to make sure the information was easy to read and understand
- Supported the delivery of our customer consultation sessions on our Service Style and Asset Management Strategy

Customer Building Safety team

- Continued to hold regular meetings to discuss high-rise fire safety concerns
- Implemented a new quarterly high-rise fire safety newsletter to keep customers informed of the work being done to keep their homes safe

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.



Our performance

We keep track of how we're doing in all areas of the business so we can see what we're doing well and where we may need to focus on. You can see various data throughout the report on everything from complaints to finances. This section focuses on some of the key overall performance targets we have as a business.

Next year, we'll be publishing our Tenant Satisfaction Measures. These are formed from a new standardised set of questions that all housing associations will need to ask their customers. The results will give you a really good overview of how well we're doing in areas that are your main priorities, such as keeping your home in good repair, maintaining building safety, and effectively handling complaints.



Click here or scan the QR code to read more information about Tenant Satisfaction Measures (TSMs)



100%

Homes meeting the Decent Homes Standard



73%

Satisfaction with repairs



99.6%

Emergencies completed within 24 hours



78.2%

Calls resolved during first contact with us



260

People helped into jobs



100%

Fire safety checks



100%

Water safety monitoring



100%

Lift safety checks



100%

Gas safety checks



Creating a great place to work

We believe creating a great place to work provides the foundation for our colleagues to provide you with the best services possible.

In our Corporate Plan, we committed to:

- Involving, rewarding and developing colleagues
- Supporting agile working
- Embracing Equality, Diversity and Inclusion (EDI)
- Living our values so we can deliver the best work for our customers

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

Business-wide rollout of our Agile Working Policy

In April, we introduced a new Agile Working Policy for colleagues, designed with our customers in mind. This fresh approach to flexible working was designed to maximise our inclusive culture, and allow colleagues to choose when and where they work to best suit the needs of our customers and improve the level of service we provide.

Introducing our new leadership programme

In 2022/23, we introduced **LEAD** from the **HEART**, our leadership and management programme. Aligning with our **HEART** values, the programme is designed to equip our leaders and managers with the skills they need to enhance their leadership abilities. The programme also promotes a culture of ongoing improvement that benefits both our customers and our colleagues.

Neighbourhood Officer Training Academy

As part of the rollout of our new ways of working, our new Neighbourhood Officers took part in a ten-day Training Academy delivered by our in-house experts and industry professionals. This intensive training programme covered vital areas related to our customers including tenancy management, addressing issues like anti-social behaviour, and effectively managing rent. Through this training, our colleagues gained valuable knowledge and became better equipped to embody our values.



Click here or scan the QR code to find out more about our Neighbourhood Officers



Equality, Diversity and Inclusion

A key part of our new Corporate Plan and HEART values is ensuring the work we do reflects the diversity of our communities, making sure Equality, Diversity and Inclusion (EDI) is at the heart of everything we do so our colleagues and customers can thrive.

In 2022/23 we introduced our new EDI Action Plan. The plan was developed through collaboration with key stakeholders, and is used to help inform our work by making sure EDI is central to everything we do.

What did we achieve towards our EDI Action Plan during 2022/23?



Introduced and delivered a new mandatory training course for all colleagues



Implemented the Rooney Rule to our recruitment process, meaning we always consider at least one woman and one underrepresented minority for every job role



Became members of the Stonewall Diversity Champions programme to help us to better support our LGBTQ+ customers and colleagues



Supported campaigns and initiatives our customers and colleagues told us were important to them, including Black History Month, Neurodiversity Celebration Week, and International Women's Day



Showed our support and alliance with the LGBTQ+ community by taking part in the Manchester Pride Parade 2022



Continued to celebrate the communities in which we work by attending events like the Manchester Caribbean Carnival and Windrush Day



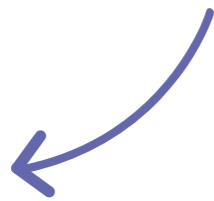
Click here or scan the QR code to read our Gender Pay Gap Report on our website



Looking ahead - embedding our learning in 2023/24

Our People priorities for Year 2 are now published, and you can find details about some specific the projects we'll be delivering during the year.

You can read about our People Corporate Plan priorities on our website. Click here or scan the QR code to find out more.



Our Asset Management Strategy

We reviewed our old Asset Management Strategy and undertook a series of customer consultation sessions to find out more about what's important to you. We've now launched our new Asset Management Strategy with your feedback in mind.

The **Big** Listen

In 2023/24, we've been reviewing our repairs service and seeing what improvements we can make to make sure our customers receive the best service from us.

In August 2023 we launched the Big Listen, our biggest customer consultation to date. Through the Big Listen, we've been hearing from you about what's working well in our current repairs service, what isn't, and what changes you'd like to see. The feedback you've provided will be used to help us carry out a thorough review of our current repairs service during 2023/24, and will be central in how we re-design our service to make sure it's right for you.

Our new repairs offer will be introduced from April 2024.



Our new and improved website and customer portal

In April 2023, we launched our new website and customer portal. The new system has made it easier for you to access the information and support you need in just a few clicks.

Our revamped website and customer portal is more user-friendly and has been designed to help you quickly find what you're looking for.



Introducing our new Neighbourhood Model

Over the past year, we've been actively listening to your feedback and learning from your experiences. We acknowledged that we could improve the way we do things, and that's why we implemented our new Neighbourhood Model in April 2023.

We've significantly increased the number of Neighbourhood Officers operating in our communities, and your Neighbourhood Officer is now your key point of contact. They've been through our robust Training Academy and are equipped to assist you with any tenancy-related matters. We're also now running drop-in sessions at local community hubs, making it convenient for you to connect with us at times that suit your schedule.

Our Neighbourhood Model helps us provide a better service by offering:

- A high-quality and personalised housing and tenancy service
- A weekly local drop-in service and the option to meet us at your local community hub
- An annual tenancy experience visit to check how you and your home are doing
- Wider access to support and services for you, your family, and home

Find out more about our Neighbourhood model here:

[Click here or scan the QR code below.](#)



Place

We know that where you live makes a huge difference to what happens in your life, and our Corporate Plan focuses on helping create thriving places.

During 2022/23, we focused on:

- Providing quality, affordable, and secure homes to rent and buy
- Building more homes to meet our communities' future needs
- Investing in improving energy efficiency and sustainability of our homes to create communities people are proud to live in

Here you can find information on how we've worked towards these goals in the corporate plan for 2022/23.

Providing quality homes

In 2022/23, our main focus was on making sure our homes are all high-quality.

We looked to achieve this by consistently maintaining and investing in our properties, while also carrying out thorough assessments to ensure they meet the latest government standards for quality.



Click here or scan the QR code to read more about the government's Home Standard

How we've spent your rent

Repairs and improvements:

£10.6m

on repairs in 2022/23

£10.2m

on repairs in 2021/22

£21.8m

on home improvements in 2022/23

£8.4m

on home improvements in 2021/22

Maintenance and major repairs - cost per home:

£893

maintenance in 2022/23

£856

maintenance in 2021/22

£1,677

major repairs in 2022/23

£994

major repairs in 2021/22

Repairs and maintenance to your homes

In comparison to 2021/22, we ramped up our investment in repairing and enhancing your homes this year. This involved doubling our budget for planned maintenance programmes such as replacing kitchens, bathrooms, windows, and doors in your homes, and we plan for this to continue throughout 2023/24.

We've also increased our investment in repairs to your homes, completing even more repairs than last year. In addition, we took a proactive approach with repairs which included addressing the underlying issues related to condensation, damp, and mould, which is part of the ongoing efforts of our new Healthy Homes team.

Tackling issues of damp and mould

In October 2022, we created our dedicated Healthy Homes team to proactively resolve cases of damp, mould, and disrepair in our properties.

The new team continue to offer urgent support to any customers concerned about damp and mould in their home.

Between November 2022 and May 2023, we had a total of **1,761** customer cases relating to damp, mould, and condensation. To date, a total of **1,115** of these cases have had all improvement works and repairs completed, treating the root cause of the issue. The remaining cases either didn't require any works, have inspections booked, or improvement works scheduled to be completed soon. You can read our new policy on our website:



Click here or scan the QR code to read our policy

Case study: making a difference through our improvements programme

During 2022/23, we reintroduced our improvements programme that's dedicated to improving the quality of our customers' homes. These initiatives involved the refurbishment and installation of new kitchens, bathrooms, windows, and doors.

We focused on the homes that needed it the most, taking into account their age and condition. One of our customers, Ann, had her home chosen for this upgrade programme. She had her old kitchen and bathroom replaced, and her experience highlights the positive impact the programme has on our customers.

Ann said:

"I'm really happy with the job One Manchester has done to improve my home. I'm especially happy with the extra cupboard space they added to my kitchen, it's so helpful that we've got lots more space for groceries, pots, and pans."

Providing more homes

Over the year we stayed dedicated to creating more homes, investing in our places, and improving our neighbourhoods. We teamed up with new partners, formed joint ventures, and made eco-friendly changes to reduce the environmental impact of our new developments.

Case studies: new homes

Chadwick Place, Levenshulme

In March 2023, we completed our Chadwick Place development on Stockport Road in Levenshulme. The development consists of **96** new homes available for Market Rent, Affordable Rent, and Rent to Buy. All these new affordable homes were fully let when work completed on the development.

Crossley Street, Gorton

In February 2023, we completed work on our Crossley Street development. Located in Gorton close to Gorton Monastery, the development is made up of 45 two, three and four-bed homes available for Shared Ownership. The new development was very popular, with all homes being sold by the time of completion.

Growth and development key achievements

£26.8m

Growth Expenditure

Our Growth team completed a total of **187** new homes, an additional **261** homes were in contract, and **223** homes had been approved.

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

The overall tenure split was:

15 Social Rent	60 Affordable Rent	41 Shared Ownership
7 Rent to Buy	1 Intermediate Rent	63 Market Rent

Improving energy efficiency and the environment

In line with our Corporate Plan, we continue to take steps to boost the energy efficiency of our homes. We've also continued to seek funding for eco-friendly upgrades to our homes, with a special emphasis on affordable energy. As well, we collaborated with partners on sustainability initiatives which included educating both our customers and colleagues about this topic. Our new Sustainability Strategy will be implemented during 2023/24.

Case study: Mayton Street, Openshaw

In September 2022, we completed the development of **21** new affordable homes on Mayton Street in Openshaw. **15** of these were made available for Social Rent, and six for Shared Ownership.

We developed a brownfield site to create a sustainable new build development. These homes were built using renewable heating solutions, including air source heat pumps for hot-water heating, and are well insulated so minimal amounts of heating is required to keep them warm.

Improving energy efficiency in existing homes

We managed to get funding to install energy efficiency measures in over 100 of our customers' homes. The funding was received as part of the Greater Manchester Combined Authority bid to the Social Housing Decarbonisation Fund for projects to be delivered before March 2025. The Social Housing Decarbonisation Fund was set up to help upgrade the energy performance of the England's social housing homes by funding organisations to install energy efficiency measures in their homes. We look forward to this work starting in 2023/24.

Case study: regeneration on Grey Mare Lane

During 2022/23, we retrofitted **91** homes on the Grey Mare Lane estate in Beswick. This included the installation of insulated external cladding, new roofs, windows, doors, and the replacement of existing gas supplies with renewable energy. This work has improved the insulation of these homes and cut down on heat loss, making homes warmer, more energy efficient, and more cost effective to run for our customers.

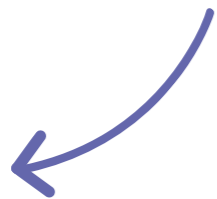
We also worked with Manchester City Council and Greater Manchester Combined Authority and were delighted to secure a **£3.5m** grant to help fund our investment into the decarbonisation of our homes.



Looking ahead - embedding our learning in 2023/24

Our Place priorities for Year 2 are now published, and you can find details about some specific the projects we'll be delivering during the year.

You can read about our Place Corporate Plan priorities on our website. Click here or scan the QR code to find out more.



Looking ahead

During 2023/24 we'll be working on a number of new developments across Manchester. These include Oldham Road, Moston Campus, and Project 500 - Brigham Street. Check out more about these projects on this page.



Oldham Road, Newton Heath

During 2023/24, we're due to start work on our Oldham Road development. Our first in the Newton Heath area, we're due to complete phase one of this development in Spring 2024. The new homes will include **33** family homes available for Affordable Rent and **6** apartments for Social Rent.

Moston Campus, Moston

Work on the former Manchester College Moston Campus development started at the beginning of 2023. The regeneration of this unused site will include **60** new sustainable and affordable homes - **33** of these will be for Affordable Rent, and **17** houses for Rent to Buy. The other **10** homes will be made up of apartments for Social Rent.

With sustainability in mind, the homes will all be fitted with solar panels and air source heat pumps providing hot water, to make them energy efficient. Work on the new estate is due to finish in Spring 2024.

Project 500 – Brigham Street, Openshaw

Work has begun on our new Brigham Street development in Openshaw. The new housing scheme will be made up of **24** houses and apartments available for Social Rent, Affordable Rent, and Shared Ownership.

The development is part of a new Manchester City Council initiative called Project 500, which involves the discounted sale of small plots of land to be developed into affordable housing.



We're committed to seeing our customers and communities flourish, and that's why Prosperity is the third major focus in our Corporate Plan.

To make this happen, we understand the importance of focusing on addressing inequalities and creating opportunities.

Throughout 2022/23, we concentrated on:

- Building more homes and regenerating more places
- Helping our customers and communities to find work and training, and make their money go further

On this page you can find information on how we've worked toward these goals in the Corporate Plan for 2022/23.



Thrive Fund

In November 2022, we launched the Thrive Fund and invested **£300,000** to help combat the increased cost of living. We helped our customers to buy items they were struggling to afford such as furniture, kitchen appliances, and school uniforms.

Between November 2022 and February 2023, we supported a total of **850** customers in need by providing:

253

new beds

109

homes with new flooring

419

white goods

56

homes with new blinds

153

homes with new furniture

48

families with new bedding

61

families with support towards the cost of decorating their home

44

families with support to purchase new school uniform

503

families with support from our Financial Inclusion team

Helping you build your skills and gain employment

Our Employment and Skills team supported **260** people into employment, and helped a further **609** people into new life opportunities such as training and work experience.

The team also received funding from the Greater Manchester Combined Authority to run Skills Bootcamps in Construction and Rail Engineering for our customers. These courses gave customers the opportunity to build up sector-specific skills and fast-track to an interview with a local employer. Through the bootcamps, we supported **84** people into jobs in the railtrack and construction sector.

Click here or scan the QR code to find out more about our employment and skills support



Providing money help when you need it

Our Financial Inclusion team supported a total of **805** new customers, in addition to those we were already working with. We were able to help them successfully claim a total of **£1,572,620.65** in financial gains. This figure includes grants/charity applications, Housing Benefit entitlements, Universal Credit and PIP applications, and Council Tax support applications.

The team also helped our customers with advice and guidance on how to make the most of their money.





Increasing social impact

Throughout the year, we sought to gain additional funding so we could make a bigger splash in our communities. We also set up new partnerships to help improve our city and make it more prosperous.

Funding to invest in our communities

Between April 2022 and March 2023, we awarded **£111,000** in grants to **35** voluntary, community, and social enterprise organisations. This funding provided access to welfare support and advice, supported people to make social connections, and gave customers the chance to participate in local environmental improvement programmes.

In October 2022, we launched the Winter Wellness Fund to aid those most affected by the cost of living crisis. **14** organisations received funding to deliver projects that would assist customers with managing financial pressures, reducing costs for families, and accessing community activities for low-income households.

Our Employment and Skills team extended our Be Well contract, a partnership initiative funded by the NHS. This extension will allow us to support **150** new customers with health conditions into training and employment during 2023/24.

We also secured funding to engage younger people in our communities. We partnered with local organisations such as CYP networks, the Royal Exchange Theatre, and the Young Beswick Company. Through the mini ambassadors programme, **54** young people aged 5-11 became mini ambassadors, giving them a voice and supporting youth engagement activities.

We collaborated with Manchester City Council to address homelessness in Manchester, and we secured government funding that helped us assist local homeless people into accommodation.

Being financially strong and well-governed

We placed a strong emphasis in our plan on maintaining our financial stability and effective governance – basically, the way we run our business. Our strategy revolves around delivering value for money and keeping a sensible financial approach to ensure that we can further support our people, our communities, and boost prosperity.

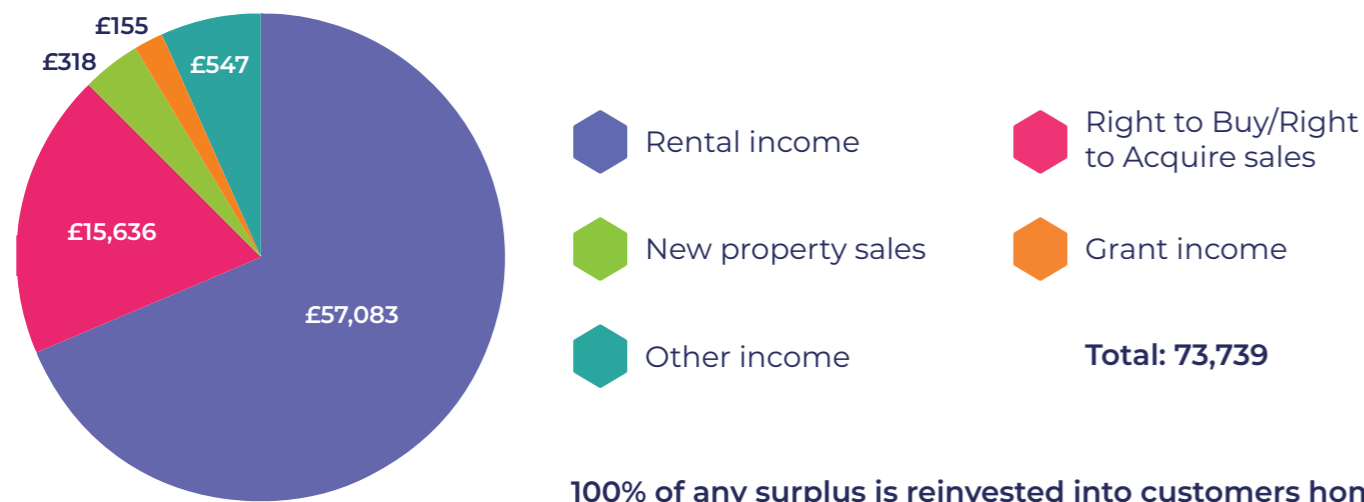
Financial recap for April 2022 to March 2023

We made a surplus of **£12 million** (compared to **£13.2 million** in 2022) for the year, which actually exceeded our budgeted surplus of **£11.8 million**. We took opportunities, especially from increased income from Right to Buy sales, to make some smart investments for our customers' homes and colleague support. This also helped us adapt to the challenges faced by the changing UK economy that came about after we set our financial goals for the year.

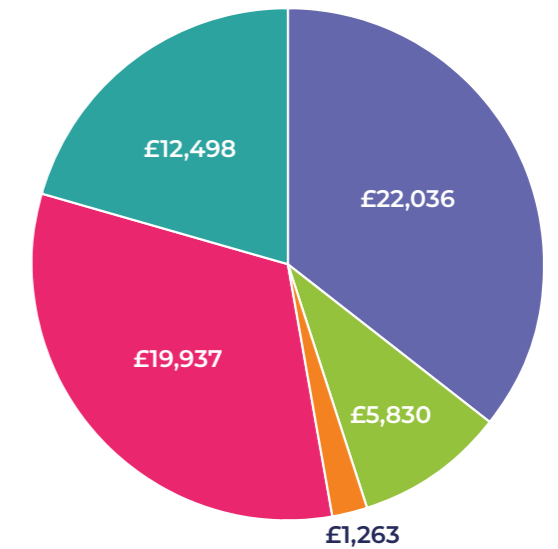
Income and operating costs

Our financial position as an organisation remains strong, and the value of our assets continues to grow due to the investment we make in current and new customers' homes. This strength will allow us to continue to raise funds so we can invest longer term in making the homes of our customers secure, warm, and safe.

Income



Operating costs



- Running the business (offices, staffing etc.)
- Service costs (gardening, cleaning, electricity etc.)
- General repairs
- Major repairs (investing in your homes)
- Social investment (investing in your community and spaces)

Our operating costs are benchmarked against similar organisations and we make sure we provide value for money with our services. You can see our **Financial Annual Report** for more details.

Value for Money

Making sure we're delivering Value for Money for our customers and stakeholders is fundamental to our purpose.

Our Value for Money approach involves enhancing the return on our assets and making the best use of our resources by buying intelligently.

One of our corporate priorities for 2023/24 is to refresh and align our current Value for Money Strategy to the new business following the conclusion of our Shaping our Future programme.



Our Value for Money efforts in 2022/23

Despite facing some tough challenges during the year, we remained dedicated to supporting our communities and keeping essential services running.

However, income collection challenges and cost pressures impacted our operating margin, which dropped from **32.9%** to **23.1%**. This is in line with what we've seen across the housing sector. This happened mainly because we spent more on repairs as part of our Healthy Homes initiative, and had higher one-off management costs due to our business transformation programme, Shaping our Future.

We always challenge ourselves to deliver efficiencies. While we didn't quite hit our aspirational target of £1m, we managed to save **£700,000** in a few key areas:



Responsive repairs

We saved **£255,000** by getting better deals through smarter procurement and changing the way we operate. And we're keeping this going to save even more.



Restructure programme

We saved **£368,000** (which is **£555,000** every year) by reorganising our support functions, meaning we operate more efficiently and have more to spend on our customers.



Other savings

We also saved **£70,000** by being smart with our money. We paid off expensive debts early and made better use of our cash reserves.

All of this shows that, even when times are tough, we're committed to delivering Value for Money and making things work as efficiently as possible.

Our Leadership and Board

Our leadership team works to set the future direction of our organisation, ensuring our services are well-run, we're delivering on our promises, and that we're achieving the best outcomes for our customers and communities.

Our Executive Leadership team



Nic Kershaw
CEO and Board member



Charlotte Grover
Chief Experience Officer



Barry Wears
Chief Financial Officer

Our Board



Yashar Turgut
Chair of the Board



Nic Kershaw
CEO and Board member



Cath Wilson
Board member



Gordon Perry
Board member



Dave Bullock
Board member



Sue Lock
Board member



Rabnawaz Akbar
Board member



Gillian Drakeford
Board member



Mick Warner
Board member

As of 31 March 2023, our Board at One Manchester Limited had nine members:

- Seven independent Board members (not employees, residents, or local authority persons)
- One nominee from Manchester City Council
- Our CEO

Looking ahead - embedding our learning in 2023/24

Our Prosperity priorities for Year 2 are now published, and you can find details about some specific the projects we'll be delivering during the year.

You can read about our Prosperity Corporate Plan priorities on our website. [Click here](#) or scan the QR code to find out more.



The Social Housing Act - what is it, and what are we doing about it?

The new Social Housing (Regulation) Act represents a significant shift in how we manage social housing, driven by tragic incidents like the Grenfell Tower fire and the tragic death of Awaab Ishak caused by severe mould issues in his home. This act introduces fresh regulations aimed at safeguarding tenants from harm in their homes, and establishing more stringent oversight of social housing providers.

Taking effect in 2024, tenants across the country will begin to notice the impact next year. The act is a crucial step forward in enhancing living conditions in social housing by encouraging swift action on health hazards like damp and mould.

We wholeheartedly support these changes and will be reaching out to you in the coming months to make sure you're informed about your new rights and how these changes will affect you.



Introducing our new services at Gorton Hub

By the end of 2023, we plan to have launched our new service offer at Gorton Hub. Customers will have the opportunity to access support across various areas, including employment and skills training, money help, and the chance for weekly in-person meetings with a Neighbourhood Officer. What's more, these services will be available on weeknights and weekends to help fit in with your busy schedules.

Services on offer at Gorton Hub will include:

- ◆ New customer introduction training sessions
- ◆ A range of employment and skills training modules to choose from, including interview techniques, everyday IT skills, job searching, and transferrable skills
- ◆ Employer events
- ◆ Vocational training opportunities e.g. in hospitality
- ◆ Money help sessions
- ◆ Advice and support from Neighbourhood Officers

Our new External Funding Strategy

To help us continue to secure funding to support our local communities, we initiated a review of our External Funding Strategy this year. During June 2023, we engaged with customers to evaluate the newly proposed themes and principles within the strategy, ensuring they aligned with your priorities. This updated strategy will serve as a foundation to guide our external funding efforts when it's launched in 2023/24 and into the future.

Joining the Slave Free Alliance

During 2023/34, we joined Slave Free Alliance to show our support for, and play our part in, ending human trafficking and modern slavery. We'll continue to work closely with the alliance to safeguard our customers and shield them from the activities of these criminal organisations.

We're here to help

Thank you for reading.

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

communications@onemanchester.co.uk

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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.

