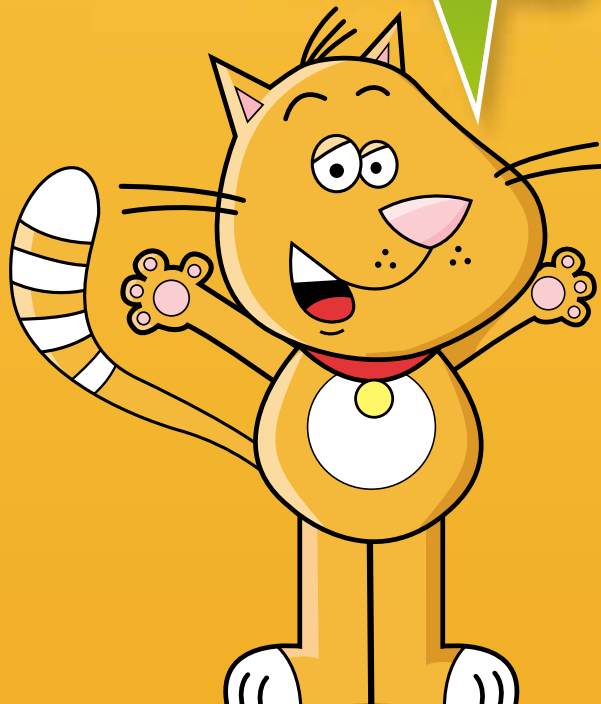


Your home, safe in our hands.

2010/11 Annual Report.

# 365 days of hard work and smiles

Here's what we've been  
doing between  
April 2010 and March 2011.

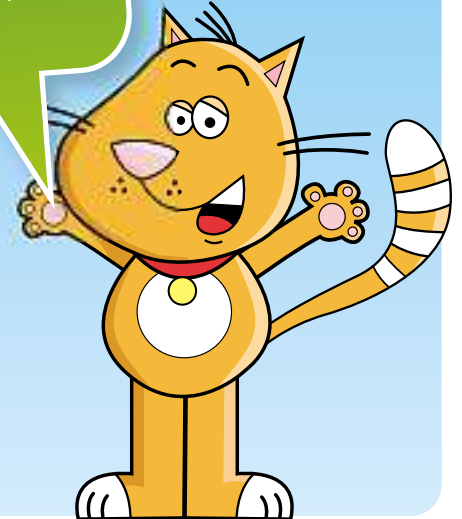


Tenant  
approved



# Contents

Welcome to this,  
our third  
Annual Report



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# Foreword from our Chief Executive, Karen Mitchell



This report covers the period from April 2010 – March 2011, and has been prepared with the assistance of our tenants. It provides you with information regarding significant achievements and explains

what improvements we aim to make during the current year. You can read how we are keeping to the six Tenant Services Authority (TSA) standards which cover the core services we provide to tenants. You'll see that we're not just meeting them but often exceeding them.

The good news for 2010/11 is that we've delivered a number of actions to help keep the Southway area clean and green, we've achieved great value for money and as a result have been able to do more work and some of it earlier than originally planned. We've enjoyed getting involved with you in a wide range of fun and useful ways.

This report indicates our progress

on the Local Offer to you and explains what we will be doing in the future. We hope you enjoy reading the report and that you'll be pleased with our progress to date.

It is only by working in partnership with you, our tenants, that we can make a lasting difference.

We look forward to seeing and hearing from more of you, to help us achieve even better results this year.

**Chief Executive.**  
**Karen Mitchell**

## Local Offers

**Our Local Offers were sent to all our tenants at the end of March 2011.**

The Local Offers set out what you can expect from our services and what other things we will do to improve the quality of your homes, services and neighbourhoods.

The Offers are split into three areas - Central, East and West -

so that people can see what is promised in their own neighbourhood.

During this year we will be reporting to Local Offer Project Teams on how we are performing against the Offers. We will also provide all tenants with Offers information in Southway Stories and on our website.

If you would like to get involved in checking how well we are doing, holding us to account for our performance in your area and

working with us to develop future Local Offers; please visit our website or call Southway Connect for more information.

Each Local Offer Project Team also has a small budget to spend on local community initiatives. By getting involved, you could help decide how the money for your area is spent.

# Tenant Involvement and Empowerment

## Customer Care

**Over the last year Southway has worked hard to raise standards of customer care, and to find new ways of getting vital customer feedback, to ensure we are providing the right services to everyone.**



## Customer Complaints

- these provide one of the best ways of measuring our successes or failures!
- We've introduced new ways to deal with them, individually, considerately and effectively, making sure that we identify mistakes and learn from them
- We monitor the quality of responses as well as ensuring we meet timescales
- We collect Complaints Satisfaction data
- Postal survey forms now go out to complainants following closure of the complaint at the first stage (Stage 1) to gather further feedback on our performance
- Complaints are now discussed within teams to identify any trends or repeat issues that occur, and to consider ways to tackle these
- "Lessons learned" from complaints are identified

wherever possible, and used when reviewing policies and procedures

- A Complaints Review Panel of tenant volunteers is to meet regularly in the coming year to scrutinise our performance

During 2010-11 we received a total of 249 new complaints, of which only 12% were moved to the higher stage. We recognised that this did not necessarily show full customer satisfaction with the way we had handled those closed down at Stage 1, so we have introduced a postal survey to capture more of your views.

This has brought in a small number of new additional complaints, but also some positive comments from satisfied customers, and we will be carrying on with this as a service improvement.

## Customer Charter

We have launched a Customer Charter which shows the standards of service our customers can expect from us. This covers communication by telephone, website or letter, face to face contact, interviews and home visits, with an emphasis on a high quality, customer-focussed approach in all matters. Internally, we have developed a Charter "Dashboard" which we are using to measure performance, team by team, and to address any shortfalls in meeting the standards. This is displayed on our Intranet for all staff, and updated regularly.

## Customer Accessibility

We want to make it as easy as possible for you to let us know what you think. Our new website has been developed to make it more attractive and accessible, and it now features a "Tenant Portal" which customers can use to change their contact details and view their own rent statement.

We're launching a new "Customer Suggestion" scheme on the site too. You can, of course, still contact us by telephone, letter, email, in person in the office and out on the estates. We have translation services available by telephone, if needed, and an induction loop system at reception for those who are hard of hearing.

## "Everyone Matters"

We've launched a new Customer Care "framework", called Everyone Matters, for all staff. Training sessions to identify good working practices needed to deliver excellent customer care have been organised. Our "Customer Care Champions" - staff volunteers from all parts of the organisation - meet regularly to share ideas, report to and from their teams, and to keep excellent customer service at the heart of everything we do.

The framework is displayed on the staff Intranet and features a "toolbox" of hints and tips, working guides and procedures to help staff support our vision and objectives.

## Staff Handbook

We have issued the Customer Care section of the handbook to all staff. Other sections are still being prepared. As with the Customer Care framework, it's a working guide to help staff provide an efficient, caring service to customers and colleagues in their daily duties in the workplace and out on the estates.



# Getting Involved

**Involving customers is a top priority for Southway. We are committed to providing as many opportunities as possible for tenants to have their say and be involved in the way our services are shaped and delivered.**

During 2010/11 the Customer Involvement Team and other staff ensured that tenants were consulted on a range of topics and invited to a number of events.

The range of ways **you** can get involved is listed below.

- Become a Tenant Board member
- Join the Southway Consultative Group
- Join a Local Offer Project Team
- Join one of our 3 Service Improvement Groups
- Join or form a local tenants' group
- Become a tenant inspector
- Attend the annual Residents' Conference
- Read our tenants' newsletter – Southway Stories
- Become a mystery shopper
- Complete regular surveys – the 100 Club
- Go online and complete a feedback form
- Attend a training seminar
- Attend a Voice Panel event

For more detailed information on these please see our website or contact the Customer Involvement Team on 0161 448 4229.

Later this year we will be launching a new Customer Involvement Strategy which is being developed with the help of tenants. The new strategy will address some areas where we would like to be doing more which include:

- Involving tenants from a Black and Minority Ethnic (BME) background
- Identifying volunteering opportunities
- Developing scrutiny groups
- Engaging more young people

If you would like to comment on the Strategy please contact Maureen Ward on 0161 448 4229.

# Getting Involved

(Continued)

The photographs here show some of the ways that customers were consulted and engaged with during 2010/11.

**Event:**

Residents' Conference in Chorlton in April 2010.

**Purpose:**

to consult on Tenant Services Authority (TSA) Standards, Local Offers and provide performance information.



**Event:**

Voice Panel event / summer fun day at Aspen House in August 2010.

**Purpose:**

to consult on Local Offers.



**Event:**

Voice Panel event / Christmas party in Didsbury in December 2010.

**Purpose:**

to consult on priorities for the new financial year.

As well as organising our own events we have attended and supported a number organised by others across the Southway area.

These have included fun days in parks, European Neighbours' Day celebrations, information days, coffee mornings and community group activities.



**Event:**

"Cats out of the Bag" competition in November 2010

**Purpose:**

naming the Southway Mascot. We decided it was time for us to develop a mascot which would easily identify our company. A cat was agreed on and now it was time to name it.



**Event:** Cracking Good Food Session in Chorlton in September 2010.

**Purpose:** to demonstrate cooking skills and promote healthy eating.

# Local Offers

From April 2010 to March 2011 we did lots of consultation with our customers about the TSA Standards and Local Offers. The Offers were published and distributed to all our tenants in March 2011. We started to deliver on the Local Offer promises in April 2011 and will continue throughout this financial year (2011/12). Local Offer Project Teams have been set up to monitor this. If you would like to join the Local Offer Team for your area please contact Maureen Ward on 0161 448 4229.



The tables below shows progress so far with the delivery of the customer involvement element of the Offers.

## East Area:

We Said:	We Have:
We would promote IT training sessions at Westcroft Community Project targeted at the over 60s	Distributed flyers and recommended the training to our tenants
We would work with resident groups and the Burnage Multi Agency Group (BMAG) to encourage young people to get involved	Worked with "Burnage in Bloom" and BMAG on a planting project in the area
We would work in partnership with the Police to develop activities for young people in the East area	Worked with the police, Burnage High School and BMAG to develop football sessions for young people

## West Area:

We Said:	We Have:
We would work in partnership with the Arrowfield and Hough End Community Action Group to arrange 2 community events	Helped to organise, supported and attended an Easter Extravaganza and a Curry Night put on by the Arrowfield and Hough End Community Action Group
We would help establish a resident led community group on the Merseybank Estate	Made some contacts and will be progressing this later in the year
We would support diversionary activities for young people on the Arrowfield Road and Merseybank Estates	Supported a number of sessions in partnership with youth workers at Barlow Moor Community Association (Merseybank Estate) and Buckthorn House (Arrowfield Estate)

## Central Area:

We Said:	We Have:
We would work with the community to encourage the development of Tenant and Resident Groups and support the establishment of Neighbourhood Watch schemes	Met with a group of tenants to discuss a Tenant Group for Old Moat and established a contact group to develop it further

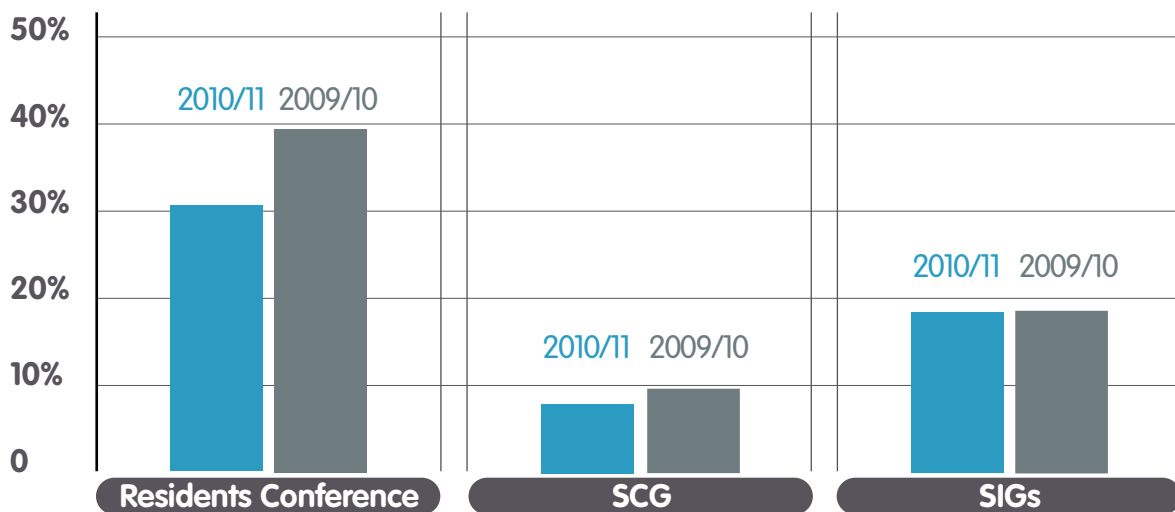
# KPI Information

Below are some Key Performance Indicators (KPIs).

## Attendance at events and meetings

The chart below shows details of attendance at the 2010 Residents' Conference and the average attendance throughout the year at the Southway Consultative Group (SCG) and the Service Improvement Groups (SIGs). The previous year's attendances are also shown

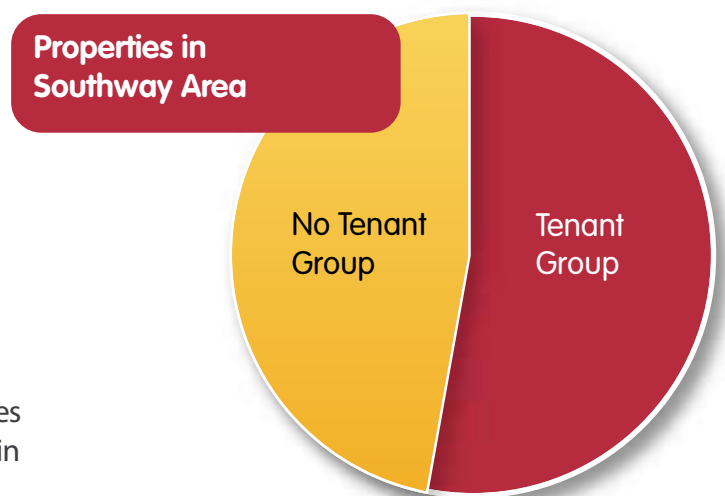
- The 2010 Residents' Conference was not as well attended as the previous year. However, the majority of attendees were tenants who had not previously engaged with Southway
- The lower attendance during 2010/11 at the Consultative Group meetings is due to the resignation of both of the owner occupier representatives. Work is ongoing to fill these vacancies
- Attendance levels at the SIGs have been maintained. Actual numbers of people putting themselves forward to be a member has increased



## Areas represented by a Tenant and Resident Group

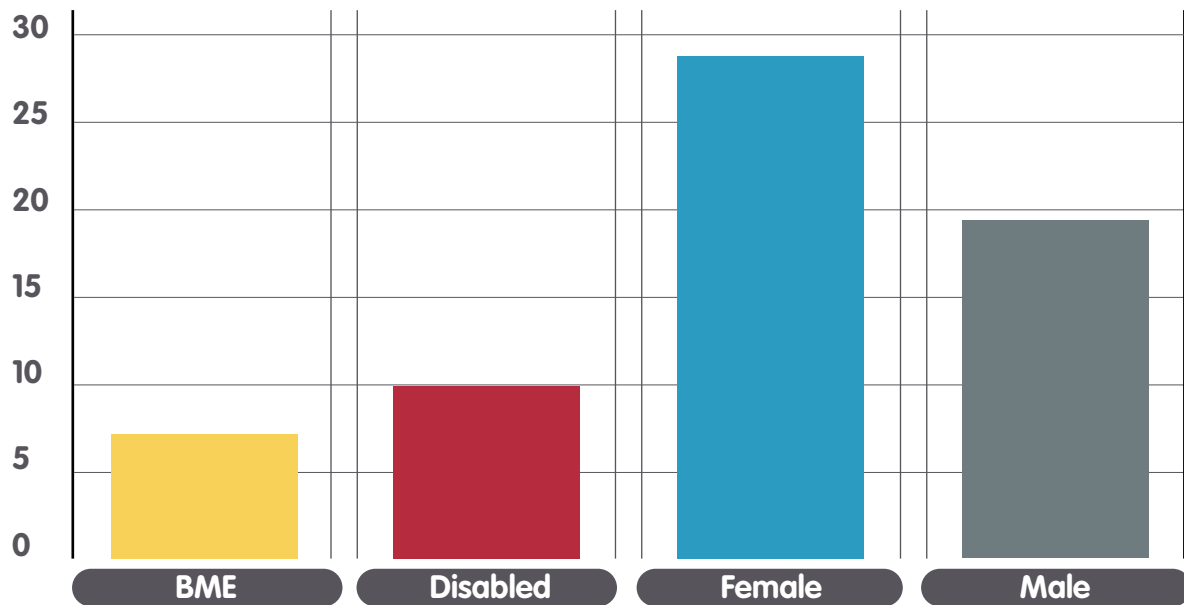
Five Tenant and Resident Groups were active during all or part of 2010/11. Between them they represent approximately 5120 properties which include all homes (not just Southway owned) within their boundaries.

- It has been observed that tenant groups are diminishing and there appears to be little interest in forming new ones
- Southway proposes to focus on all community groups in future rather than just tenant associations



## Equality and Diversity (E & D)

The chart below shows the number of people by E & D category who have been involved throughout 2010/11 by attending the conference, the SIGs or being a member of the Consultative Group based on the information provided to us.



Engaging tenants from traditionally 'hard to engage' groups requires more work and will be a key feature of Southway's new Customer Involvement Strategy.

## Involving Young People



**At several customer events Southway was asked by tenants to address the fact that young people were not involved, and during 2010 funding was approved to recruit a Young People's Involvement Officer.**

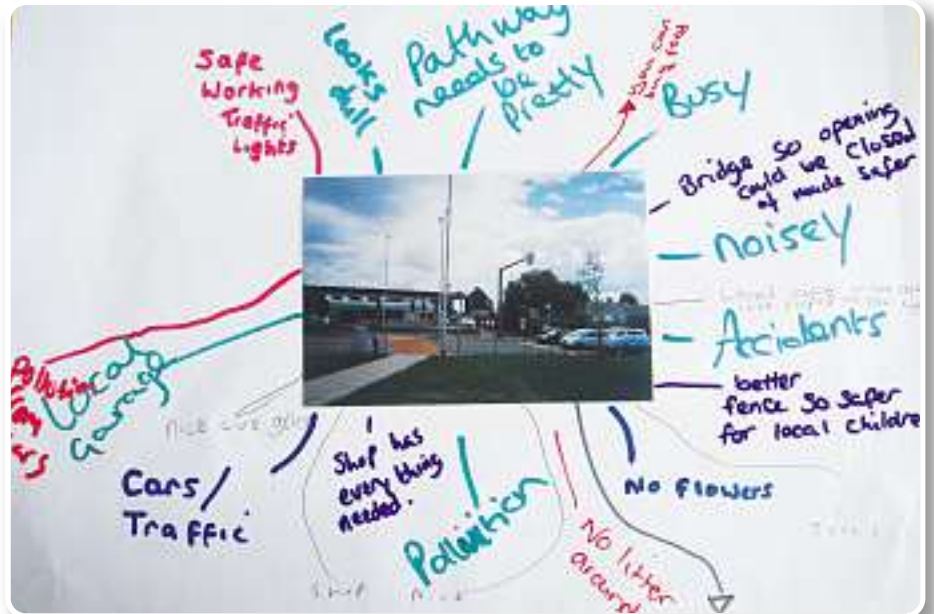
Tanya Watts took up the post in January 2011 and since then has spent a lot of time getting to know young people in our area.

Projects have included a gardening scheme in partnership with Burnage in Bloom.

Students from Burnage High School planted flowers and shrubs at Burnage Library and Burnage Community Centre. The pupils worked very hard and enjoyed creating a more pleasant environment.

In partnership with Ladybarn Community Centre, Tanya worked with a group of young people to examine how they view their local community. They identified some things that they would change if they could.

A Neighbourhood Officer from Southway will now be invited to discuss how the young people may be able to influence changes.



**Future work will include:**

- Intergenerational initiatives
- Community gardening projects
- Further work in and with local schools
- Identifying volunteering opportunities
- Attending community fun days
- Establishing a Youth Forum

The same group spent a morning at a residential home serving coffee and chatting to the elderly residents. It proved a great experience for everyone involved and similar projects are to be repeated in partnership with Barlow Moor Community Association.

Tanya and Southway's Challenge and Support Officer held a "Community Awareness and Safety" session for pupils at Barlow Hall Primary School, in Chorlton.

This was designed to help the children understand how they can be positive members of the community, and realise the consequences of anti-social behaviour.

Financial advice and cooking sessions are currently being provided for young people by Tanya, working with Southway's Financial Inclusion Officer and youth workers at Buckthorn House in Chorlton. Similar sessions will be offered to other youth projects in the Southway area.



# Home

## Home Improvement Programme

By March 2011 you saw the completion of over three years of the Home Improvement Programme. The majority of internal improvements were completed for everyone who wanted them.



Wates First Non Trads completion at Old Moat in March 2011



6000th completed property handover May 2010



7000th completed property handover September 2010



8000th completed property handover March 2010

Our promise to you was to bring your homes to a higher standard than the requirement for decent homes. 75% of your homes achieved the decency standard by March 2011 and we are anticipating increasing this to 96% by the end of 2011.

We will continue to maintain your homes to this higher standard. By achieving value for money we made savings of £4.2m and were able to enhance spending on these projects:

- Providing an upstairs toilet where you did not have one previously
- Improving an additional 55 kitchens
- Installing more new energy efficient boilers and heating upgrades
- Supplying new communal boilers to flats with fairer heat metering
- Giving a new look to the Non Trad homes as part of the external insulation. The Non Traditional properties were built in the 1920's when bricks were in short supply. Houses and cottage flats were built with solid concrete or block walls which can only be insulated by fixing insulation to the outside of the building. This insulation is then finished with brick slips or render
- Boundary treatments and renewal of existing parking and paths at the Non Trads project
- Increased funding for disabled adaptations
- We converted six difficult to let flats to two 4 bedroom family homes at Arrowfield Road Estate



Brick finish at Old Moat

We have spent a massive £26.5m on improvements to your homes in 2010/11, with a total of £97.9m spent since transfer.

35 projects have been completed and 8354 improvements were completed on internal and external improvements to your homes.

We asked you how satisfied you were with the internal works. 95% of you were satisfied with the work, exceeding our target of 94%. On external projects the satisfaction level was 97.8%, again exceeding our target of 96%.

We value your feedback to help us get things right and improve our service. Feedback from tenants and leaseholder representatives was obtained from the nine regular meetings of the Home Improvement Service Improvement Group that our contractors' representatives attended. Those attending raised issues and discussed lessons learned to improve the way work is carried out in future.

A random inspection of completed works was carried out by tenant members who reported on the quality of works and the tenants' satisfaction. These were up to their expectations.

We increased energy efficiency at homes, helping to save money on heating bills. This is due to the installation of energy efficient boilers, double glazing and insulation.

We continued to provide community benefits as well as opportunities for apprentice training from the improvement programme. A total of £100K and 1325 hours of work has been provided by our contractors' trades people to help various community groups and activities in the Southway area. This is a welcome benefit when funding can be hard to find.

Fifty seven apprentices have been trained to NVQ Level 2 or 3 and 13 people commenced training on the Non Trads project with Wates Living Space.



Batchelor Close at the beginning



...and the ribbon cutting. December 2010



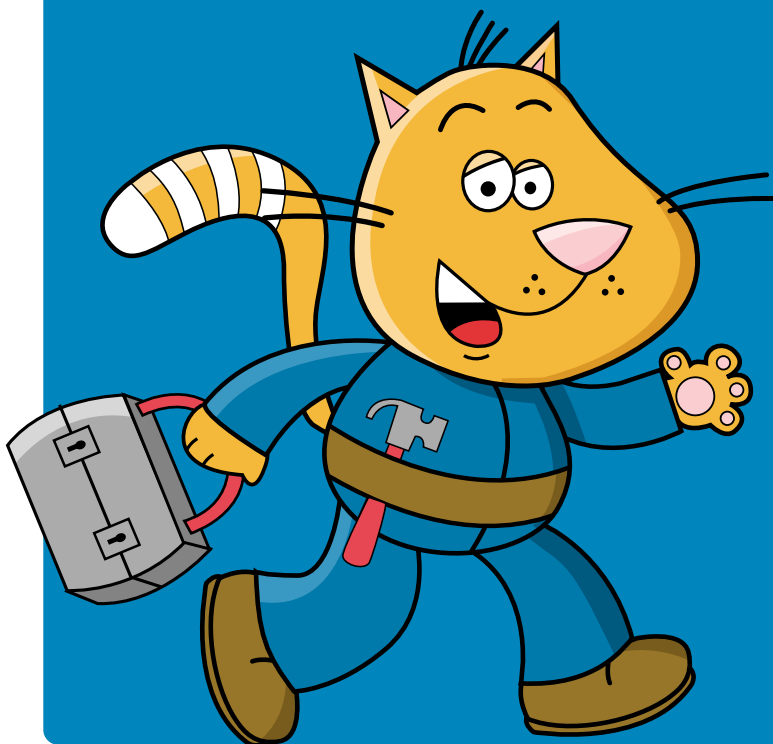
Before



After

Wates Communal Garden was created using recycled materials, their labour and local volunteers to transform a derelict back garden at their site office into a community resource where plants and vegetables can be grown.

We marked the progress on the improvement programme throughout the year in five stages, with presentations made by our Chief Executive, Directors and our partner contractors to our satisfied tenants.





Completed homes in Burnage with rendered finish

## Adaptations

Southway aims to enable tenants to stay in their homes for as long as possible, by providing equipment and making adaptations where needed. We use a combination of Southway funding and financial support from the Government and Manchester City Council. In 2010/11 Southway and our partner Manchester Equipment and Adaptations (MEAP) spent £772k on such adaptations. Southway contributed £633k with the remaining £139k coming from MEAP.

## Environmental Programme

Southway started preparing for consultation on the £10m environmental programme and tendered for the Highway Works and Cul-De-Sac projects starting in summer 2011.

## Local Area Offers

The improvement projects have been carried out throughout the whole of the Southway area. Future improvement and environmental projects have been identified in the three Local Offer areas and progress on these will be reported to the Local Offer Project Teams.

## Equality and Diversity

The responses received from the Status Survey completed in 2010 showed that:

**44%** of you have lived in your homes for more than 21 years;

**43%** of homes have at least one person over 60;

**59%** of tenants have a long-term limiting illness or disability;

**25%** belong to an ethnic minority.

We are carrying out a project in 2011/12 to complete improvements to properties where work was previously refused. We will take account of the survey information to address the specific needs of those groups identified in it.

For any of you who chose NOT to have a new kitchen, bathroom or other improvement works previously, we will be happy to add your home to this project. Just get in touch to ask for the work and to discuss any support you would need while the work is being done.

# Repairs and Maintenance

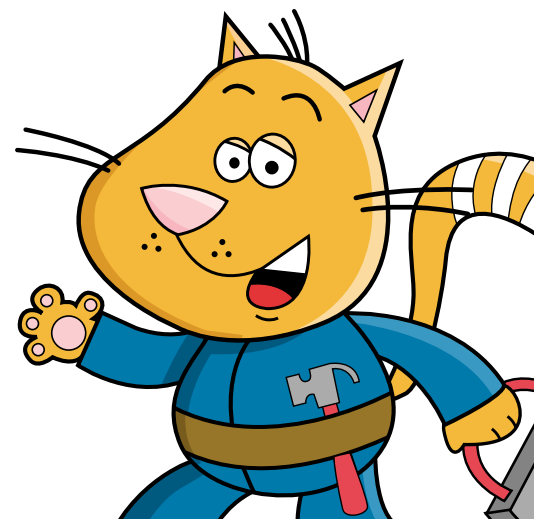
We know how important it is to you to receive an excellent repairs service. This is why we constantly monitor our performance using inspections and customer satisfaction surveys.

## During 2010/11 we:

- Completed 29,903 repairs
- Refurbished 273 empty properties to prepare them for new tenants
- Attended 98.1% of our repair appointments on time
- Introduced new technology so that most of our repairs staff receive jobs via a hand held computer rather than on paper tickets as before. This will increase efficiency and save Southway money

- Have taken delivery of a brand new vehicle fleet. The new vans are modern, smart and easy to identify so you'll instantly recognise them
- Recruited three apprentices to the repairs team, all of whom are from the local community
- Introduced repair appointment reminders and repairs customer satisfaction surveys via text messaging









The Repairs Service Improvement Group met five times during the year. This group, made up of tenants, regularly review performance and service developments for the repairs service. The group was involved in developing the use of hand held technology and choosing the livery for the new vehicle fleet



# Repairs performance

Set out below is a snapshot of our performance during 2010/11, with the 2009/10 figures provided for comparison purposes.

In the final column is the performance figure for the top 25% of around 75 housing associations in the north of England. We compare our performance to other high performing organisations to make sure that we are delivering the best services we can for you and look at ways in which we can improve and learn.

Indicator	Target	2009/10	2010/11	Target Achieved	Comparison with top 25% of Northern housing associations.
Emergency repairs completed on time (3 hours)	99.9%	99.8%	99.9%		99.6% 
Urgent repairs completed on time (1-5 days)	99.5 %	99.1%	99.8%		98.9% 
Routine repairs completed on time (10 days)	99%	95.7%	98.2%		98.6% 
Repairs completed during the first visit.	95%	93.6%	82.6%		93% 

We recognise and are working on the need to improve our performance on routine repairs and the number of repairs we complete in one visit to your home.

## Customer satisfaction with repairs

On completion of repairs we contact a sample of our customers to ask them how satisfied they were with the service. During 2010/11 we carried out 2,810 satisfaction surveys and these indicated that 93.1% of customers were satisfied with the service. This is below our target of 95% and we are continuing to investigate the issues causing dissatisfaction so that performance improves.



# Tenancy

## Allocations

Southway homes continue to be highly sought after. We receive hundreds of expressions of interest and we're pleased that our homes remain so popular, but at the same time we would really like to be able to help more people who need somewhere to live.



In February this year we launched our new Allocations Policy. This means that the way we allocate housing has become fairer and easier to understand for new applicants and people wanting to move.

The six bands of priority that we use allow people in greatest need to have the best chance of moving, but also mean that we give greater priority to people who have made a contribution to their community.

For the third year since Southway was created, we've seen a consistent number of properties become empty for re-letting.

Year	2010/11	2009/10	2008/09
Number of relets	299	308	295

Compared to other landlords in the North West, our turnover is really low, meaning our tenants stay in their homes for longer.

## Turnover

Southway	5.3%
Top 25% of landlords Average	8.1% 9.3%

When a property is empty, we cannot collect any rent on it, which is obviously very inefficient. Last year we really improved the time we took to relet our homes, reducing the average from 42 days to 24 days. We've set ourselves an even tougher target for this year.

Year	2010/11	2009/10	2008/09
Average days to relet	24	42	61

Continued...

Continued...

## Rent Loss through voids

Last year we lost 0.69% of the rent we could have received due to properties being empty. We've improved on this performance this year, losing just 0.53%. We're really pleased with this performance, which compares very favourably with other Manchester based landlords.

Year	2010/11	2009/10	2008/09
<b>Rent Loss</b>	0.53%	0.69%	1.54%

## Helping people find the right home

We know that some families are living in over crowded circumstances in Southway homes. Equally there are people who now under occupy the homes they live in. We helped some people to move to more appropriately sized accommodation in 2010/11 and we will be seeking to help even more this year. If you think we might be able to help you, please get in touch.

### During the last year we have:

- Introduced a fairer, simpler Allocations Policy that rewards people who contribute to the community
- Reduced the average time taken to relet empty properties
- Reduced the amount of rent lost through homes being empty

## Rents

During 2010/11 many of our tenants saw a reduction in their household income. We have worked hard to provide appropriate advice and support to tenants who get into financial difficulty.

We have a range of ways that tenants can pay their rent, and we have a firm but fair approach to dealing with rent arrears.

### During last year we;

- Improved our rent collection service and collected 100.2% of the rent due to us (this was 0.2% or £516,000 higher than our 100% target. This amount comprised rents due and payments of arrears owed)
- Carried out 16 evictions for persistent non-payment of rent, took 229 customers to court to obtain orders for possession and issued 893 Notices of Seeking Possession
- Established a Welfare Benefits Service provided by the Citizens Advice Bureau to our tenants
- Helped our tenants, through welfare rights and debt advice, to claim £121k in benefits (this included £44k in Housing Benefit)
- Collected £35.5k from former tenants and £7.5k from tenants who had rechargeable repairs carried out

### Southway meets the TSA standard on rents in the following ways:

- We continue to adopt the Government's Rent Formula for working out rent increases (this was also a Transfer Promise)
- Customers receive information on changes in rent or service charges and are told how they have been calculated
- We write to tenants quickly if they fall into arrears to help at an early stage and provide advice and support
- We continue to issue rent statements four times a year

### In 2011/12 we aim to:

- Improve our rent collection performance further
- Help and support all tenants affected by the changes to the benefit system under the Welfare Reform Bill
- Increase the service from our Welfare Benefits Officer, from part-time to full time

# Equality and Diversity

Responses to the 2010/11 Status Survey saw 18.5% of residents say they would like help managing their finances. In response to this we have made a commitment to promote in-house and external debt advice and benefit advice agencies.

In addition, a fifth of all tenants (19%) would like Southway Housing Trust to provide help with managing their finances, and 29% of ethnic minority tenants would like Southway to provide help managing finances.

**To meet these demands we are doing the following:-**

- Feature articles in Southway Stories about our support services – such as debt advice and welfare benefits
- Run promotions involving self-help packs to allow tenants to manage their own situations
- Explore and develop formal referral processes with external debt advice agencies (Consumer Credit Counselling Service and Debt Advice Trust).
- Use our website to promote the various agencies who provide debt and welfare benefits and make the self-help packs available
- Offer money management surgeries via local resource centres and our mobile trailer
- Use tenant profiling data to obtain details of minority ethnic tenants and target them with tailored promotional material relating to the advice services on offer



Cooking on a budget at Westcroft Community Project

## Efficiencies

- Implemented flexible working whereby each Income Officer did at least one 'late' shift a week, to maximise contact with tenants and so improve performance
- Introduced an improved online method to request Court possession hearing dates

## Examples of benchmarking and how we compare

Benchmarking our performance against 4 other Registered Housing Providers in Manchester gives the following results:-

Organisation	Rent Collection %	Current Arrears %
City South	100.2	4.90
Eastlands	98.16	6.64
Southway	100.19	10.00
Parkway Green	104.69	5.10
Willow Park	100.22	2.92

Therefore our performance is now on a par with most other organisations, though better than Eastlands, but not as good as Parkway Green.

## How Value for Money (VfM) has been achieved

- We successfully ran a pilot scheme with Mobyssoft, to provide an intelligent SMS texting service – contacting all tenants in arrears and with no active arrangement in place. The pilot showed a clear net financial gain of £16k per quarter

# Neighbourhood and Community

## Neighbourhood Management



**We are proud of the work we do to keep the Southway area clean, green and well maintained. We know that you value the quality of the green space outside your home and we are committed to improving standards.**

### **During 2010/11:**

- We increased the resources we put into managing our green space. We now have three full time teams working throughout the year on grounds maintenance and landscaping
- We have provided concessionary gardening for a further year to 400 elderly and disabled tenants
- The Southway Clean and Green programme was successfully delivered to another nine neighbourhoods. This is the third year of our ever popular clean-up events
- Residents surveyed following Clean and Green, concessionary gardening and grounds maintenance all reported high levels of satisfaction with the services
- We have successfully appointed two new Tree Management contractors to survey and maintain the many trees in our area

This year we want to increase resident involvement in our Clean and Green programme and establish regular neighbourhood inspections that tenants can take part in with our Neighbourhood Officers.

# Westcroft Community Project (WCP)

**Following an extensive refit by Southway and working in partnership with the City Council, we opened the new community facility at Westcroft Road, in September 2010. This brought much needed new services to the area.**

The centre offers adult training in key skills and Information Technology (IT), Information Advice and Guidance (IAG) sessions for personal financial management, and support services in training and employment. It also offers community engagement and fun activities such as coffee mornings and arts and crafts sessions. It has been a huge success with all sessions very well attended. By the end of the year 1,153 people had visited the centre.

If you want to find out more about activities at WCP, or want to volunteer and help out in providing support, either call in, browse the website at [westcroftcommunityproject.wordpress.com](http://westcroftcommunityproject.wordpress.com) or phone Charlotte, the centre manager, on 0161 448 8232.



## Environmental Improvements

**In 2010/11, the Environmental Improvement Programme started with work on small sites across the area.** This was done ahead of the main programme due to start in 2011/12. The sites were chosen to demonstrate how much this type of improvement can "lift" the feel of an area. With the plants now starting to mature, all the sites are looking great. We are delighted to hear that local people are enjoying and even looking after them by helping to clear litter and kindly watering the plants during dry spells.



## Tackling Anti Social Behaviour (ASB)

- We have been working in close partnership with organisations such as the Police, Manchester Crime and Disorder Reduction Partnership and Manchester City Council to tackle anti social behaviour
- We're also working with other organisations to look at ways of preventing anti social behaviour, for example through projects to engage young people during the holidays, such as the Chorlton Activities for Everyone initiative (CAFE) at Loreto High School
- We implemented an improved Anti Social Behaviour Policy this year which sets out the way Southway will deal with complaints of nuisance behaviour
- Our policy sets out clear service standards which tenants and residents can expect when they complain about nuisance affecting them. We promise to make contact with complainants quickly and to resolve the case within the following timescales:

Seriousness	Timescale
Standard	14 working days
Medium	28 days
High	56 days

- We have a wide range of legal powers that we use to tackle nuisance. During the year, we used the full range of these legal

tools to tackle anti social behaviour in the Southway area This included warnings, acceptable behaviour contracts and mediation between neighbours, through to more serious measures, such as injunctions with the power of arrest and possession proceedings against the most serious perpetrators of anti social behaviour

## Value for Money

- We have invested this year in further training and development of our staff. We have some Neighbourhood Officers who specialise in dealing with ASB and we no longer need to use external organisations to provide advice on cases. This has resulted in considerable financial savings for Southway, as well as a better service to customers
- We continued to commit significant resources to tackling anti social behaviour, primarily around legal fees and costs involved. We've achieved some good savings through procuring our legal services more efficiently, using a fixed fee structure rather than an hourly rate, and through using a variety of different solicitors

## Satisfaction and Comparison with others

We try to ask everyone who makes a complaint two questions; what they thought of the way we dealt with it, and

whether they are satisfied with the final outcome.

- 89% of people who made a complaint to us told us they were happy with what we'd done. In comparison with other social landlords, this compares really well. The top 25% of performance starts at 85% satisfaction
- In terms of the final outcome of the ASB cases we deal with, 84% of people who complained, said they were happy. Again this is in the top quartile of performance compared to others
- We're going to try to make some closer comparisons with the performance of the other Manchester based housing associations in 2011/12, in order to continue to strive for improvement



## Supporting Vulnerable People

- We launched a service to provide intensive support for families with complex support needs in 2010/11. Our Family Intervention Project is funded for a further 12 months and is helping keep families in their homes
- We plan to extend our own ability to support tenants this year with a Tenancy Support Worker position. The post holder will be responsible for helping tenants maintain their tenancy using a wide variety of support packages
- We are looking to improve the way we support victims of anti social behaviour. We are introducing a Risk Assessment Matrix to ensure that people feel supported throughout their complaint
- We have a service level agreement with the Big Word telephone interpreting service to help with customers whose first language is not English
- We have actively promoted a multi-lingual hate crime DVD advising customers whose first language is not English what hate crime is and how it can be reported

## Value for Money

**Southway strives to make sure that all tenants' money is spent efficiently and always for tenants' benefit. Our Value for Money priorities were set by tenants before homes were transferred from the Council and are included in the Transfer Promises made.**

In early 2011 Southway expanded its pledge by the making of Local Offers to each community. A Core Offer was made to all areas, and then specific pledges made to each of the three Local Offer areas.

It is the Transfer Promises and the new Local Offers which direct where your money goes.

The charts in this section show where the money came from and where it went in the year from April 2010 to March 2011.

The vast majority (85%) was spent on tenants' homes – replacing whole parts of them like kitchens, bathrooms, windows and heating systems and also providing a day to day repair service. Properties of non-traditional construction are being cladded to extend their life.

**The rest has been spent on the other services provided to you, our customers, as follows:**

- 3% on Tenant Involvement & Empowerment –enabling tenants to access and control the service, and includes the

Connect Contact Centre

- 3% on Neighbourhood & Community – managing tenants' needs in the home and community. This includes our work improving the environment and our efforts to tackle anti-social behaviour
- 4% on Tenancy –the collecting of rents, and managing the waiting list to ensure homes are let to those in greatest need
- 5% on interest to our funder. Loan funding enables Southway to improve tenants' homes quickly, but pay for the work slowly

Southway has always looked to improve its efficiency. In 2009 it created a full 'Value for Money' strategy to ensure that it aims for best value in every part of its operation.

In early 2011 four Efficiency Plans were created to set targets in the areas where we currently perform less well than other housing providers.

These are:

- Rent collection
- Maintenance costs
- Housing management costs
- Central overhead costs

Continued...

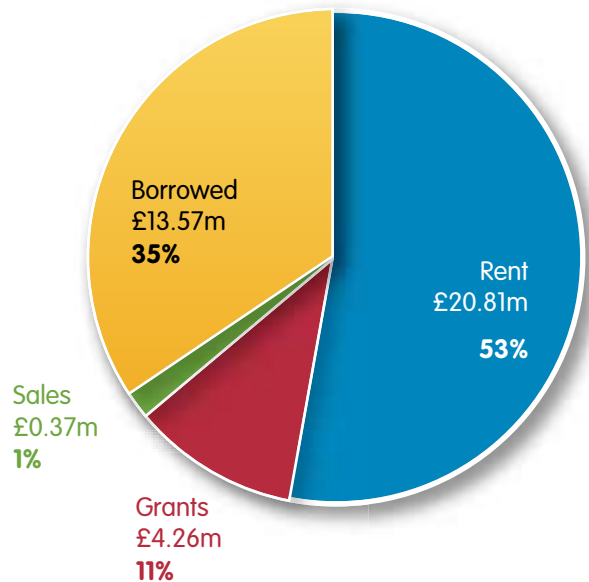
Continued...

Within the 'Value for Money' strategy, these are the things we have done already:

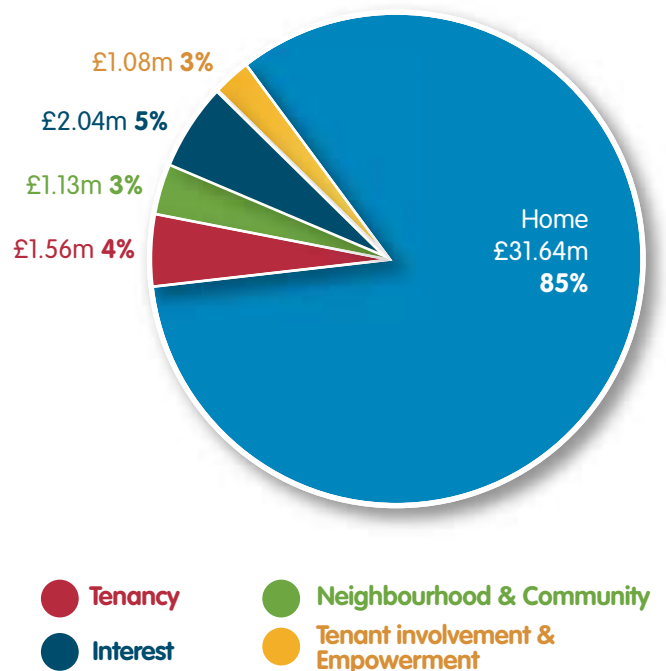
- (1) Tenants are given individual choice on a number of the components fitted within their homes.
- (2) Tenants have been widely consulted on their priorities so that the £10million environmental programme money is spent where it is most wanted.
- (3) Tenants were consulted on the Local Offers. Value for Money was reflected in the resulting budgets and priorities set.
- (4) Tenants were surveyed for the second time in 2010 about what issues meant most to them. They were asked if Southway gave good value for money. We will do this every two years, looking for opinions and priorities to help us shape our services as tenants would most want.
- (5) The cost of Home Improvement works has been reduced again. As the economy has weakened and builders' strength has reduced, we have pushed their prices down each year. We have worked with the contractors to make the works as efficient as possible.
- (6) In 2009 and 2010 we were able to use the savings made to do £6million of work much sooner than originally planned. Tenants had expressed a preference for new front doors so these were included in the new packages.
- (7) The repairs service had money left in its budget at the end of the year again. All surpluses are ploughed back into the business to raise service standards. However, the surplus was less than in the previous year, and the service is now following a Business Plan to extend the services it offers to tenants and create efficiencies. The aim is to double last year's surplus of £150k.
- (8) One of the benefits of these savings is that money was put into the Clean & Green Programme which focuses on the immediate condition of the areas around tenants' homes. This reflected what tenants had said they most wanted. The programme has been extended into 2011-12.

- (9) During the year insurances were re-tendered, achieving a substantial cut in the premiums we pay.
- (10) The Neighbourhood Services department has been transformed and now has mobile working capability which allows more efficient community based working.

Where the money came from...



Where the money went...



- Tenancy
- Interest
- Neighbourhood & Community
- Tenant involvement & Empowerment

# Governance

**Southway is run by a voluntary management Board which includes four tenants, four independent people and four Manchester City Council nominees.**

The Board has overall responsibility for setting the policies and priorities of the company and for making sure we are delivering high quality services. The Chief Executive, along with other senior managers, reports to the Board on progress and performance.



Executive Leadership Team. Jane Gant, Ray Smith, Karen Mitchell and Neil Botfish.

## Board Members in position for all or part of the 2010/11 year:

Jane Archer	Local Authority Member
John Gallagher	Independent Member
Keith Gammond	Tenant Member
Steve Goslyn	Independent Member
Rodney Isherwood	Local Authority Member
Iain Leviston	Independent Member
Jeani Packer	Tenant Member
Tony Parkinson	Local Authority Member (Chair)
Geoff Penny	Tenant Member
Emma Richman	Independent Member
Councillor Jeff Smith	Local Authority Member
David Vance	Tenant Member

The information was correct as at March 2011. Since then David Vance, Jeani Packer, Keith Gammond and Rodney Isherwood have resigned. Two new Tenant Members have recently joined the Board; Samantha Macwilliam and Claire Davies. Councillor Bev Craig joins the Board as a Local Authority Member and Andrew Williams joins the Board as a Co-optee.

For more information about the Board please visit our website or call Connect on 0161 448 4200.

The Board has invited a specialist agency called the Centre for Partnership to inspect our governance arrangements during 2011. This will give us, and our tenants and partners, an independent assessment of the quality of our governance arrangements.



If you would like this information in another language or style please contact us.

**Tel:** 0161 448 4200 **Fax:** 0161 448 4334 **Textphone:** 0161 448 4349

**Email:** connect2southway@southwayhousing.co.uk **Web:** www.southwayhousing.co.uk

**SMS:** 07554 400781 (include your address and no more than 160 characters please)

للحصول على هذه المعلومات بأي لغة أو بالبرايل أو بالحروف الكبيرة أو على شريط الرجاء الإتصال برقم الهاتف الموجود أسفله.

### Arabic

এই তথ্যগুলো অন্যান্য ভাষায়, ব্রেইলে, বড় অক্ষরে অথবা সিডিতে পেতে চাইলে দয়া করে नीचे দেওয়া नम्बरे टेलिफोन करून।

### Bangla

如欲索取這資料以任何語言或盲人用點字、大字印刷編制的版本或錄音帶，請致電下列號碼。

### Chinese

لطفاً برای دریافت این اطلاعات به زبان های دیگر، به خط بریل (خط ویژه افراد نابینا)، چاپ درشت و یا بر روی نوار یا شماره تلفن زیر تماس بگیرید.

### Farsi

Pour recevoir ces informations dans d'autres langues, en Braille, en gros caractères, ou sur bande sonore, prière d'appeler le numéro de téléphone ci-dessous.

### French

यदि आप यह जानकारी किसी दूसरी भाषा, ब्रेल, बड़े प्रिन्ट या टेप में चाहते हैं तो कृपया नीचे दिये गये नम्बर पर फोन कीजिए।

### Hindi

بۆ بەدەست ھێنانی ئەم زانیاریانە بە ھەر زمانێک یان بە بریال، پیتی گەورە یان لەسەر شریت، ئەمۆ تکیایە تەلەفۆن بکە بۆ ئەم ژمارەیە خوارەوە.

### Kurdish

که چیری تاسی دا مالومات په بویله ژبه باندی، یا د رندو خلکو د پاره خاص لیک باندی، په غشو نیکو کنبی یا په سی - بی کنبی بند تر لاسه کول غواری نوییا مهربانی وکړی او مونږ ته په لاتدی ورکړی شوی تلفون شمیره زندگ وکړی

### Pushto

Si aad u hesho macluumaadkaani oo ku qoran luqad kasta, tan indhoolaha, daabacaad balaaran ama cajal ku duuban fadlan telefoonka hoos ku qoran:

### Somali

Bu bilgiyi diğer dillerde, Braille olarak , büyük puntoda ya da CD de almak isterseniz lütfen aşağıdaki numarayı arayınız.

### Turkish

یہ معلومات کسی بھی زبان، بریل، بڑے حروف یا ٹیپ پر حاصل کرنے کے لئے براہ کرم ذیل کے نمبر پر فون کیجئے۔

### Urdu

**Southway Housing Trust**

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