

Annual Report

2016/2017

10th
Birthday
Edition



CONTENTS

1. WELCOME TO OUR 10TH ANNUAL REPORT
2. YOUR HOMES
3. CORE LANDLORD SERVICES
4. TENANT INVOLVEMENT
5. AGE FRIENDLY
6. COMMUNITY INVESTMENT
7. NEXT TEN YEARS



WELCOME TO OUR 10TH ANNUAL REPORT



2016/17 was another good year for Southway, with strong performance across all areas and the successful delivery of the second year of our new ambitious corporate strategy- the Futures Strategy 2015 to 2020. Some of the things I am most proud of from the last year are the number of people we have helped to get back into work; the projects we have delivered to support people to get online; our volunteering and age friendly projects; and the support we have given to our network of food share projects across our neighbourhoods where people are working together to address some of the financial pressures they and their families face.

In November 2017, Southway celebrates its 10th year anniversary. For this Annual Report, we decided to take a look back at

the services Southway has provided over these years and the way they have changed, developed, and adapted to our environment. What I'm particularly pleased with of is the way we have shaped and reshaped our services around customers' needs. Following the stock transfer in 2007, we spent five years improving the quality of our homes to exceed the Government's 'Decent Homes' standard, establishing a top-rated repairs service, and improving our environment.

During this time we got better at listening to and responding to the views of tenants; and as a result we've been able to shape our services to direct support to those who need it most – whether that be through our efficient new People and Places structure, the financial support projects through the Advice team, or our specialist

tenancy support for vulnerable residents. Over the next year we will continue to use your feedback – in particular that provided in the recent STAR survey - to continue to meet your needs and to grow and to focus on what matters most. We do of course face challenging times but we have responded positively and actively to the rent cut and uncertainty around future rent policy. We continue to provide support and advice to those adversely affected by austerity measures, and as a financially strong organisation we make a difference and use our local knowledge and understanding to invest in our communities. A great year all round and I look forward to the year ahead!

Karen Mitchell
Chief Executive

REPAIRS & IMPROVEMENTS

Our repairs service is integral to our role as a landlord. We invest in it significantly and are extremely proud of the way this service has performed over the years:

Tenants tell us their top service priority is still repairs and maintenance, and so:

- We've maintained between **95 & 99%** satisfaction in all 10 years
- Our repairs service performance is consistently in the **top 10%** of UK Registered Providers!
- We have **100%** gas safety compliance

2016/17

- **22,200** repairs carried out
- **98.8%** completed on time
- **95.6%** completed first time
- **99.4%** satisfaction with repairs service

We also became one of four housing providers carrying out major and minor adaptations for our own tenants and those of other housing providers. This is new for us and brings in new income – to invest back into your homes!

Phil Wolthton and Arthur Davies, Trade Operatives,

"I'm proud of the team – to carry out so many repairs every year and keep satisfaction so high is a great testament to the standards we work to. It also shows, as a business, we've retained a good focus on looking after our customers' homes."

Alison Westley, Southway resident

"These gentlemen installed a wet room for us and I have to say the customer service was excellent. They went out of their way to be tidy and helpful, working relentlessly, only ever taking a short break at lunchtime – some days not even that! I would thoroughly recommend Southway's property services work and would certainly vouch for their tradesmen; an asset to the company."



DID YOU KNOW?



In our first five years, we delivered the £117m Home Improvement Programme and £12m on the Environment:



A massive
50,346
individual improvements
to homes



Exceeded the
Government's own
'Decent Homes'
standard

Used the investment to help

130



people into construction work



1400
hours of time donated to
community activity

Created & reinvested
£138,000
of community
benefit income



**WON 2
NATIONAL
AWARDS**



for sustainability
and innovation



If we stacked up all
the baths we have
fitted standing on
end they would
be as tall as the
height of

**25 Eiffel
Towers**

We have used enough bricks
rebuilding chimneys to build



**15 NEW
HOUSES**

We have used enough glass
in our windows to cover
Wimbledon Centre Court

204 TIMES



OUR PLANS



With our new website, you'll be able to book repairs any time of day or night and much quicker than phoning. You'll be able to get live progress updates.

NEW HOMES

Creating new or improved housing has become increasingly important to us over the last 10 years and we are now rolling out a **really** ambitious building programme for a further 1,000 new homes!

So far we have built:

2012/
2013



19 individual properties and one x 19 apartment sheltered housing scheme – Holland Court (now 21 apartments)

2013/
2014



Merseybank flats and new community centre. Built 2 Abergele Road. Acquired 8 new properties

2014/
2015



Built 28 new homes – 18 Talbot Court, 10 Barnett Avenue & Barlow Hall Road. Acquired 17 new properties

2015/
2016



12 new builds at White Swan, 15 at Westbrook Close (plus 3 refurb.) Acquired 5 new properties

2016/17

- 26 new build apartments at Beverly Road (Hayward Court)
- 14 new build apartments at Green End Road (Oasis Close)
- 11 new properties acquired



Pauline Terry, Development Officer at Southway.



"We're always working hard to provide more homes for south Manchester and are proud of what we have achieved so far. We want to help ease the housing crisis and can't wait to work on some of our ambitious plans."

Brian Parkes and Kelly Evans.

"If more houses were built, it would be a tremendous help. There must be more people in the situation [of almost becoming homeless] as we were in, especially people with families."

There are people who are running housing associations who are helping, and the government aren't finding a way to help them build these properties. Southway Housing... I can't say enough about them. We couldn't be happier, we're complete now."



OUR PLANS



We have a series of diverse new build schemes starting in 2017/18 which we are excited about - we hope to start on-site on a minimum of 135 new properties (with a further 19 market rent acquisitions taking place).

THE RENT

Rent is our main form of income – and as a non-profit organisation, it goes directly back into your homes and services - so collecting that rent is crucial. We have shown consistent improvement and then stability over our 10 years:

IMPROVING OUR RENT COLLECTION

We have worked really hard on improving our systems and processes around rent collection. We've made sure staff are well trained and can help and support tenants to be able to pay their rent. We've increased direct debit take up (launched in October 2009) to 33% (1856) of our customers.

YEAR	RENT COLLECTION RATE
2007/8	92.9
2008/9	98.3
2009/10	98.29
2010/11	100.19
2011/12	99.76
2012/13	99.8
2013/14	99.19
(Welfare Reform came into effect)	
2014/15	99.45
2015/16	99.79
2016/17	99.81
We've improved every year since Welfare Reforms	

OUR PLANS

Universal Credit starts in October, where, for the first time, many tenants will receive their rent money directly instead of it going straight to Southway. We are focussing our efforts on the impact of this, and advising tenants how to handle this change.

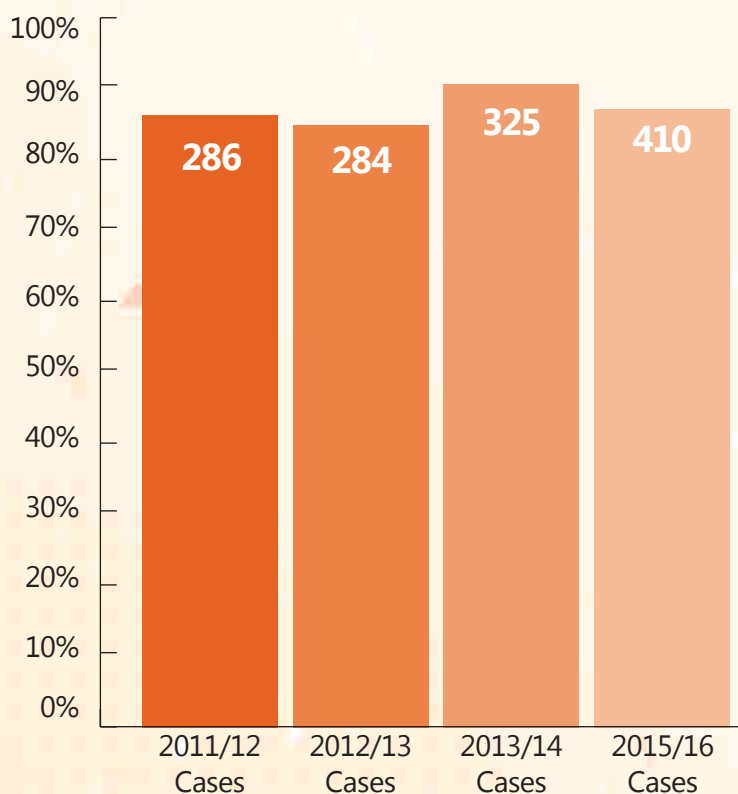
ASB

In our area most of our tenants live peacefully together. There are occasions when residents, their families or visitors breach their tenancy conditions or create anti-social behaviour.

We deal with a wide range of incidents ranging from noise nuisance to criminal behaviour.

We take a victim-centred approach and resolve ASB quickly. In most cases, we can resolve the complaint informally. Where necessary, we take Court action to prevent repeat offenses, including eviction for the most serious cases.

We partner with Greater Manchester Police and Manchester City Council, with consistently high levels of satisfaction from users of the service.

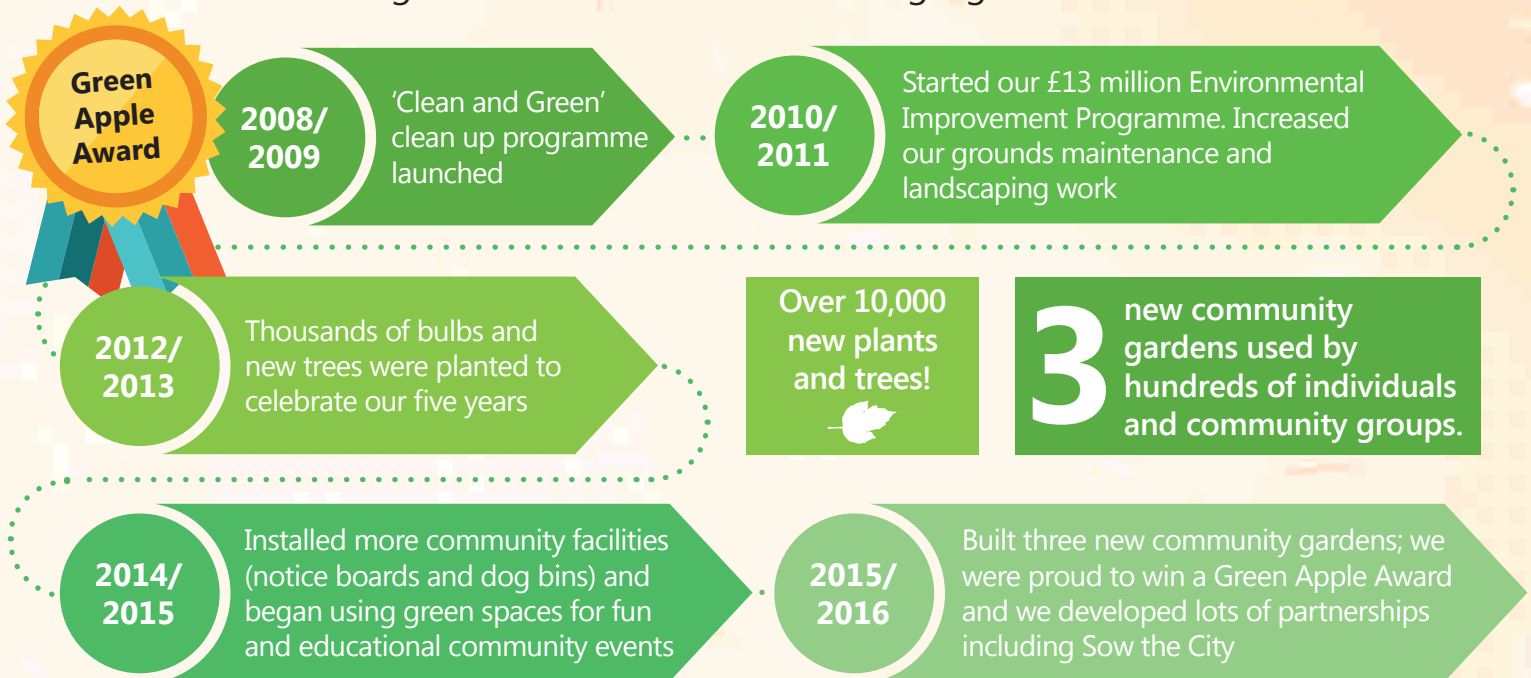


OUR PLANS

We want to promote and publicise the work of the ASB team to encourage residents to report anti-social behaviour on our estates. Our plans are to increase awareness of enforcement action to increase community confidence in our ASB services.

ENVIRONMENT

We develop and maintain gardens and 150 public green spaces - altogether, a space larger than Fog Lane! Today we are nationally recognised for our excellent environmental management achievements – some highlights of which include:



2016/17

Only the 2nd housing association in the country to win a Green Flag Award for exceptional green space management!

'Love your Neighbourhood' community clean-ups were launched to combat dissatisfaction with litter.

'Southway Housing Trust looks after green spaces well':

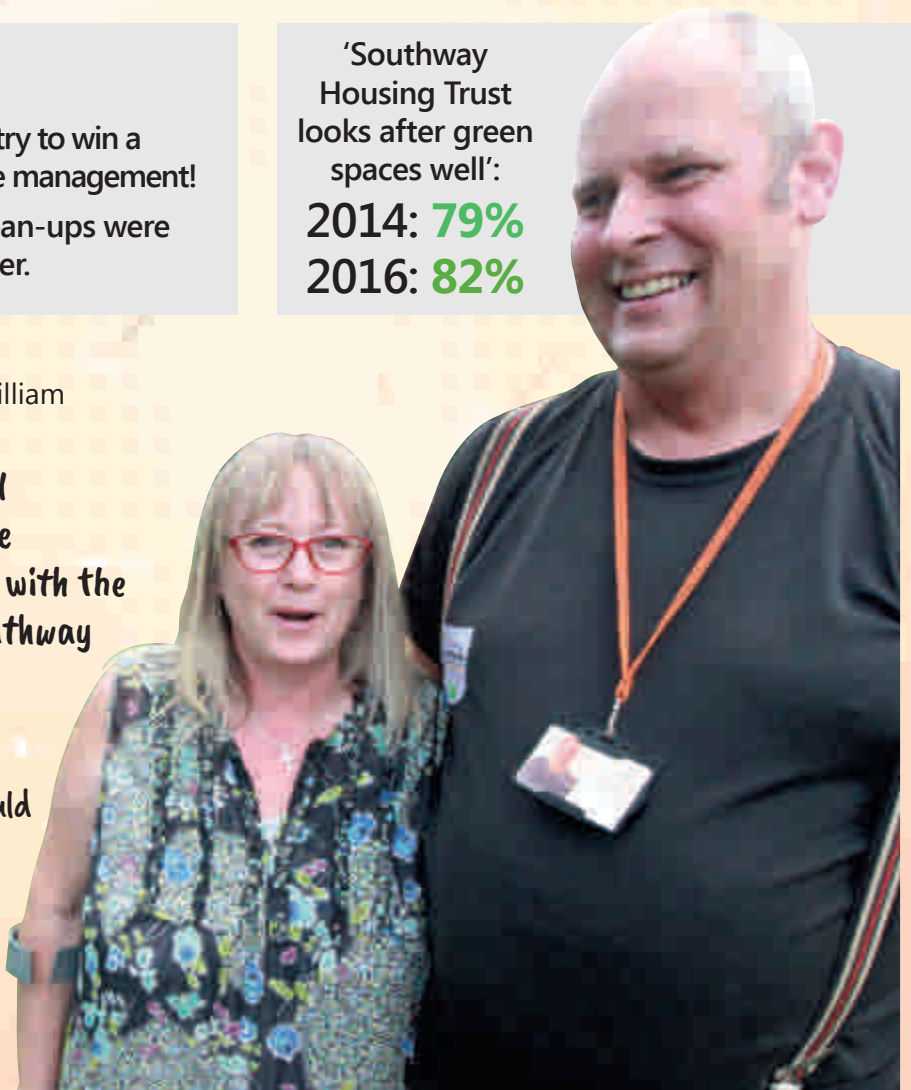
2014: **79%**

2016: **82%**

Richard Eccles, Urban Ranger with Sam Macwilliam tenant and chair of the Southway Board.

"I feel proud to see previously underused resources transformed into places for the community to come together and engage with the space - and one another. Working at Southway is about so much more than housing."

"Southway's Environmental Management stance goes above and beyond what you would expect from a housing provider. They make sure our neighbourhoods are fantastic places for us live in and for children to play in!"





Planted
284 trees

23



resident
champions

4564



residents
have used
our green
spaces



Held 131
events



Developed
2 wildlife
gardens



Recognised
as a leading
organisation
for our
environmental
work

OUR PLANS

Look out for our 10th birthday celebration coming up in November 2017, which will see us completing lots more environmental improvement projects for you to enjoy.

WORKING WITH & FOR CUSTOMERS

SATISFACTION

Customers are the heart of Southway and have been central to how we approach every area of our work.

We measure how we're doing using the Customer Service Excellence standard which we are strictly checked against annually. It has 58 individual measures and we have been assessed as fully compliant against them all. Areas of innovation are recognised with compliance plus awards and we are extremely proud to have eight!

DID YOU KNOW?

We hold 8 Compliance Plus awards for Customer Service!



Averages over our 10 years:



80%

Satisfaction
with area as a
place to live



80%

Satisfaction
with value for
money (VFM)
for rent



85%

Overall
satisfaction
with Southway
Services

Amanda Whitehouse, Centre for
Assessment CSE Manager

"For any organisation to achieve a 'Compliance Plus' during a Customer Service Excellence assessment is a great achievement, for Southway Housing to have achieved eight shows the extent of the innovations they have put in place to support their tenants"

2016/17

We set up our new People and places Team and a super-skilled Customer Hub. This meant we could solve more customer matters in one smooth process by making sure that we put the right people in the right places, and that we use technology to help the process.

TENANT INVOLVEMENT

2010/
2011

Launched our 1st 'Customer Involvement Strategy' which underpins the entire way we plan to work with our customers

2011/
2012

Held a well attended Residents Conference to update tenants on Southway's progress, launched our Local Offers and held Christmas and Easter tenant events

2012/
2013

Set up Tenant Scrutiny Panel who have reviewed 6 services so far. Launched online services

2013/
2014

Fun and Feedback events replaced the Residents Conference (requested by tenants) and we set up the Rent and Welfare Reform Service Improvement Group and three new tenant groups

2014/
2015

3 Fun and Feedback sessions

2015/
2016

Resident Consultative Group, Service Improvement Groups and Scrutiny Panel started to monitor services for greater tenant input

2016/17

445 customers now getting involved (against target of **200**). We set up lots more service improvement groups; tenants have helped us to develop a new digital induction, and reviewed our rent communications and energy efficiency advice.

8581



Timebank volunteer hours given

303

active tenants volunteers in the Southway area



CUSTOMER INFLUENCE ON SOUTHWAY

Our customers are crucial to everything we do, from our Tenant Board and various committees influencing and shaping the role of Southway in the community, to Scrutiny Panels and Review groups analysing our services and reviewing our promises and practices.



Maureen Ward, Community and Customer Involvement Manager,

"Involving tenants is crucial to ensuring our services are providing the right things in the right ways. We're really proud of what we've achieved working with tenants. We always encourage tenants feedback so we can improve and always welcome tenants to get involved in a way that suits them."



Scrutiny member Jim Hutton,

"I've been involved in Southway's tenant feedback for many years and have seen the way they take opinion and suggestions seriously. They provide a range of opportunities for residents to get involved in decisions which impact directly on tenants' lives. If tenants don't say where Southway is going right (and wrong!) then we can't complain about service!"

OUR PLANS



In the 2016 tenant survey, positive reactions to "we listen to your views and act upon them" dropped to 67%.

As a direct result, we will work hard with our tenant groups and have lots of plans to investigate and improve this area. We have already set up extensive Tenant Focus Groups and will hold meetings to fully establish why tenants feel that we don't listen. We will create an action plan and report back to tenants.

AGE FRIENDLY SOUTHWAY

Over 50% of Southway tenants are over 50. That's why in 2012 we launched our first Age Friendly Strategy. Southway has been a leading association in Manchester and the UK in creating age-friendly communities – with more than half of our tenants over 55 this has been extremely important to us.




2012/2013

Created our Age-Friendly Strategy following a local promise to improve services to meet the needs of older people. A key action from this was the Old Moat Age-Friendly Communities project.



2013/2014 onwards

Old Moat's 'Age-Friendly' 12-month project was launched. Various actions and projects have subsequently developed from this including:

-  • Age-friendly Gardens Project
-  • Information Hubs & Newsletter
-  • Take a Seat/Age-Friendly Business Charter

KEY ACHIEVEMENTS INCLUDE:

- Take a seat campaign
- NORC project rolled out in Old Moat (see below)
- Over **2300** people accessed age friendly services
- **432** residents given digital access training
- Worked with local GPs to join up services and helped **70** people to access services aimed at reducing isolation and loneliness and improve health

2016/17

We developed two projects:

Naturally Occurring Retirement Community (NORC), key to which has been a Peer Support Network that links up older people and they organise regular local activities for themselves.

Ambition for Ageing, a five-year £10.2m programme (funded by Big Lottery) aimed at creating more age-friendly places and encouraging people to live fulfilling lives as they age were both launched.

Karen Mitchell, Chief Executive

"We're proud to deliver projects which not only allow tenants to downsize within their own areas, freeing up family homes, but also take into account the needs of our older residents."

Elsie Beadow, 81

"The difference this place has made to my life is unbelievable. I can get up every morning and know I can have a shower. I know it sounds nothing to other people, but getting up and wondering, will I be able to get in the bath today? It's difficult.

I also feel safe here. To feel provided for is important, as unfortunately we do not live in a very Age-Friendly society. I am over the moon to be here."



OUR PLANS

Our new strategy for 2017-2020 has the key objectives of: improving quality of life; creating lifetime neighbourhoods; delivering age-friendly services; ensuring existing housing supports independent living; building new homes for older people; and being an age-friendly employer.

SUPPORTING OUR TENANTS

Over the last 10 years we have expanded our support staff, so that we can address the complex dependencies and needs of our tenants and of wider Manchester:

2011/2012



Our Tenancy Support service was introduced. Over 6 years this team has expanded from a Tenancy Support worker and Family Intervention worker to a full team of dedicated Community Support Officers.

DID YOU KNOW?



Our Hoarding Service "Tidy Homes Tidy Minds" is now nationally recognised. We work in partnership with other agencies, particularly the Fire Service and the Family Recovery Service to access safety advice and further professional help for tenants.

2015/2016

We launched the 'Confident and Achieving Manchester programme'.



2016/17

Our Community Support team had **100** new tenant cases ranging from standard tenancy support to complex hoarding or mental health cases.

CONFIDENT AND ACHIEVING MANCHESTER

A joint partnership between the city council, the Manchester Housing Providers Partnership and other agencies, the programme makes providers like Southway a first line of support for vulnerable residents across the city. It allows residents and families who have complex needs to be identified as early as possible, and provide a network of support tailored to those needs.

OUR PLANS

"Tidy Homes Tidy Minds" is being marketed to agencies and the wider public and will become an additional form of income for Southway.

DIGITAL HELP

We help our tenants gain skills on computers in numerous ways. Here are a few stats showing our support through 2016/17:



- Laptop Loan Scheme (FREE): **56**
- 1:1 Sessions delivered by Digi Champs: **30**
- Tenants who bought discounted equipment from Internet Savvy course or Computer Recyclers UK: **51**

Number of Internet Savvy attendees (trained how to use the internet) during 2016/17:

180



NUMBER OF INTERNET SAVVY ATTENDEES SINCE IT BEGAN:

14/15:	69
15/16:	291
16/17:	180
17-Present:	163
Total:	703

INVESTING IN PEOPLE

We have always worked hard to support tenants in terms of finances and employment and this continues to be a crucial, expanding and highly successful part of our activity, delivering positive results:

2010/
2011

Welfare Rights Officer appointed. Southway signposted to employment and training opportunities

2012/
2013

Three learning hubs opened at; Westcroft, Barlow Moor Community Centre and Old Moat Community Minded providing employment support to over **400** people a year

2013/
2014

286 tenants actively volunteering in the Southway area. Financial gains of **£1.5 million** by the Advice Team for tenants

2014/
2015

569 tenants accessed employment services; **54** people got a job as a direct result (target of **45**) and **715** Timebank hours were contributed by members of the scheme (target was **300**)

Our Advice Team has saved tenants
**MILLIONS
OF POUNDS**



2015/
2016

- **302** tenants helped to be work ready
- **£2 million** financial gains for tenants

2016/17

The team helped tenants get an additional **£2.65m** in Benefits last year

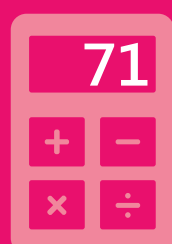


9 apprentices

7 paid work placements



128 people given debt advice



71 people received budgeting support



50 people helped into employment



416 people received employment training via the learning hubs

OUR PLANS

We will continue to provide support services to tenants to the same high standard whilst expanding and promoting new support services.

Following a small drop in the number of tenants supported into employment last year, employment and volunteering will become a big focus again; we will combine signposting to services and opportunities with offering our own.

MONEY PROJECTS

AFFORDABLE BORROWING

In 2014/15 we partnered with South Manchester Credit Union (CU) to launch Southway Solutions, which in 2015/16 was shortlisted for a "Responsible Approach to Consumers Award" at the British Credit Awards. Interest earned goes into a development fund to help CU improve and promote its services to others.



We've
loaned
£156,782
to date



We've
earned
£18,782
in interest

Elaine Wilkinson, Money Management and Employment Co-ordinator for 5 years

"Debt can be crippling to so many of our tenants. We've found being able to provide a low-interest affordable loan product, alongside our money management advice, has made such a difference to the lives – financially, social, emotionally – of hundreds of families."

Southway tenant (for 5 years)

"In the past, I've used doorstep lenders and dread to think how much interest they charged. I never seemed to pay it off. Thankfully the Solutions loan took no time to repay and I've now been able to get a credit union loan at a much lower interest rate."

FOOD CLUB

In 2015/16 we launched Quids In food club, based in our Merseybank Pop Up Shop. Members pay £2 a week and get to choose at least £15 worth of food. Later that year we opened another at Westcroft Community Centre, Burnage. In total, Quids In fed 90 families per week. The following year we opened three more clubs in Old Moat, Chorlton and Burnage.

We were nominated for an MCC Be Proud Award in the Best Project category and Quids In now feeds around 215 families per week.



**Up to 1000
people
helped
EVERY WEEK!**

Tina Murphy, Customer Involvement Officer

"The growth in foodbanks in the UK demonstrates the rise of food poverty, but some are reluctant to use them as they feel it is charity. However, they will come to the Quids In clubs as there, they pay for what they get and have a choice so it is seen more as a bargain than a handout. The clubs also help reduce social isolation; members chat in the queue and make new friends."

Southway tenant

"Joining the food club has helped me and my partner to eat better and we are now healthier. I look forward to coming to the shop as everyone is so friendly and I don't feel judged."

**Be Proud
Award**



ENERGY

Environmental responsibility has always been of prime concern. Our award-winning work has improved the efficiency of our homes and helped customers to save thousands on bills.

2007 –
2013

Installed almost 6,000 energy efficient boilers, doubled glazed 5800 homes, added insulation in over 4,500 homes, helping reduce customers' heating bills

2012/
2013

Launched the Energy Doctor service & trained Tenants as Energy Champions



216 energy visits saving tenants over £27,000



12 Champions advised 112 customers

2013/
2014

Won two awards for our Environmental Sustainability work

2014/
2015

Helped hundreds switch to energy saving provider Utilita

2015/
2016

Thousands of homes received free solar panels, helping customers and the environment



528 tenants saving £30 a month



Total annual saving of around £150,000



Over 1650 solar panels installed



Up to £260 a year saved



"Knowing if I'm using too much or could be using more energy; it has made me feel like I'm in control".

OUR PLANS

We've set up an Energy Efficiency Task and Finish Group and the first result was an Energy Week in September. Our target for 2017/18 is to provide energy efficiency and environmental sustainability advice to over 3000 customers.

OUR FUTURE

Southway has big ambitions over the next ten years. These ambitions fit in with our values and our primary vision remains the focus of all we do.

We will be reporting regularly on our plans but a few snap shots include;

- Build at least **1000** new homes including affordable rent, market rent and shared ownership
- Increase the number of apprenticeships we offer and target these at our tenants
- Provide more on line services that mean our officers can spend more time working with people that need more help
- Deliver more age friendly services to our customers and make sure homes meet older people's needs
- Provide more support and training to get you into work and to be active members of the community through volunteering and other events
- Where we can make a profit from any of our services, we will reinvest this in our communities

We are excited to be working on such ambitious projects and hope to deliver them to the same (or even better!) standards to those we've shown over the last ten years, and we look forward to working with you, our tenants, to help us achieve our goals.

"We will work in partnership with others to make South Manchester a place that people are proud of - a safe place where people choose to live, work and play."

