

# CUSTOMER ANNUAL REVIEW 2022

Our purpose is to create communities  
where people choose to live and work,  
having pride in their homes and services.



# CONTENTS

CHIEF EXECUTIVE STATEMENT	2
WCHG GETS A NEW CHAIR	3
MORE HOUSING	4
PERFORMANCE	6
CUSTOMER EXPERIENCE	8
INVOLVED CUSTOMERS AND VOLUNTEERS	10
A SOCIAL HEART	12
ENVIRONMENT	13
SUPPORTING OUR CUSTOMERS	14
COMMUNITY CENTRES	16
VALUE FOR MONEY	17
FINANCIAL PERFORMANCE	18

We're responsible for almost **14,000** properties, providing homes to over **29,000** people in South Manchester, and we provide employment for **471** people

## Chief Executive Introduction

### Hello and welcome to the Wythenshawe Community Housing Group (WCHG) Customer Annual Review.

With the cost of living crisis coming hot on the heels of the Covid-19 pandemic, it's certainly been a challenging time. Despite this Wythenshawe remains a great place to live and work. We're a resilient business, working in a strong, close-knit community, and any challenges that come our way we'll face together.

As this review shows, we're doing our bit to tackle the housing shortage in Manchester, with the opening of The Willows in Northern Moor, our new affordable rent homes on Greenbrow Road and the purchase of new shared ownership properties in Woodhouse Park. We also have a strong pipeline of housing projects to deliver new homes in Wythenshawe for years to come.

We continue to invest in our communities, with great work from the Youth, Motiv8 and Food teams. And our customers are becoming even



**Nick Horne**  
WCHG Chief Executive

more involved with the formation of our new Customer Experience Committee.

In fact, we've done a lot to change how we work by introducing smarter and more efficient ways of doing things. We're providing our services in safe and more sustainable ways, with an emphasis on getting the best value for money for our customers.

These ongoing changes will help us to continue to provide not only good quality homes and services but to continue to play a leading role in creating a happier, healthier and more prosperous Wythenshawe.



# Wythenshawe - people and a place to be proud of

**I'm still amazed each day at the high levels of commitment shown by colleagues throughout the business to serving our customers.**



**Nick Crofts WCHG Chair**

Good quality homes, provided at reasonable rates and delivered alongside targeted, high-quality help and support are important factors in the lives of so many people. I've seen this time and again in my years in leadership roles in social housing. What we do can make a huge difference in people's lives. It certainly did in mine.

When I was a child my family found ourselves homeless when my parents' business folded. It was a frightening, uncertain time in our lives, but thankfully my parents

managed to get us into social housing, where we lived for 18 years. The difference that safe, affordable, accessible home made to my family, and to me personally, was gigantic. I know that anything I've gone on to achieve in my life is absolutely built on that one moment, when that home was made available to us.

So, for me, making a difference is personal, and WCHG is well-known in the sector for being years ahead of many other providers, in terms of the quality it offers to the community.

Looking through these pages I see a year in which, despite all the challenges of Covid-19, was filled with hope, commitment and an ongoing ambition to deepen our relationships with our community and our partners, as well as a determination to continue to make WCHG an employer to be proud of. And I'm really looking forward to playing my part in helping to continue in our efforts to build a robust, healthy and happy Wythenshawe.

To help you find your way around this review we've designed it so the articles align with our strategic themes, which we used to set out our goals for the business.

**More Homes** – *we intend to continue to play our part in addressing the housing shortage in Manchester by continuing to build high-quality, affordable homes for local people.*

**Living Well** – *by listening to our customers and acting on what they tell us, we will continue to shape, improve and deliver value for money community services, which are targeted at those who need them most.*

**Great Places** – *we're committed to maintaining and improving our customers' homes, making our properties more energy efficient, and delivering our services in safe, sustainable ways that allow us to get the most from our resources.*

**Smarter Business** – *to deliver on our commitments we're introducing smarter, more efficient and more agile ways of working right across our business, to ensure we're an organisation that delivers high-quality homes and services not just today, but in the decades to come.*





# More Homes

With almost 14,000 homes for more than 29,000 people, WCHG is the largest social landlord in Manchester.

However, demand for affordable housing increases every year and there are more than 15,000 people on the waiting list for a home in Manchester. Last year we let 502 new homes, for which we had many thousands of bids. We're determined to do our bit to help tackle the housing shortage and aim to invest around £195m to build 1,100 new homes over the next five years.

Our new homes will be adapted to the ongoing needs of the community and will leave a positive, lasting legacy for future generations. In addition, we will continue to invest in our existing properties to ensure we continue to provide good quality homes for all our customers.



Greenwood Road



The Orchard



Scholars Fields



The Ferns





## THE WILLOWS OPENS IN NORTHERN MOOR

In March 2022 we welcomed the first residents to our new £4.29m development – The Willows in Northern Moor.

The development, which consists of 11 houses and 23 apartments, provides a mix of accommodation, including options for shared ownership, social-rent and outright sale. The homes were in high demand, with over 400 applicants registering their interest through our Garden City Homes sales team.

The Willows residents Angela and Kieron reserved their home in September 2021 and were the first buyers to complete on the development.

Andrea said: “The Willows is ideal for us and means the school run has gone from two hours to just under an hour, saving us a lot of time. We’re also closer to family members which is a real bonus.”



## NEW AFFORDABLE RENT APARTMENTS ON GREENBROW ROAD

In October, work was completed at the former garage site on Greenbrow Road to provide new apartments for local people. The 3-storey apartment block, with under-croft parking for residents, has provided 10 new local affordable rent homes - eight one-bedroom and two two-bedroom flats. The block is electric only and each home is equipped with electric boilers and heat panels. The total value of the development was £1.8 million – a valuable investment in our community.



**SALES/SHARED OWNERSHIP**



**AFFORDABLE RENT**



**SOCIAL RENT**



**MARKET RENT**

## Portway Purchase

**In August 2021 we purchased ten new home for shared ownership in Woodhouse Park.**

The new homes, seven three-bedroom houses and three two-bedroom flats, are located on the site of the former Portway Pub, and were delivered in partnership with Garden City Homes at a cost of a more than £2.25 million.

Providing good quality homes is a key priority for WCHG and we'll continue to look at the variety of opportunities available to meet the ever-growing demand in Wythenshawe.

## REPAIRS AND MAINTENANCE

Delivery of repairs and maintenance was extremely challenging across the sector during 2021/2022 and some of our suppliers experienced delays accessing key materials. Despite these challenges, we invested £32.34m in our homes, and apart from fencing renewal and non-urgent external works, the majority of our repairs were completed on time. We also managed to complete more jobs on the first visit and performed well with repairs satisfaction from our customers.

**3,500,000 sqm**   
square metres of grass cut on open spaces

Over **3,800**  
garden maintenance visits

 **16,862**  
cleaning visits to communal areas were carried out

We carried out **1,263** waste jobs, collecting 181 tonnes of waste

We carried out work to **930** trees in the area



Carried out work to **329** empty homes gardens



We provided **74** hours of support to local groups and community clean ups



## Great Places

### Performance

Understanding how we perform as a business, in our teams, and as individuals, is vital in achieving our aim to make the most of our resources and get value for money for our customers.

Our performance is measured against targets specific to WCHG, allowing us to measure success or areas of improvement. We gather feedback via

various mechanisms and use data to improve reporting and performance across the organisation, to make sure we're doing the job we are supposed to.

In 2023 we're moving to a Continuous Performance Engagement system, which will help all colleagues understand how our personal achievements contribute to help fulfil our company's overall purpose.

Performance Indicator	March 2022	Expected Performance	March 2021	Benchmark
Decent homes standard	100%	100%	n/a*	100%
First time fix - repairs	77.6%	80%	97.3%	n/a*
Repairs Satisfaction	99.93%	95.5%	99.5%	UK median 87.37%
Responsive repairs on time	98.5%	99.95%	n/a*	97.3%
Satisfaction with landlord listening and acting on views	71%	n/a*	n/a*	UK median 65%
Overall satisfaction with landlord services	82%	n/a*	n/a*	UK median 82%
Leaseholder satisfaction with landlord services	58%	n/a*	n/a*	UK median 53%
Satisfaction with handling anti social behaviour issues	96%	90%	96.7%	n/a*
Calls resolved at first contact	91.4%	90%	89.4%	72.4%
Complaints resolved in timescale	99.5%	100%	100%	n/a*







# Customer Experience

We do our best to always put our customers first and to keep them in mind with everything we do. To do that we've built a way of working that puts our customers at the centre of decision-making at WCHG, and actively encourages all colleagues to listen, value and respond to what they tell us.

## New Customer Experience Committee gives customers a stronger voice

**A new Customer Experience Committee (CXC) was launched this year, as part of WCHG's commitment to giving customers more opportunities to have their voices heard and for us to take their views into account when making business decisions.**

The new committee is the successor to our previous Tenant Committee and will have a maximum of nine members, consisting of up to six tenants, leaseholders, other customers of WCHG (or independent members with community links) and three Group Board members.

“The new CXC is officially part of WCHG's governance structure. Its aim is to strengthen customer voices within the organisation and help influence decision-making across the organisation.

**Paul Seymour, Executive Director of Customers & Communities**

The decision to form the CXC was taken jointly by tenants and the Board as a direct response to feedback from customers and colleagues. The new CXC will advise WCHG's Board and senior executives on how to improve the experiences of their customers.

The committee wants to hear from you:

Do you want to get involved in making decisions at WCHG?

Email: [getinvolved@wchg.org.uk](mailto:getinvolved@wchg.org.uk)

Have you got a complaint to make about WCHG?

Email: [complaints&praise@wchg.org.uk](mailto:complaints&praise@wchg.org.uk)

Have you had a positive experience with WCHG services or a member of staff?

Email: [complaints&praise@wchg.org.uk](mailto:complaints&praise@wchg.org.uk)

## Customer Safety - Assure 24

To help our customers Live Well we provide a daily, uniformed, security presence in our community called Assure 24, to promote community safety and development.

Working closely with local people and businesses, as well as the police and the council, Assure 24 plays an important part in helping to deter crime and antisocial behaviour in

our community. Backed by £1.1m in funding from WCHG p.a., Assure 24 colleagues can advise you about home safety and security, as well as taking action against bogus callers, graffiti, vandalism, fly tipping, abandoned vehicles and faulty street lights.

*The Assure 24 team work 24 hours a day, patrolling the streets and running a CCTV control room. You can contact them on 0161 946 9501 or by emailing [cctv@wchg.org.uk](mailto:cctv@wchg.org.uk).*



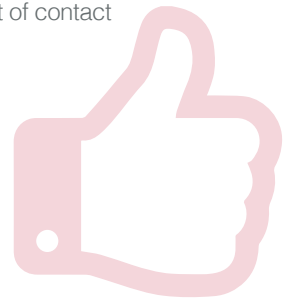


# Thank you for your feedback!

**Hearing about your experience of our services helps us to continuously improve what we do. Our aim is to be accountable and transparent to our customers and we're committed to learning from feedback.**

Thank you to all our customers who took the time to complete a survey, speak to us, serve on a customer committee or make a complaint or compliment this year. Here are some examples of service improvements identified in 2021 – 2022, as a direct result of the complaints customers told us about:

- We've invested in equipment and staff to reduce call waiting times, launching a new Customer Hub
- We've been working with our contractors to improve their communication with customers, and amended some key communication documents regarding programmed work
- We've updated our process for pest control visits to ensure essential property repairs are reported and completed at the earliest opportunity
- We've amended our processes for issuing Notice to Quit documentation to customers for garage rentals
- We've developed a new process to provide leaseholders with information regarding their building insurance at the first point of contact



## WCHG OPENS A NEW CUSTOMER HUB

**In March this year, we launched our new Customer Hub at our head office in Wythenshawe House. Colleagues are on hand to offer specialist advice to customers, which has been designed as a one-stop shop to help them get all their questions answered during their first call.**

Having colleagues from different teams in the same place helps us resolve problems more quickly and provides customers with a better and more efficient service. The new Customer Hub has helped reduce average call waiting time to under four minutes. And there's plenty more to do! Over the next few years we will be working behind the scenes to simplify our processes, making it quicker and easier for customers to access services at a time that suits you.

The customer hub is open for phone calls 8am - 6pm, Monday to Friday, but we also welcome you to see us in person at Wythenshawe House, 8 Poundswick Lane, where our doors are open 9am to 5pm, Monday to Friday.



# Smarter Business

## Involved customers and volunteers

**Last year our Customer Engagement service created a new more customer-friendly and efficient way of engaging with our customers, by adopting a system of working through four main customer panels.**

The panels, which reflect our customer-focussed corporate objectives, took on a practical, digital-friendly approach, thanks to the successful use of online meetings during the pandemic. As the panels are aligned to our corporate plan, colleagues have found it easier to understand where their service fits into our plan, which has led to a more collaborative approach to delivering services. It's also meant we're able to get our key messages signed off by customers, helping to ensure their opinions are heard as we continue to transform our company.

### Volunteering and engagement teams come together

In 2021 our Engagement and Volunteering teams came together, to allow customers and colleagues to be more deeply involved in supporting the community in areas of mutual interest. As a result, both teams are able to work more effectively on combined customer engagement and volunteer projects and events. For example, our Scrutiny Group took a look at our Assisted Gardening service, and then partnered with our Volunteer Team to create a Community Gardening Tool Hire service.

### Wythenshawe volunteers making a vital difference

Wythenshawe has a fantastic sense of community and local volunteers help to support many of the vital community programs and activities in our community. Last year new groups, such as Benchill Basic Crafts and the Community Gardening Tool Hire service, were established.

And the Bideford Centre's Kirsty Taylor was recognised in the Queen's birthday honours for 'services to vulnerable families in Wythenshawe during COVID-19'. Altogether, Real Neighbours volunteers amassed more than 6,600 voluntary hours in our community!

Number of hours volunteered  
by the community **6,638**







# WCHG apprenticeships programme

**Our apprenticeship programme offers local young people the opportunity to learn, earn and gain the necessary skills to successfully enter into a career in construction.**

Every year our apprenticeship programme changes young lives for the better, adding additional value to our community. In 2021/2022 we had 14 apprentices working at WCHG, all fully supported by our employment team.

## This included:

- three new apprentices
- seven successfully completing their journey with us
- two gaining permanent positions within WCHG
- two gaining positions with our sub-contractors



*“Working with the other electricians quickly showed me I’d made the right choice. I’m really grateful to have this opportunity to learn on the job, while doing my qualifications, as I know how much competition there is to get an apprenticeship.”*

## Our colleagues

We are committed to attracting, developing and retaining the very best people and last year we introduced a new Health & Wellbeing strategy, detailing our commitment to colleague wellbeing. We’re also an accredited Living Wage Employer, meaning we voluntarily pay the Real Living Wage. And, through our procurement process, we raise awareness of the advantages of being a Living Wage employer with our suppliers and contractors.

A large proportion of our colleagues are also WCHG tenants, which helps us tailor our services even better to support the needs of our customers.





# A business head and a social heart

As an organisation that exists to improve the Wythenshawe community we deliver many benefits to local people - more than providing just homes. For example, we're the biggest employer in Wythenshawe and we support and invest in local people and places, organisations and initiatives. We help enable growth, supporting Wythenshawe become a healthier, happier and more successful place to live and work.

In 2021/2022 we spent **£19 million** with businesses based in Greater Manchester, **65%** of our total spend. We worked with our suppliers and contractors to maximise our impact for the local community. We also made all our suppliers aware of the advantages of being a living wage employer. We're one of only 10,000 UK businesses who voluntarily pay the Real Living Wage. With more than **41.6%** of our colleagues living in M22/M23 postcodes and **94%** living in Greater Manchester, this means more money in the pockets of local people.

All our teams work tirelessly to support the local community. During 2021/2022 our WCHG colleagues helped **437** people and their households and assisted **85** people to gain an added total income of **£374,656**. Our Financial Inclusion team supported the national Stop Loan Sharks campaign last

Christmas, by highlighting the dangers of borrowing from loan sharks. They let local people know we can provide advice and support to anyone struggling with debt.

In October we supported Challenge Poverty Week UK by holding advice sessions at food banks and holding online Q&A sessions on our social media channels.

## WCHG VOLUNTEERS

In 2021/2022 our colleagues spent nearly **600** hours volunteering on local projects including gardening projects at Royal Oak Community Centre and Age UK Crossacres Resource Centre. Over the summer, dozens of colleagues supported the Customer Engagement team with Chips and Chat events, listening to customers and recording feedback, so local voices are heard. In December, colleagues organised their annual Christmas Meal in a Bag project, helping to ensure customers facing the greatest hardships received food over the festive period.



## Measuring the social impact reveals the difference these benefits make to people in Wythenshawe

Benefits and grants gained for customers

**£1,479,531**

Number of meals distributed to Wythenshawe families by our Real Food team **3,302**

**182** Number of involved tenants

Fly tipping incidents cleared **1,270**

**124** Residents successfully helped into employment

Residents supported towards work **497**

**301** residents were actively engaged to help them reduce energy use in the home



# Environment

**WCHG is committed to reducing our carbon footprint in line with our promise to support Manchester's carbon reduction targets. 61% of all our carbon emissions come from existing homes and to tackle this we are investing in improving the quality of current homes.**

During 2021/2022 we made sure our new housing developments would be designed and built to be as energy and carbon efficient as possible.

Our ten new affordable rented apartments on Greenbrow Road were all equipped with electric boilers and heat panels. Our greenest-ever housing development, to build 56 new homes on the old Glendene Centre site, was approved. The new development will feature air source heat pumps, photovoltaic panels that convert light into electricity and electric vehicle charging points. This makes them the most sustainable homes we've ever built, with the lowest carbon footprints.

In March this year we received £800,000 of government funding towards upgrading homes in Wythenshawe. This will make them more energy efficient and help cut fuel bills for customers as well as reducing carbon emissions.

The project, which is valued at around £1.2million, will see 105 homes in Wythenshawe fitted with external wall insulation, and ventilation improvements. This will not only reduce carbon emissions by an estimated 55 tonnes a year, it will also significantly increase the energy efficiency and comfort of these homes. This will raise the properties to the Energy Performance Certificate Band C rating.

In addition to our efforts to reduce our carbon footprint we also spent more than £400,000 last year on maintaining and caring for Wythenshawe's green spaces. This is part of our promise to make our community a great place to live.



## 255

Number of colleagues trained in Carbon Literacy

## 301

Number of residents who have been actively engaged to help them reduce energy use in the home

## 17.2 tonnes

Office waste recycled





# Living Well



[www.wchg.org.uk/motiv8/](http://www.wchg.org.uk/motiv8/)

## MotiV8 celebrates five years of changing local lives for the better

**Motiv8 celebrated its fifth birthday in January 2022. The programme has supported thousands of people in Manchester to get their lives back on track, people struggling with issues surrounding health, alcohol, drugs, domestic violence, debt, homelessness and many other challenges.**

The programme, which was set up thanks to £9.7m funding from The National Lottery and European Social Fund, supports local people aged 25 and over, and the team responsible for helping clients.

WCHG motiv8 team works across Manchester to support people to identify a support package to improve their access to key services.

The aim is to tackle the barriers that prevent clients from accessing support, helping to improve their self-confidence, self-esteem and resilience. By helping clients successfully access sources of support, clients see an improvement in their health and wellbeing as well as their finances and employability skills.

**125**

people helped into employment or training

**286**

successes in improving development

**395**

people Motiv8 helped this year

**730**

improvements in finance & employment

**557**

improvements in wellbeing to help employability

## Living well – supporting healthy eating and healthy choices

**Colleagues in our customers and communities teams were active throughout last year, promoting healthy eating and supporting people in Wythenshawe to cook and grow their own food. The team's activities included community events such as Wythenshawe Park's Halloween event, live cooking sessions for local people and delivering training and discussions about healthy eating with residents and partners.**

In August they released the Wythenshawe Cook Book, to help local people cook tasty, healthy meals at affordable prices, and they harvested their own crop of fruit and vegetables at

Wythenshawe Park Horticulture Centre.

Last summer also saw the Living Well team providing a Basic Larder and Meal in a Bag to families attending summer play activities in Wythenshawe, thanks to support from the Holiday Activity Fund. Families attending the schemes received a Basic Larder Bag, which contained basic store cupboard ingredients, including salt, pepper, spices, herbs, stock cubes and oil.

For the rest of the school holidays families then received a weekly 'Meal in a Bag' for each week their child attended a registered scheme, which included fresh ingredients and a

recipe to make a simple, yet delicious meal. Under the scheme the team distributed a whopping 3,302 meals to Wythenshawe families.

The team also took the opportunity to talk to numerous parents to collect feedback about the Wythenshawe Food Review, to help inform our own food strategy review.



**3,302**

**Number of meals distributed to Wythenshawe families**



# Youth Team - supporting young talent in Wythenshawe

**At WCHG we're passionate about giving local young people every opportunity to learn, grow and enjoy themselves in a safe, healthy environment. To do this our Youth Involvement team work hard to build partnerships with local providers to support children and young people realise their full potential.**

In 2021-2022, 379 young people attended youth sessions with a total attendance of 3,652.

During the year the Information, Advice and Guidance Team worked on the 'Thrive' project, which they helped co-develop alongside Marcus Rashford and NatWest, to improve young people's financial literacy and relationship with money.

At N-Gage the youth bus provided a space for children and young people to meet, have fun and gain support, advice and guidance, and Wythenshawe Forum Trust supplied sports coaching at sessions run by us and our partners.

Elsewhere, the Wythenshawe Community Initiative provided opportunities for children to develop their skills by cooking with them, as well as helping children, who weren't currently attending school, with their social skills. City in the Community continued to run their popular Saturday night 'Kicks' provision from the Wythenshawe Forum as well as providing free swimming lessons alongside their well-established fun swim, gym and football sessions.



## Covid

**11,000** food parcels delivered to vulnerable residents

**The Woodhouse Park Lifestyle Centre, which is managed by WCHG on behalf of Manchester City Council, was transformed into an NHS vaccination hub during the pandemic. The centre was adapted to help deliver the Covid-19 vaccine early in 2021. More than 108,000 vaccinations were given to local people at the centre.**

Sarah Woolley is the Senior Community Investment Manager at WCHG and she manages the centre. Sarah said: "When we got the chance to play such an important role, in defending the people of Wythenshawe from the virus, we committed 100% to working with our health partners to ensure the vaccine was rolled out at our centre as quickly and as safely as possible."

And our support for our community wasn't just limited to helping deliver the vaccine. We also prepared more than 11,000 food parcels which, with the help of other colleagues in the business, were distributed to more than 1,200 vulnerable local residents.





Benchill Community Centre



Woodhouse Park Lifestyle Centre



# Community centres

Our community centres are vital community hubs, which play an important role in reducing the feeling of isolation and improving the health and wellbeing of residents. They bring together people from all parts of the community, and from all age groups, to socialise and stay healthy, as well as providing many educational opportunities for local people.

Restrictions introduced during the pandemic reduced the effect of many of our centre's activities. With hard work and creativity colleagues who operate the centres found ways to continue serving our community.

The Bideford Community Centre turned into a food hub during lockdown and Woodhouse Park Lifestyle Centre was converted into Wythenshawe's largest COVID-19 vaccination centre. 108,000 vaccinations were given to local people, and 11,000 food parcels were put together and distributed to more than 1,200 vulnerable local residents.

We are mapping local community voluntary groups and activities, to help us strengthen existing partnerships and start new ones. Since the end of the pandemic our centres have been steadily building back up, with much loved activities returning alongside innovative new ones, such as the craft-

based group, Benchill Basic Crafts, at Benchill Community Centre.

The volunteer-led Bideford Community Centre held collections at its clothing bank for recently displaced Afghan refugees. Its Lead Volunteer, Kirsty Taylor, was also able to finally collect her British Empire Medal "for services to vulnerable families in Wythenshawe during COVID-19".

The learning opportunities delivered at our centres remain very popular. IT support classes saw a footfall of 2,148 last year, 220 people received help through 4,501 separate interactions. In fact, from skills and leaning classes, to free computer and digital training classes, to sports sessions, Morris dancing, bowling and youth clubs, there's something for everyone in our community centres. Our centres have sports pitches and rooms for hire, for private parties and functions, as well being able to provide a catering

service for both on and offsite events. Our centres provide café's, host food and clothing banks, have sensory rooms, play schemes, and much more.

Pop in to your local community centre and find out what's going on in your area!

- **Benchill Community Centre**
- **Woodhouse Park Lifestyle Centre**
- **The Bideford Community Centre**  
(below)





# Value for Money

We always do our best to obtain value for money (VFM) for our customers. In fact, one of our nine guiding principles is to 'Have a business head and a social heart', which describes our approach to value for money, delivered through our VFM strategy, approved by the Board in 2021.

As a result, we run our business efficiently and effectively and review our services to ensure we deliver value for money in everything we do. By doing this we maximise the resources available to invest in providing good quality homes and good value services for our customers.

As part of the strategy, we involve customers in VFM decision making and continuously evolve how we work and the resourceful culture within the organisation; improving colleague understanding while encouraging the input of fresh ideas.

To support this way of working we have created a new procurement function and an ongoing programme of service reviews, but we always ensure that decisions fully reflect the purpose of the organisation and ensure that the Wythenshawe community benefits as a result.

We comply with the Regulator of Social Housing's value for money standard and demonstrate improvement through the set value for money metrics, as detailed in the table below. In general, we show improvement in most metrics against the previous year, but also demonstrate an improving trend when compared to the average of a peer group selected from similar north west based organisations.

Indicator	WCHG 2020/21	WCHG 2021/22	Peer Group Average 2021/22
Operating margin (overall)	9.8%	19.3%	17.6%
Operating margin (social housing lettings)	10.3%	20.7%	18.5%
EBITDA-MRI %	203.8%	261.3%	120.1%
New supply delivered (social housing) %	0.9%	0.3%	1.0%
New supply delivered (non-social housing) %	0.1%	0.1%	0.1%
Gearing %	23.5%	20.7%	36.4%
Reinvestment %	6.0%	5.5%	10.7%
Return on capital employed	2.7%	4.5%	4.1%
Headline social housing cost per unit	£3,720	£3,658	£3,961



# Financial Performance

Despite the challenges of the uncertain political and economic environment, labour shortages and high levels of inflation, WCHG has continued to improve financial performance. We have generated a surplus for 2021/22 of £15.0m (compared to £6.7m in 2020/21) to reinvest in the organisation's activities, both to build more new homes and to provide safe, well-maintained homes

Our significant financial metrics (see Value for Money section) are improving and our long-term business plan demonstrates that the organisation is financially resilient and able to withstand challenges that will no doubt present themselves. Our liquidity and future funding position is strong.

As a regulated organisation we are proud to have retained the highest

possible regulatory judgement for both governance and financial viability (G1/V1).

Times are tough for many of our customers right now, but as an organisation we face the future with confidence that we will be able to continue to serve the people of Wythenshawe for generations to come

## TOTAL INCOME 2021/22

<b>Rental income</b>		<b>£61.6</b>
<b>Shared Ownership</b>	<b>£6.3</b>	
Sales & outright sales		
<b>Right to Buy and</b>	<b>£6.0</b>	
Right to acquire income		
<b>Other social housing income</b>	<b>£0.6</b>	
<b>Non-social housing income</b>	<b>£2.0</b>	
<b>Revenue grant income</b>	<b>£1.3</b>	
		<b>Total Income £77.8m</b>

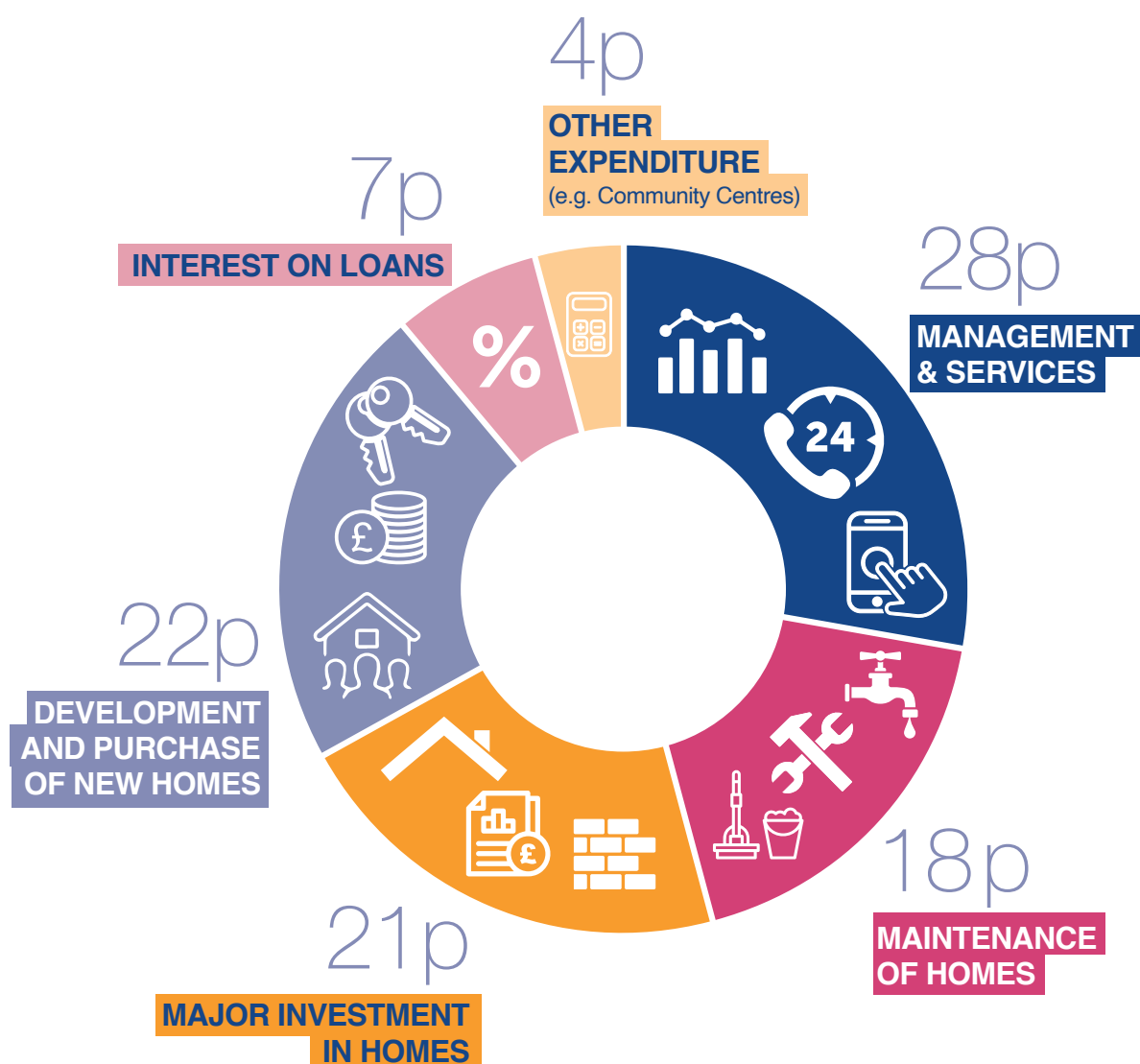
## TOTAL EXPENDITURE 2021/22

<b>Management &amp; Services</b>		<b>£20.7</b>
<b>Routine &amp; planned maintenance</b>	<b>£12.8</b>	
<b>Investment in stock</b>	<b>£15.6</b>	
<b>Purchase and development of new homes</b>	<b>£15.8</b>	
<b>Other social housing expenditure</b>	<b>£0.8</b>	
<b>Other non-social housing expenditure</b>	<b>£1.7</b>	
<b>Bad debts</b>	<b>£0.1</b>	
<b>Interest Payable</b>	<b>£5.1</b>	
		<b>Total Expenditure £72.6m</b>





How we spend  
each **£1**  
of rent money





## Contact Us

**t: 0300 111 0000**

Local rate from a mobile

**t: 0800 633 5500**

Free from a landline

Wythenshawe House, 8 Poundswick Lane,  
Wythenshawe, Manchester M22 9TA

**e: [customerenquiries@wchg.org.uk](mailto:customerenquiries@wchg.org.uk)**

**w: [www.wchg.org.uk](http://www.wchg.org.uk)**

If you require this report in braille or another language then please let us know.