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WCHG continues to grow from strength to strength delivering our vision of:

“Communities where people choose to live and work, having pride in their homes and services and putting tenants at the heart of everything we do.”

We are responsible for almost 14,000 properties providing homes to over 20,000 people and provide employment for over 560 people.



“This year’s annual report will showcase our work around three key themes of Places, People and Partnership and will demonstrate our continued commitment to respond and adapt to the changing needs of the thriving Wythenshawe community. This report will provide an update on our impressive £100m development portfolio providing 836 much needed new homes, our continued work around a number of employment initiatives to get local people back into work and how we place social value, making every pound count at the heart of everything we do”.

Nick Horne
CEO



Places - People - Partnerships

Welcome

Wythenshawe Community Housing Group’s (WCHG) Annual Report for 2018/2019

The Bishop of Manchester, The Right Reverend, Dr David Walker said, “One of the hymns I first sang as a child goes by the title “Abide with Me”. An ever present feature in the warm up to FA Cup Finals, it contains the famous line “Change and decay in all around I see”, almost as though decay and change were to be seen as equally bad. Well, we are very much in a time of change at Wythenshawe Community Housing Group, with the departure of Nigel Wilson to the Northeast at the end of 2018 and the arrival of Nick Horne as our new Chief Executive from September this year. But the twelve months covered by this Annual Report have been very far from a time of decay!

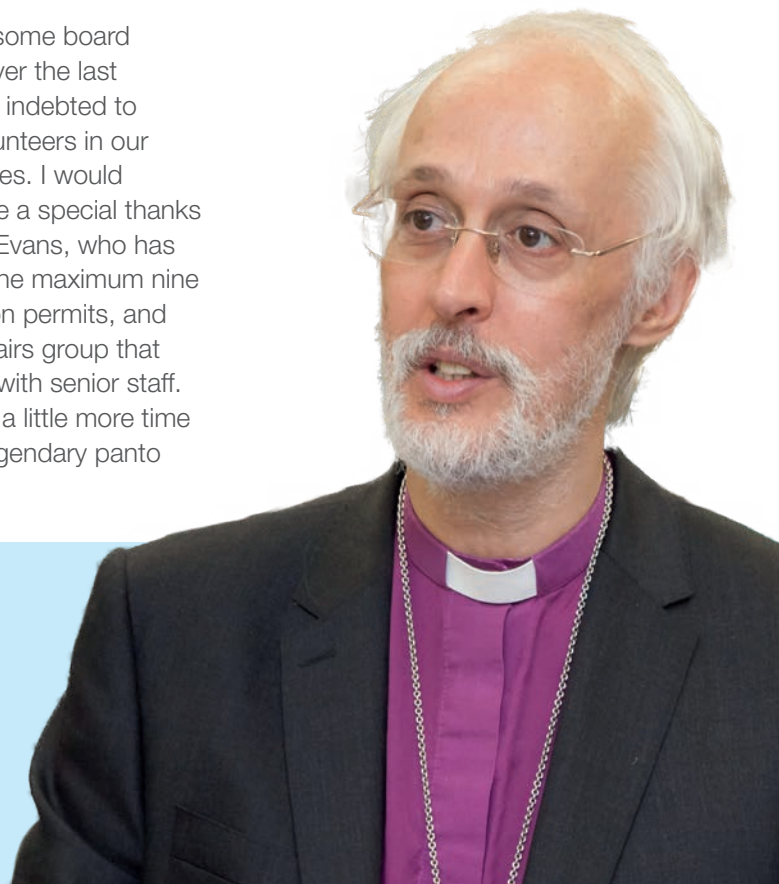
I do want to pay a huge tribute to Nigel. Throughout his time here, he was tireless in his advocacy of Wythenshawe. Under his leadership WCHG has become a strong voice in the life of the city of Manchester, often pioneering approaches to building neighbourhoods and communities. His commitment to young people, both in education and beyond, has been outstanding. Above all, he has led the way in engaging with the wider

Wythenshawe community, so that we have been able to make a strong contribution to the Wythenshawe Games, Pride Festival, and many other aspects of local life.

Since Nigel’s departure, we have been indebted to Kevin Lowry who took up the reins of interim CEO from the New Year. Kevin has brought fresh eyes to the organisation and has prepared the way for Nick to take us on. His excellent work has fully justified our decision to take our time in order to ensure we had the strongest possible individual to appoint to the permanent role. We have not marked time over these intervening months. So, no pressure on Nick then.

We have also seen some board member changes over the last few months. We are indebted to all who serve as volunteers in our governance structures. I would however wish to give a special thanks to Councillor Glynn Evans, who has been part of us for the maximum nine years our constitution permits, and a member of the chairs group that works most closely with senior staff. Glynn will now have a little more time to practice for his legendary panto performances.

The Bishop of Manchester,
The Right Reverend Dr David Walker,
Group Chair of the Board



Places

Wythenshawe Community Housing Group (WCHG) is one of largest registered housing providers in Greater Manchester, managing almost 14,000 properties providing homes to almost 20,000 people across 11 square miles, originally known as the 'Garden City'.

Wythenshawe boasts 12 parks including 18 woodlands spread across 270 acres of green space with Wythenshawe Hall at the heart, which is home to Manchester's only community farm.

Wythenshawe has seen significant investment within its infrastructure over the years, making it a very desirable place to live and work.

The demand for new homes during the national housing crisis era has never been more significant, that is why WCHG has committed to building 836 new homes with a total investment of £100m. These new homes will be supported and adapted to the ongoing needs of the community and will leave a lasting legacy for generations to come. We will continue to invest in our existing property portfolio ensuring our residents have warm, secure, high quality homes.

Scholars Fields

Wythenshawe Community Housing Group's development arm Garden City Homes was proud to announce the launch of its £20m Scholars Fields development part funded by Homes England £3.27m, as part of its £100m development programme which will see 836 new homes built for the Wythenshawe Community.

Their largest development to date, has gained momentum with the launch of its sales office and show home, which will showcase this fabulous development. The site built on a nine acre site on Simonsway adjacent to the Manchester Enterprise Academy, will provide 147 new homes with a varied tenure of 80 shared ownership, 29 outright sales and 38 rent to buy apartments.

Providing a mix of two-bed and three-bed houses, alongside two-bed apartments, with an anticipated completion date in the summer of 2020.

Places - People - Partnerships

99.93%
of customers
satisfied with
repairs

100%
of homes comply with
the Decent Homes
Standard

99.97%
Repaired
on time

Responsive Repairs Service

Our repairs service continues to grow from strength to strength having retained its accreditation from the Housing Quality Network for both responsive repairs and gas servicing, underlining the quality of service being provided. We continue to develop and improve in a range of areas such as;

- Increasing the size and flexibility of the in-house electrical team to enable us to undertake more compliance testing, carry out servicing of PV panels, and reduce our use of sub-contractors.
- Improving our ability to complete work, Right First Time by ensuring materials that are carried in vans are up to date and reduces the need to order follow on work.
- Constantly working to engage with customers to reduce the impact of no access jobs when appointments are not kept.

Fire Safety

Since the Grenfell Tower tragedy we have worked closely with Greater Manchester Fire and Rescue Service to review and implement a range of safety measures such as;

- Fully removed the ACM panels and insulation on Village 135 and completed the replacement work by March 2018.
- Worked to ensure that our 9 traditional tower blocks are fully compliant with fire and building regulations. Improved compartmentation and safety standards to help prevent any fire that may break out from spreading.
- Engaged fire safety consultants to identify further improvements and as a result prioritised the installation of new smoke and fire alarms in each flat and in communal areas.
- The Gas Safety team now undertakes annual fire door checks to all flat entrance doors and any necessary repair or replacement work is completed as a matter of urgency.
- Installed sprinkler systems in each multi-storey flat.
- Replaced all gas powered laundry facilities in high rise blocks with efficient electrical models.
- Reviewed, updated and communicated all relevant policies and procedures.

53
tenants felt an
improvement in
the condition of
their property
had an impact
on their
wellbeing

Major and Minor Adaptations Service

The Group provides minor and major adaptations service in partnership with Manchester City Council. The Manchester Service for Independent Living (MSIL) provide the assessment service to identify the type of adaptation required, and MCC process tenant's claims for Disabled Facility Grants. The Group provides

the installation service and contributes 40% of the cost of major adaptations.

In 2018/2019 we installed 156 adaptations such as; wet rooms, extensions, ramps, stair lifts, wash/dry toilets, wheelchair accessible kitchens, soundproofing and downstairs toilets. Twelve of these were for disabled children.

We have installed 716 minor adaptations such as; grab rails, stair handrails, half steps, fold down arms in bedrooms and intercoms. We also fit sensory equipment for people with sight or hearing issues, and the Group funds 100% of the cost of minor adaptations.

People

The Health and Wellbeing of the Community

WCHG prides itself on the level of support it offers residents in the Wythenshawe Community. Such as our Real Food Wythenshawe supporting and promoting healthier lifestyles, our community centres, Woodhouse Park Lifestyle Centre and Benchill Community Centre which provide indoor and outdoor sports facilities available to hire for sports including football, badminton, basketball, dance and exercise classes along with the impressive Wythenshawe Games in its 8th year supporting local people to engage in sport and physical activity.

We offer a number of employment initiatives and apprenticeships to get local people into work, our 'Real Opportunities' signposts people to training and support and provides a recruitment service for local employers. We also provide bespoke training via our Enterprise Centre to business owners and entrepreneurs, which has seen some real success stories and a large number of local people being employed. We provide a comprehensive tenancy support service along with financial advice to maximise income.

We also provide a holistic approach to education and skills support for the local community, providing IT and ESOL (English as a Second Language) courses as well as Maths, English and food hygiene. These varied mechanisms of support have provided firm foundations for Wythenshawe being a great place to live and work for our tenants.

The proportion of respondents recording a 'LOW wellbeing' score decreased from

18%
to **10%**

The proportion of respondents recording a 'HIGH wellbeing' score increased from

39%
to **52%**

3,000
took part in physical activity at Wythenshawe Games

42 people achieved qualifications

236 people have attended cooking & growing sessions with Real Food Wythenshawe

42 people achieved new qualifications



758 footfall at digital inclusion sessions

Places - People - Partnerships

127 people supported with debt issues

651 money health checks for new customers

190 people supported into work



450 people attended training

Tenancy Support

Our Tenancy Support service work with tenants who need help and support to manage their tenancies and also offer longer term support to vulnerable tenants with additional needs.

Each tenant that is referred to the service will be given a full needs assessment and then an individual action plan is created and tailored to the needs of the individual. Support will continue until all actions are completed or the tenant no longer requires assistance.

In addition we supported 161 tenants with hoarding tendencies and those tenants that find it difficult to maintain their home to an accepted living condition.

The team offer support with; help with new tenant resettlement, general tenancy management issues, debt welfare benefits problems, low level physical or mental health issues, drug and alcohol addiction, literacy difficulties, worklessness, victims of domestic abuse, and general signposting to other services. We work in partnership with a range of agencies including, the Local Care Organisation, Adult and Children's Services, Early Help, GP practices to provide a holistic approach and enable people to live independently.

Financial Outcomes achieved for customers -
£515,736 for 135 tenants

£1.4m financial benefits gained on behalf of 340 tenants

48 people attended one of 3 English as a Second Language (ESOL) workshops

In 2018/19 we received
417 requests for Tenancy Support

At least
252 Tenancies were sustained

Funding brought into the business -
£127,166 for 124 tenants

CASE STUDY

Tenant resettlement for a young care leaver, Mr A had large rent arrears through the bedroom tax as was under occupying a three bed property.

We supported in applying for a Discretionary Housing Payment, and registered him to be rehoused to a more suitable property. We also supported him to move and set up his bills. We also supported him to move and set up his bills and is now settled to manage his home and finances, and is looking for work. He felt really supported by the Tenancy Support team and had this to say,

"X supported me right through the gas safety check and helped to reduce my anxiety right down. We talked and she also helped to arrange outstanding repairs and decorating. I feel much more able to cope with day to day and have a known and trusted contact for any future problems. Thank you so much."

Jobs

WCHG has built on the successes of previous years with 190 people from the Wythenshawe community moving into employment, with 121 receiving one to one support. Delivery was centred on the idea of '**more jobs, better jobs**', recognising the high levels of people in work poverty, there was an emphasis on working with employers who offered good employment.

Greater Manchester is growing and WCHGs commitment is to ensure local people are first in line to benefit from that growth with 42 people who achieved qualifications to improve their prospects in the future.

In the past financial year, 7 apprentices completed their apprenticeship with a further 27 starting. These opportunities provide a springboard into a variety of careers within the Construction, Administration and Housing sectors.

Employment at New Development Sites

- Three Wythenshawe residents employed on site in the roles of labourer, tele-handler and grounds worker.
- Opportunities provided for two men from Thorn Croft Prison to gain work experience.

Apprenticeships at New Development Sites

- 3 apprentices have worked on site in bricklaying, electrical and engineering.
- A degree level engineering apprentice, started working for Westshield Groundworks and will be working at the Scholars Fields project for the duration of the development.

The Enterprise Centre

The Enterprise Centre has gone from strength to strength maintaining an average 93% occupancy. Originally opened in 2011 with 23 offices, the centre has now grown to 30 offices offering an environment for local entrepreneurs to start and grow their business.

As businesses based at the Enterprise Centre has grown, so has the job opportunities. Over 75 jobs have been created by the businesses that Wythenshawe people have taken up.

The Centre introduced a Social Value Charter in the 17/18 financial year which gained commitment off the businesses based at the

Enterprise Centre to volunteer at local community projects, offer work experience placements or take on apprenticeships.

Since the introduction, 50 hours of volunteering have been provided, 5 businesses have offered work experience opportunities and 1 apprenticeship has been created.

Motiv8

Motiv8 is a Greater Manchester programme to support people aged over 25 across Greater Manchester, who need support to get their lives back on track, whether they are experiencing issues with health, alcohol, drugs, domestic violence, debt, homelessness or other challenges.

Support is also provided to people who are under-represented in the labour market such as ex-offenders, lesbian, gay, bisexual and transgender groups, ethnic minorities and migrant communities.

The aim is to tackle the barriers that prevent these groups from accessing support with more opportunities for education and training, improved health and wellbeing services, better financial help and new programmes to build people's confidence.

The project was set up thanks to £9.7m funding from The National Lottery and European Social Fund as part of Building Better Opportunities programme. Over three years Motiv8 will support nearly 4,000 people to overcome complex needs to help them sustain a brighter future.



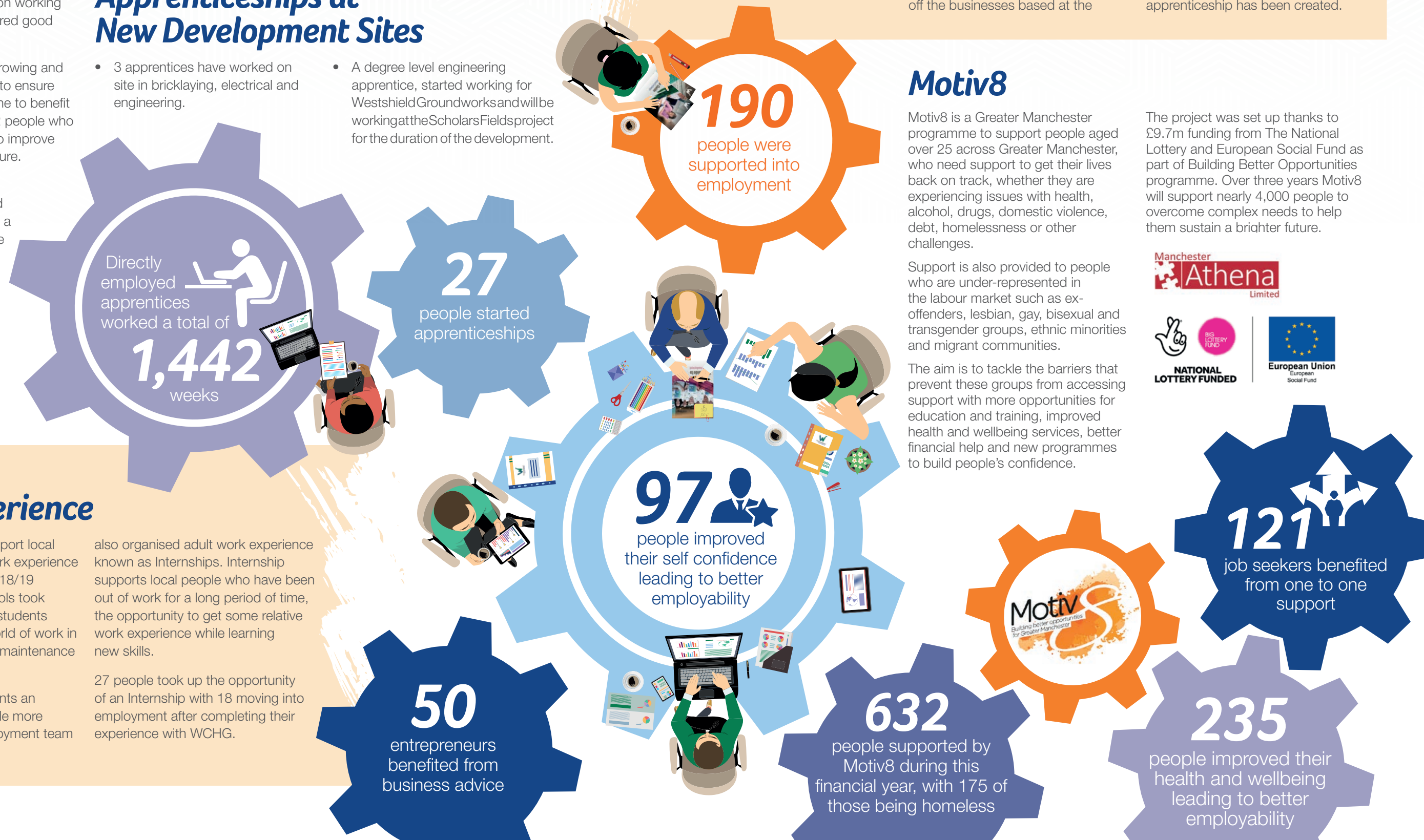
Work Experience

WCHG continues to support local high schools offering work experience for students. During the 18/19 financial year three schools took the opportunity with 24 students gaining a taste of the world of work in administration, property maintenance and customer service.

As well as offering students an opportunity to learn a little more about WCHG, the Employment team

also organised adult work experience known as Internships. Internship supports local people who have been out of work for a long period of time, the opportunity to get some relative work experience while learning new skills.

27 people took up the opportunity of an Internship with 18 moving into employment after completing their experience with WCHG.



Volunteering 4 Wythenshawe

Staff volunteering enables colleagues to support the local community, build team relationships and learn new skills.

- The Development Team became painters and decorators for the day, sprucing up the function rooms at the Woodhouse Park Lifestyle Centre.
- Colleagues from the Neighbourhoods and Environmental Service teams joined forces to improve the outside space for children at Haveley Hey Primary School. Work involved cleaning and painting a wooden gazebo, erecting scaffolding nets to secure the playground, building a "Secret Story Area", making raised beds and planting flowers.
- Colleagues from the Roofing Team visited Newall Green Primary School to talk to the children about roofing, construction and health and safety. The team also donated food to the Wythenshawe Foodbank.



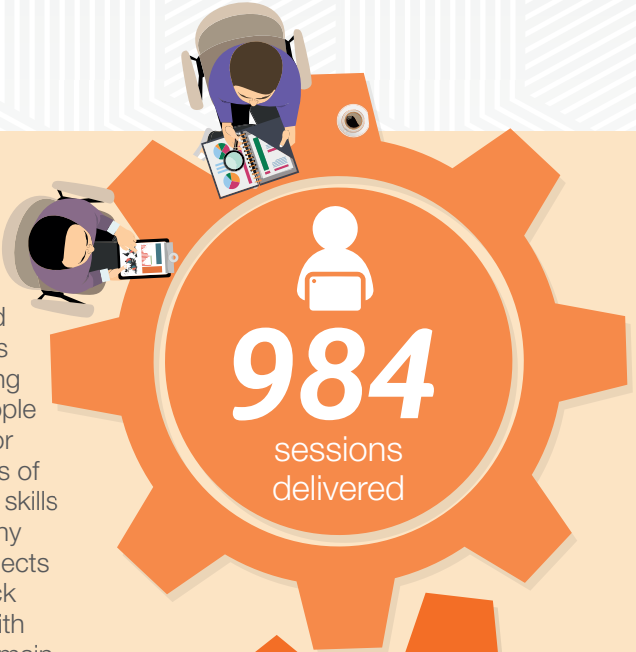
Youth

WCHG has an impressive Youth involvement programme which includes a wide variety of diverse partners to support its framework.

Thanks to funding from Young Manchester and Manchester City Council, young people are able to get involved in lots of different ways including youth clubs, sports or street based work.

This year we have strengthened our participation offer which has meant more young people taking part in social action. Young people making a difference for others or the environment creates citizens of the future and develops key life skills that will help them have a healthy and happy future. All of the projects delivered are based on feedback from consultation carried out with young people to ensure they remain at the heart of the provision.

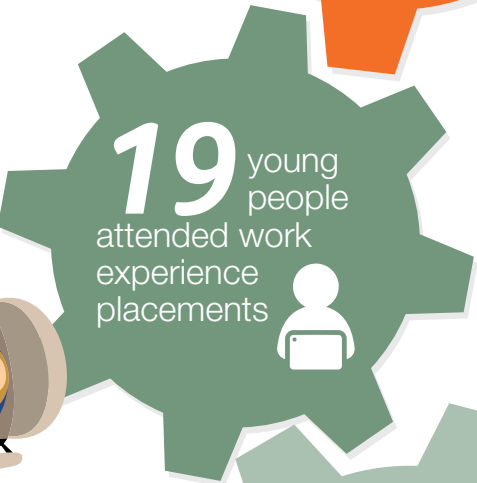
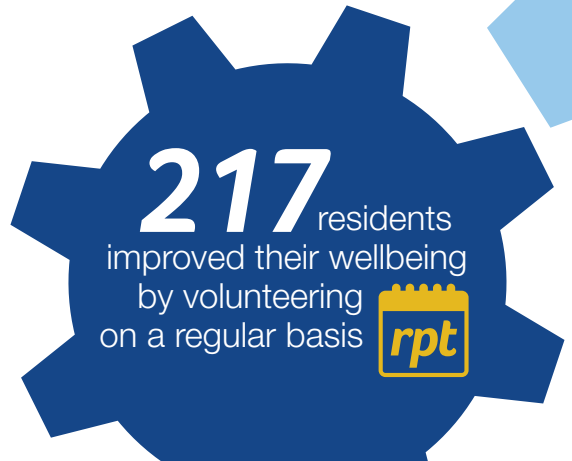
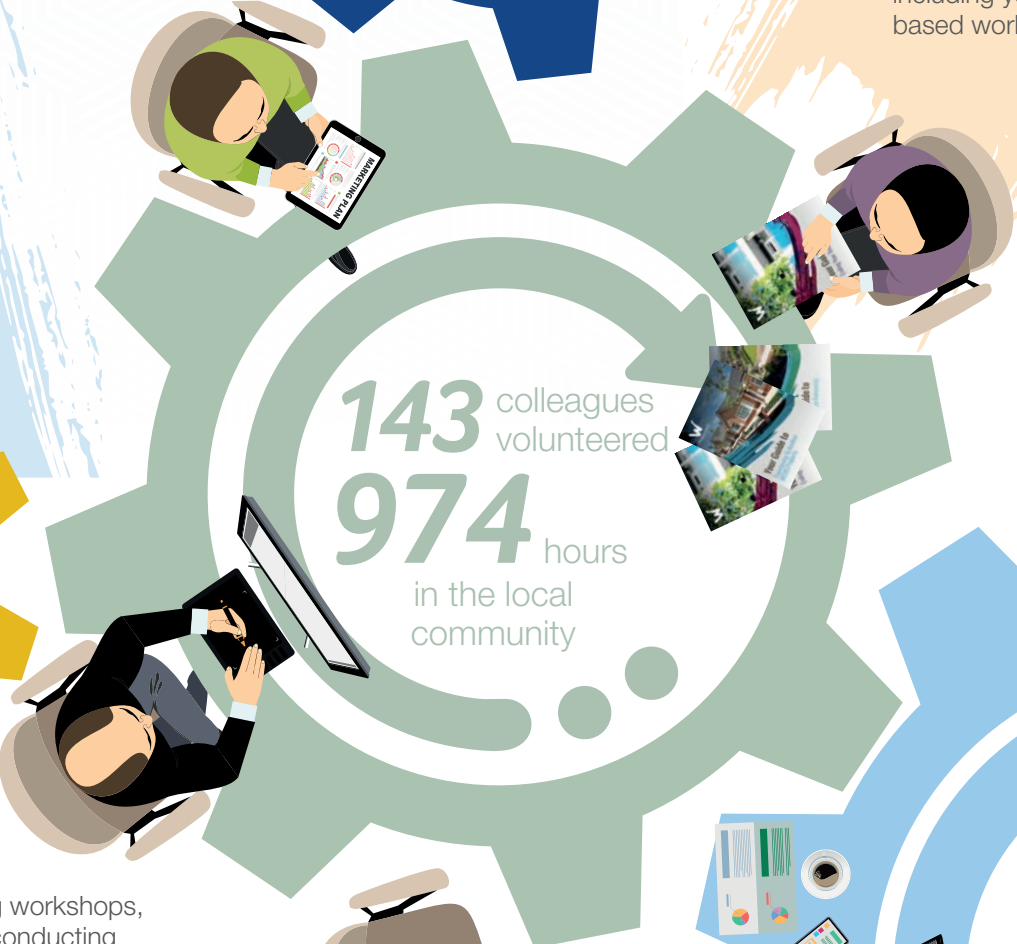
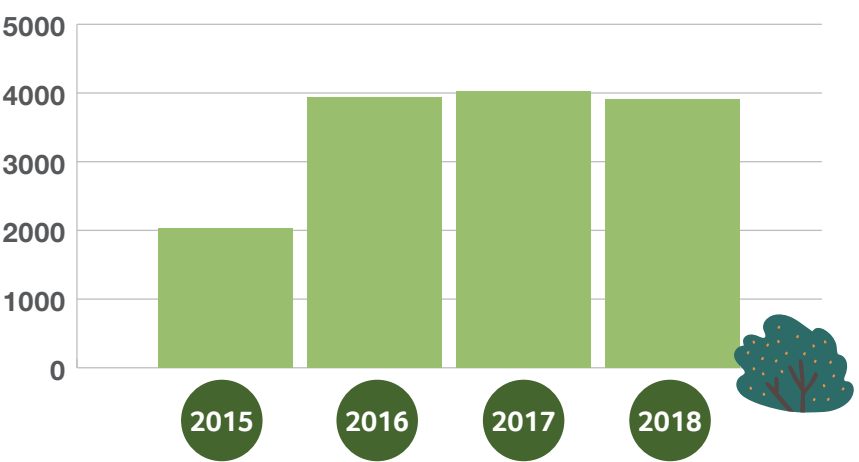
Our youth provision has seen some outstanding young people in Wythenshawe, making a positive contribution to the community and were recognized for their achievements. Lucy Marshall and Shannon Stone won 'Young Tenant of the Year' at the TPAS awards in 2018/19.



Hours volunteered

A total of 178 people have volunteered on the project. The team focus on building the capacity of volunteers and many people are

involved in delivering workshops, supporting events, conducting community research, office administration and social media.



Forward from Tenant Committee Chair

Hello and welcome to the “Tenant Voice” section of the Annual Report. I am Chair of the Tenant Committee at WCHG and it gives me great pleasure to have the opportunity to update you on everything we’ve delivered in the past year.



Janet Papworth

Since the unfortunate Grenfell tragedy in 2017, Tenant Engagement has found itself back on the agenda within the housing sector. It is clear now that tenants living in the Grenfell Tower simply didn’t feel listened to when they were reporting issues where things had gone wrong. Since the tragedy, the government and organisations such as the National Housing Federation (Nat Fed) have been working hard to ensure the housing sector pays serious attention to engaging their tenants and collecting their views.

I’m glad to say that in Wythenshawe this never went away. Since 2016 when we restructured how we engage tenants, we have involved more tenants than ever before and have achieved lots of success by working together with our tenants. We have worked towards achieving several accreditations in engagement

and have won a plethora of awards. In 2018, Kirsty Taylor from Brooklands, was awarded Tenant of the Year at the Northern Housing Awards, while Shannon Stone from Baguley was awarded Young Person of the Year by TPAS. Lucy Marshall from Northern Moor was awarded Young Person of the year in 2019, ensuring that for the last two years this award has remained in Wythenshawe. This makes me particularly proud.

What makes me even more proud of being Chair of the Tenant Committee is that WCHG’s approach to business is to “coproduce” everything with its tenants. Whether it’s a project, policy, or even something as

simple as collecting some feedback, WCHG and its tenants truly work in partnership and I feel this gives the best results for everyone.

The next few sections of this report will give more detail of the successes of the tenant voice in Wythenshawe over the past year or so.

Strategic Involvement

As well as having 3 residents on our Board, we have a Tenant Committee and a Service Review Group who are part of the Governance of the organisation.

The Tenant Committee is our most strategic tenant vehicle and works in partnership with our Board on everything from deciding how we repair our properties, to collecting the rent, managing anti-social behaviour, providing tenancy support and much more.

In the past year, the Tenant Committee have worked on a new strategy which helps us involve more residents than ever before. They have approved many policies and they are also working on the Together with Tenants Project.

Our Service Review Group (SRG) is responsible for examining individual areas of the business and looking for ways to improve things. In the past couple of years, they have made a number of improvements to the following:

- Contact Centre Service
- How we deliver repairs
- How we respond to calls out of hours

SRG are also responsible for handling complaints on behalf of tenants once they have been through the complaints process and before they are sent to the Ombudsman.

Together with Tenants Project

The Nat Fed are running a national project where landlords must sign up to a series of pledges on how they will listen and act upon tenants’ views. WCHG are currently working with over 500 residents to define what these pledges mean locally within Wythenshawe.

Our Tenant Committee Chair and our Resident Involvement Manager are also leading on a city wide piece of work with other landlords on what these pledges mean across Manchester.



Tenants and Residents Associations (TARAs)

We have 5 active TARAs in Wythenshawe, each representing a specific area and the views of residents who live there. A couple of years back, our TARAs signed up to our Charter which means that they will deliver for their communities and will be supported financially by WCHG.

We are really pleased to be working with the Manchester Chagos Archipelago Community Group. This group represents our Chagos community in Wythenshawe who are a group of people originally from the Chagos Islands in the Indian Ocean. We have been working with Mike Kane’s office in particular on this project, assisting residents in immigration and housing issues.

WCHG Annual Tenant Conference

Our annual Tenant Conference is booked to capacity every year and is always a success with residents enjoying themselves and becoming informed about our services.

Last year’s event was attended by over 200 people and had some really good speakers, giving updates on national housing issues that affect residents of Wythenshawe locally. We are looking forward to this year’s event and building on the success of previous years.

Going Forward...

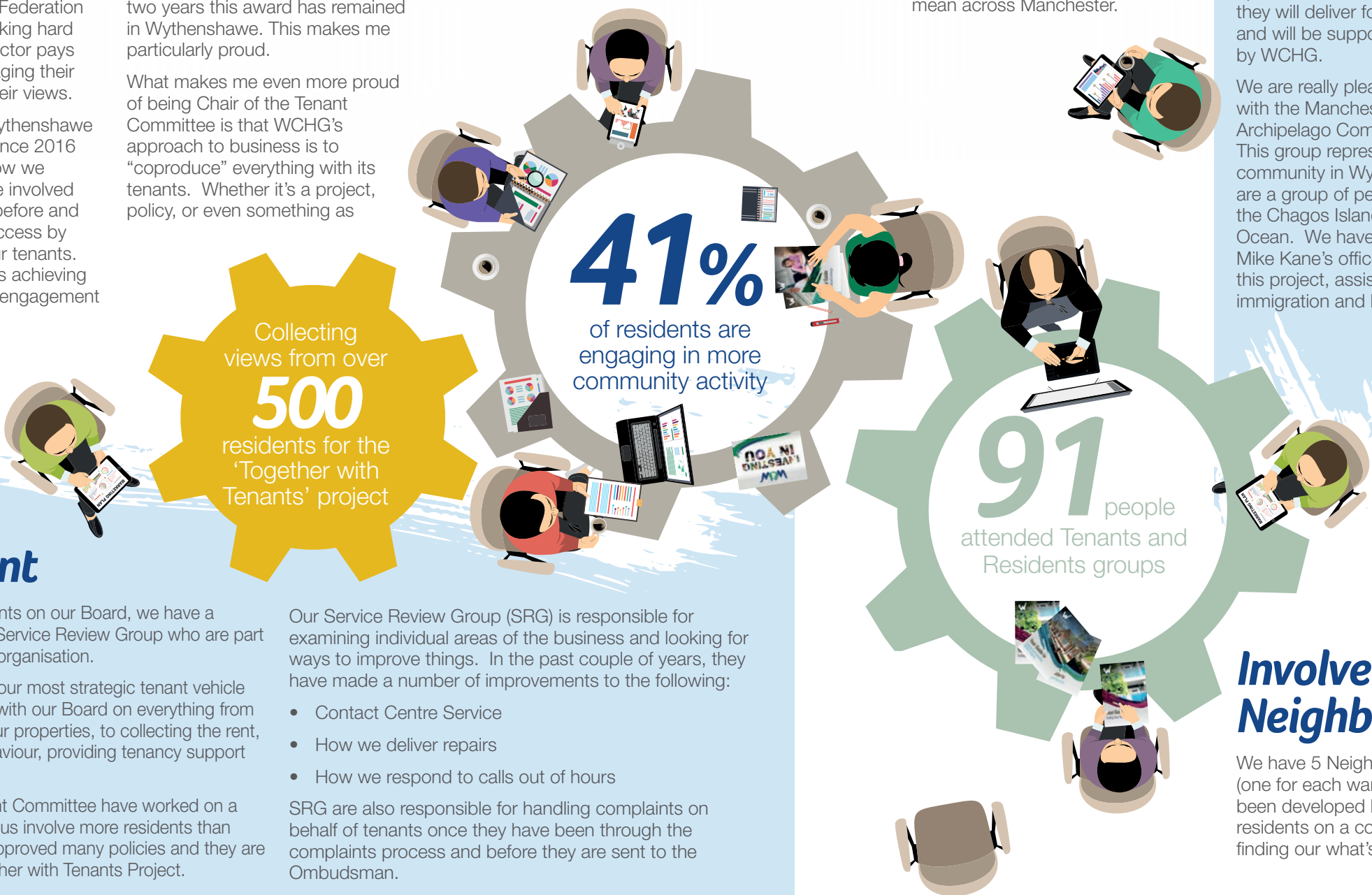
Tenant involvement is in a really exciting stage at the moment both nationally and locally in Wythenshawe. We are currently working on the Together with Tenants project and will be collecting the views of over 500 residents this summer.

The organisation will be under new leadership soon too and we are really looking forward to building on our previous success with any new ideas CEO Nick Horne may have.

Involvement in the Community Neighbourhood Plans

We have 5 Neighbourhood Plans (one for each ward) which have been developed by talking to local residents on a community level and finding out what’s important to them.

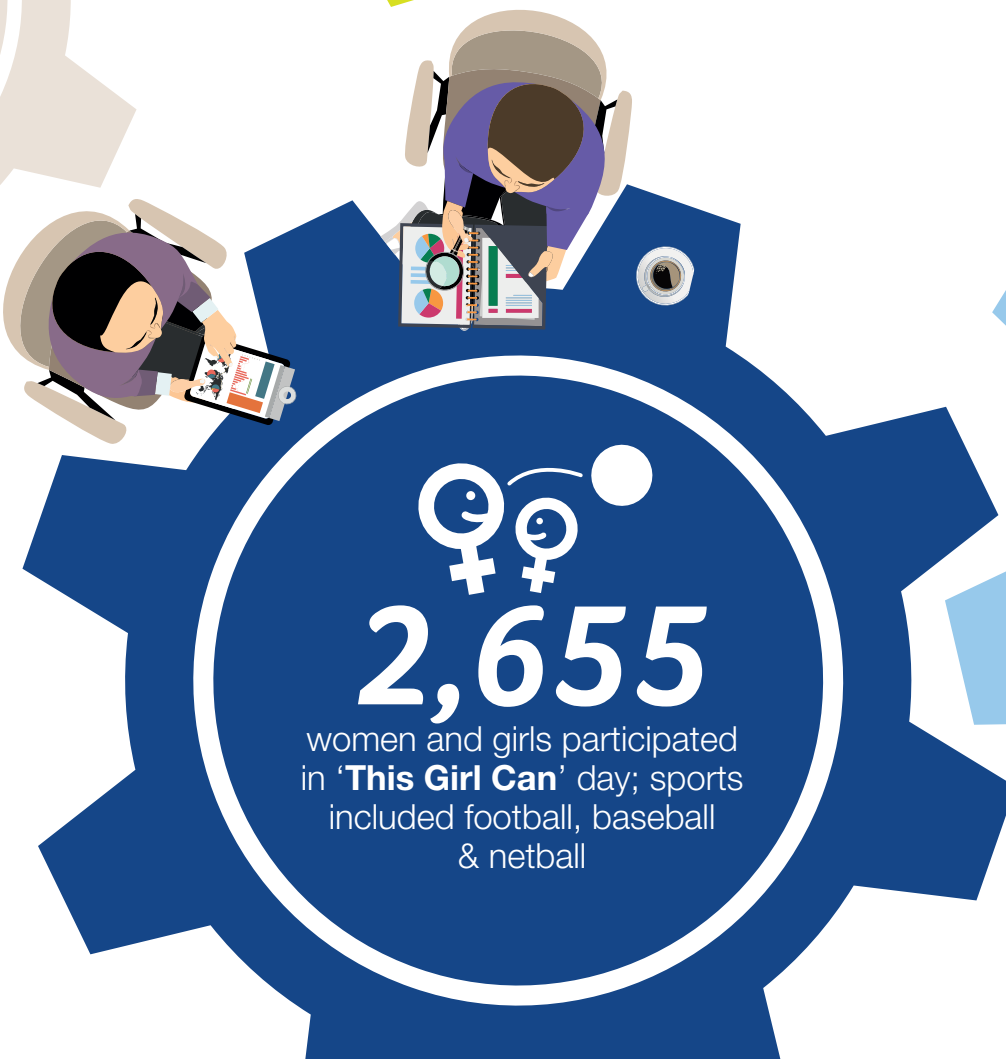
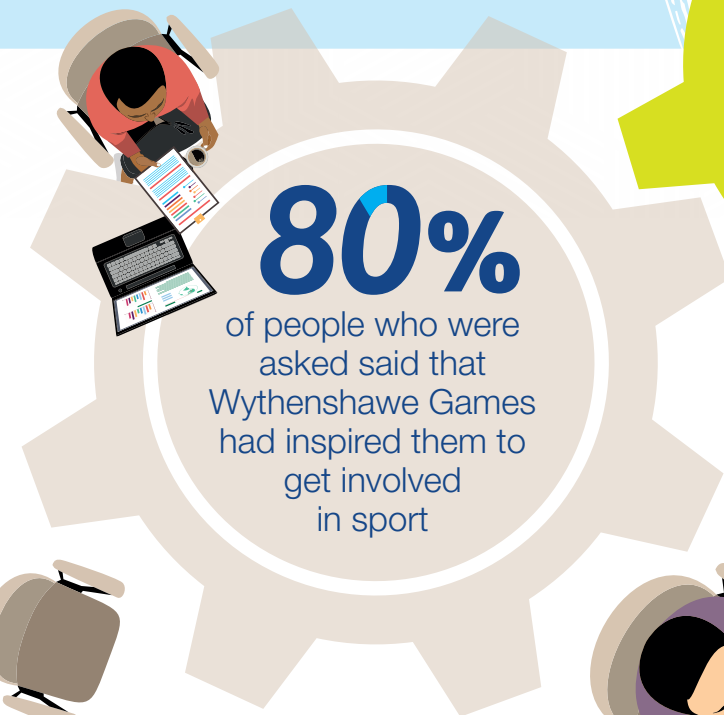
Over the next year we will be delivering these plans in partnership with our Tenants and Residents Associations.



Wythenshawe Games

The Wythenshawe Games has grown from strength to strength, which is a replica of the Olympic Games. Since its creation in 2012 it has seen a staggering 100,000 people walk through its gates. Nearly 10,000 people have accessed brief health interventions through the Health Zone with 10,300 children under the age of 5 participating in physical activity. Over 12,000 girls and women engaged in the 'This Girl Can' days introduced in 2014.

WCHG hosts the Games in partnership with Manchester City Council, the Forum Trust and Real Lives Wythenshawe amongst others.



Places - People - Partnerships

Real Food

Real Food Wythenshawe delivers exciting and engaging activities to encourage people to grow, cook and eat their own food. Established for over 5 years, the team is experienced in helping people and communities improve their health and wellbeing.

Real Food Wythenshawe supports 72 growing groups including community groups, church groups, schools, allotment societies, families and individuals. In total Real Food Wythenshawe has engaged with 522 growers.

- **37,482 people expressed interest about growing and eating local food**
- **72 growing groups supported**
- **67 unused sites brought into food production**

Real Food has also been busy focussing on 3 key areas;

Green Doctor

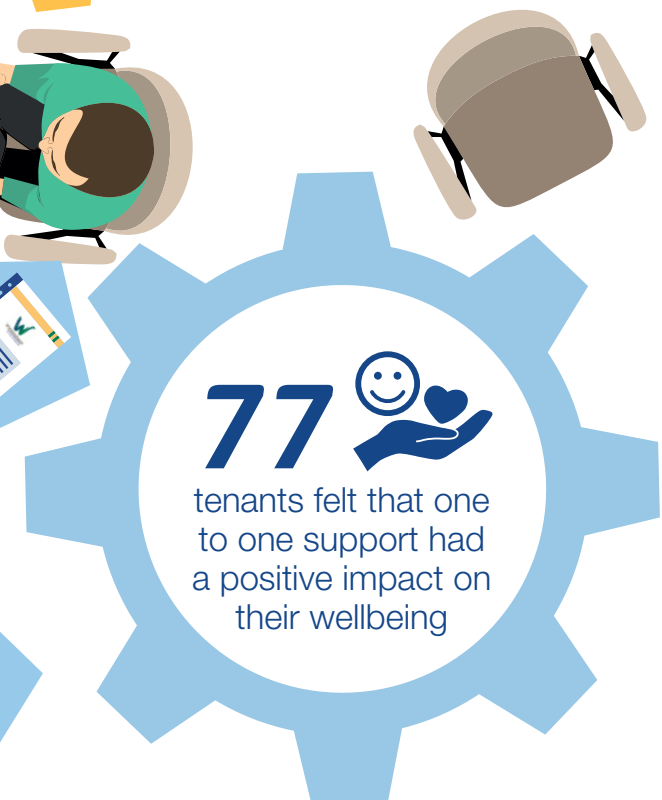
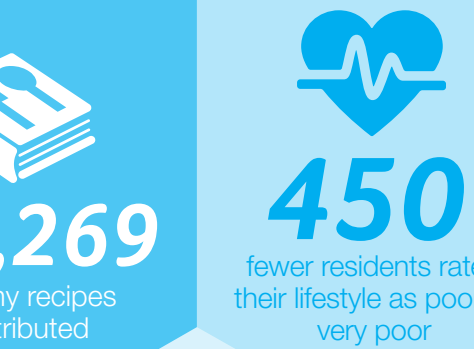
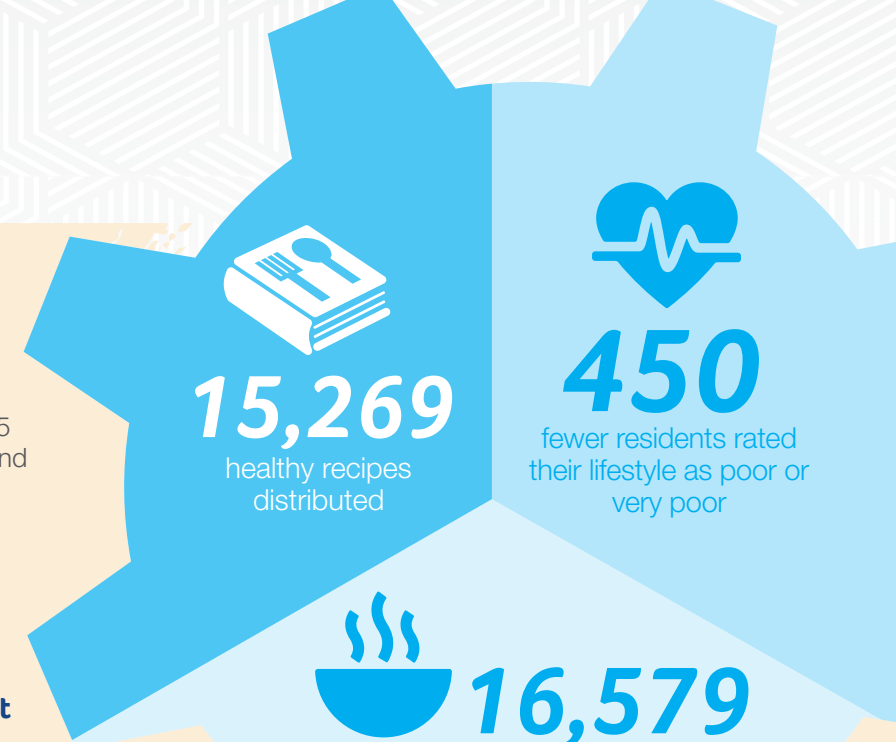
therapeutic outdoor activities designed to improve mental health and wellbeing

Cooking with Confidence

which has seen 100 people, learn how to cook from scratch and take control of their health, budget and their life.

Real Food on Tour

delivering health, practical food programmes to voluntary and community organisations.



Partnerships

Our approach to partnership working is aligned to the delivery of our strategic objectives. We will grow and develop partnerships which can deliver tangible benefits to our customers maximising VFM, strengthening our alignment to Health, Education and Employment through working with key partners.

In this report our partners will provide a backward glance to the successes of effective partnerships and its impact on the Wythenshawe community.

35 Students visit Spain with the support of WCHG

WCHG provide students with **1k bursary** to support their journey to University

Manchester Enterprise Academy

Wythenshawe Community Housing Group is a key partner for Manchester Enterprise Academy (MEA), we champion students and their families and support the MEA to deal with many of the challenges faced by the community. WCHG supports the MEA with a grant which enables the MEA to offer opportunities that families would not be able to access without this support. One of the key aspects of this is the annual trip to Valencia where nearly 35 students experience the excitement of visiting a Spanish city to supplement their language studies.

The WCHG grant allows the MEA to invest in a range of support mechanisms for students – from basics like uniform to running outward bound trips, Geography field trips, a range of sporting activities and cultural excursions. For 6th formers, looking to go onto University, WCHG provides a £1,000 bursary to help students adjust to the pressures of the first year of studying at University. This investment removes many of the barriers which prevent students committing to University as a destination and has seen over 20 students, all first time under-graduates within their families, make a successful transition to higher education.

WCHG is a proactive governance partner, providing invaluable local governance information which enables the MEA to respond to the challenges families face. At a Trust Board and Director Board level, WCHG are a key local partner who challenges the MEA to provide an excellent academic education for its students, but also to nurture a whole range of social and emotional skills to produce generations of students who can make positive contributions to the Wythenshawe community and beyond.

Places - People - Partnerships

Manchester City Council

Manchester City Council has a long history of strong partnership work with Wythenshawe Community Housing Group. For over a decade there has been some significant outcomes on projects such as Real Opportunities, Real Lives and Real Benchill which have all involved working within our communities and neighbourhoods to gather intelligence, reach out to those who need support and shout about the fantastic things that happen on a daily basis. By collaborating on so many levels we are able to deliver better services, reduce dependency and invest our time and resources in the right areas. The 'Our Manchester' Strategy plays a key role in how we do things differently and for the better.

The Wythenshawe Games brings together every single corner of Wythenshawe to be healthy, be active and have fun through participation in sport or leisure. Wythenshawe Community Housing Group play a massive role along with The

Wythenshawe Forum Trust every year to deliver a five day event for local people. The legacy of the 2012 Olympics in London lives on in Wythenshawe and there is a real buzz in the build up to this annual event.

The Wythenshawe entry in to the Manchester Day reaches an exciting peak every summer as we bring together so many of our diverse groups in Wythenshawe to celebrate being Mancunian. Wythenshawe has a strong identity in the parade and we have so many groups who love getting involved every year.

In 2018 the West Wythenshawe Place Based Approach looked at four key areas in Baguley and Brooklands. MCC and WCHG spent time engaging with many people through visiting properties to talking to local businesses about what was important to them regarding community assets, their neighbourhood and what could be better. This forms a further piece of work in 2019-20.

Along with all the fantastic projects in Wythenshawe there is the day to day work with managing our neighbourhoods. Working together enables us to keep our streets clean and safe, maintain parks, grass and woodland areas, manage waste and recycling better and ensure that local services such as libraries, sport and leisure are accessible to everyone and to a good standard.

The Voluntary and Community Sector plays a key role in Wythenshawe and both MCC and WCHG support groups together with funding, volunteers or advice and guidance. The Wythenshawe Youth Alliance is a great example of how WCHG lead a partnership ensuring that there is a good youth offer for children, young people and families.

Greater Manchester Police (GMP) Wythenshawe

WCHG continue to have strong links with the GMP in Wythenshawe, our information sharing agreement continues to be beneficial to both organisations when dealing with emerging issues, local events and initiatives, crime, antisocial behaviour and the safeguarding of vulnerable members of our community.

Another recent example of this effective partnership working was 'Operation Cracker' rolled out by our Community Safety Team in partnership with GMP Police which saw local residents at Edwards and Birch Tree Court see an increase in anti-social behaviour, criminal activity, drug related incidents and the exploitation of vulnerable residents.

A wide range of measures were taken to provide intensive support and reassurance to residents; including:

- Providing on site security 24/7 to deter certain individuals from entering the blocks.
- Securing Ex-parte Injunctions against 7 individuals known to be causing problems in the blocks.
- Obtaining an "Unknown Persons" injunction with the power of arrest which prevents visitors from entering Birch Tree and Edwards Court without our permission.
- Supporting vulnerable tenants most at risk into more suitable accommodation.

Our Assure24 colleagues continue to provide support to GMP, identifying people and on-going incidents via our CCTV control room and community patrols. GMP continue to tackle crime and Anti- Social Behaviour in Wythenshawe working in a proactive and robust partnership with WCHG.

GMP continue to support 'Safe Spots' along with WCHG – "Safe Spots" is an initiative which helps tackle Domestic Abuse in Wythenshawe. They provide trained volunteers who know what services are available and how to access them. The project is led by local women, some of whom have experienced domestic abuse themselves. This group of volunteers hope that having more places to go for advice means that there may be a better uptake of services and that victims will have more chance of escaping their abusers safely.

Services and Performance

WCHG are committed to delivering high quality services tailored around our customers needs, this has been reflected in high levels of customer satisfaction. We pride ourselves on being a high performing organisation operating in upper quartile levels around our performance. We are proud to be rated by the Regulator of Social Housing (RSH) at the very highest ratings possible G1 for Governance and V1 for Financial Viability.

WCHG were honoured to scoop four prestigious accreditations ‘Investors in People’ Platinum status, Top Employer 2019, ‘Investors In People’ Health & Wellbeing and Customer Service Excellence. This places WCHG in the 0.5% of leading organisations not only nationally but on a global scale in 75 countries.

We continue to work alongside our customers putting them at the heart of everything we do, to ensure we deliver services that are fit for purpose and barrier free.

We understand the costs of our services pound for pound and have made active decisions to ensure our growth is sustainable for the Wythenshawe Community. We actively encourage the involvement of our tenants in reviewing and improving our services. During the year 133 tenants were actively involved in scrutiny, shaping services and measuring our performance.

WCHG’s Board monitors the broad spectrum of performance indicators along with our Tenant Committee to ensure our customers are receiving high quality services.

WCHG rated by regulator (RSH) as top performing receiving **G1** for Governance and **V1** for Financial Viability

WCHG placed in **0.5%** of leading organisations globally

133 tenants involved in shaping services

Performance

The Group has a robust performance management framework where monthly performance is monitored through Key Performance Indicators, satisfaction and financial data by the Leadership Team (LT), and subsequently reported to the Group Leadership Team (GLT) and Board.

The Group’s Business Intelligence System (Qlik) enhances our ability to analyse and utilise data to improve reporting and performance across the Group, by using a dashboard approach enabling cost, performance and satisfaction to be reviewed together in addition to benchmarking and trend analysis.

In the Group’s Corporate Plan a specific VFM objective is included for each service area to ensure VFM is embedded throughout the Group across all business areas.

The Group’s Appraisal Framework has a clear VFM competency (demonstrating efficiency and

effectiveness) which every member of staff is measured against through performance targets which are monitored through the monthly one-to-ones and appraisal reviews.

	2018/19 Performance	2018/19 Group Target
% current rent collection	100.8%	100%
% of Emergency and Appointable Repairs completed within the target time	99.97%	99.95%
% of repairs completed on the first visit	93.26%	94%
% of customers satisfied with repairs	99.93%	99.50%
Property Turnover Percentage	4.41%	4.99%
Void turnaround time for properties let in the month (calendar days)	20.08%	19 days
% of satisfaction with the ASB service	100%	99.75%
% of lets with fewer than 10 bids	1.4%	6%
% of complaints received a full response within 14 calendar days	100%	100%
% of complaints first time fix	86.30%	95%
% of calls answered in 30 seconds	87.43%	90%
% of calls – first time fix	87.06%	85%
Satisfaction with contact centre	99.1%	98.50%
Sickness absence – overall	3.5%	2.5%
Health and Safety Incidents Reported to HSE	100% 3 reported in year	100%

We are financially strong while maximising the return on our assets for the benefit of our stakeholders. Robust budgeting, financial controls and sound investment decisions underpin our viability. However we will seek to deliver more for less through the delivery of our VFM Strategy, where financial understanding and management of financial decisions is key. We will continue to demonstrate to our stakeholders the value we deliver and the return on their investment.

A key objective to ensure we are maximising the return on our assets, we have explored and implemented our re-financing opportunities that best meet the needs of the business for the future.

VFM is the key driver of the services that the Group provides on behalf of its tenants. For the Group this means delivering the right services, at the right time, in the right way and to the right tenants.

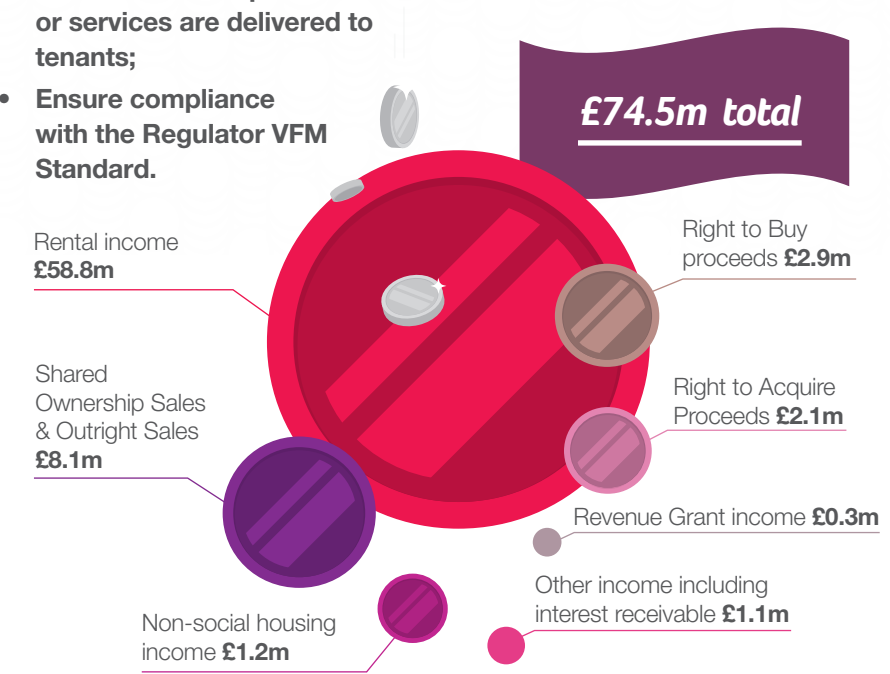
VFM is not just about cost, it's about identifying the right balance in how resources are utilised. VFM can be further defined as managing the CHOICE between the cost, quality and timeliness of the services we deliver, in consultation with our key stakeholders. VFM is embedded in everything we do, underpinning the delivery of our vision and objectives. The Group is committed to a culture of continuous improvement where all our services are reviewed and streamlined to reduce costs or improve performance.

The Group's VFM Strategy has the following four key objectives:

- **Develop the understanding of staff and promote a VFM culture within the Group;**
- **Work with tenants so that they shape VFM decisions and provide scrutiny over the VFM delivered by the Group;**
- **Ensure that VFM products or services are delivered to tenants;**
- **Ensure compliance with the Regulator VFM Standard.**

We will continue to work with our tenants to review the services we offer ensuring they meet the needs of our tenants. Performance for 2018/2019 was monitored through the VFM Metrics and targets set.

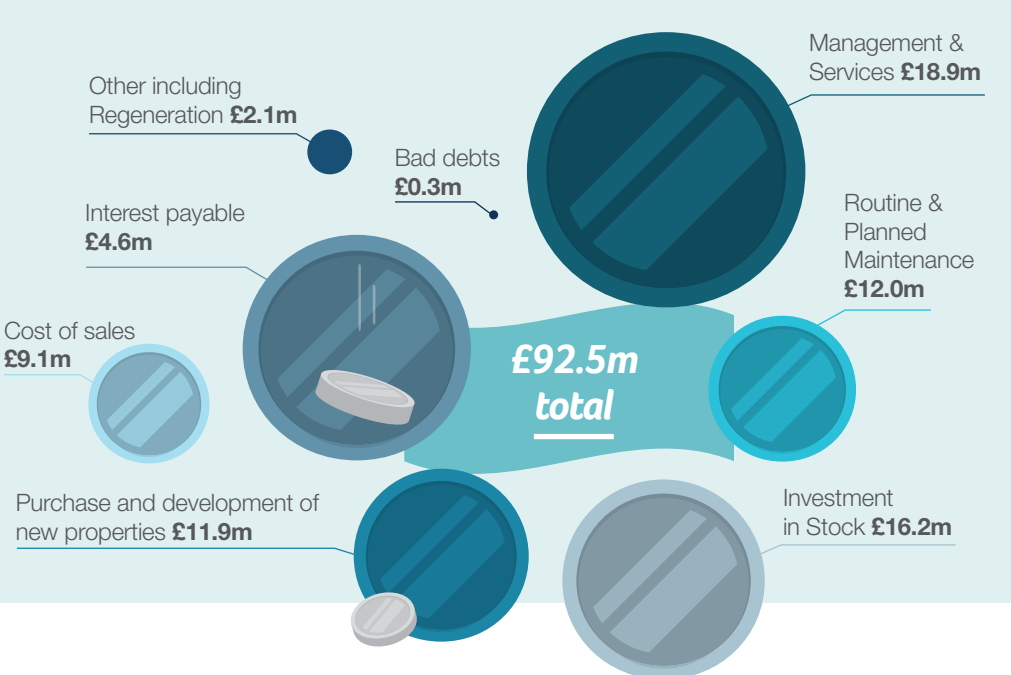
All savings that the Group make are then reinvested into the local community and the services that it provides.



How the Group's funds are spent:

For the year ended 31 March 2019, the above income resources were used to fund the following operational spend:

All costs are benchmarked across the sector through a range of sources in order that a clear comparison of operating costs is achieved and variances understood.



Annual Accounts

Statement of Comprehensive Income

For the year ended 31st March 2019	£'000
Turnover	68,354
Operating costs	(61,180)
Surplus on sale of fixed assets-housing properties	3,676
Operating surplus	10,850
Movement in fair value of investment properties	412
Interest receivable and other income	53
Interest payable and similar charges	(5,178)
Surplus for the financial year	6,137

Statement of Financial Position

As at 31st March 2019	£'000
Tangible fixed assets	
Housing properties	332,602
Investment Properties	6,175
Other tangible fixed assets	9,960
Total fixed assets	348,909
Current assets	
Properties for sale	6,288
Investments	70
Stock	101
Debtors	3,905
Cash at bank and in hand	14,264
	24,628
Creditors: Amounts falling due within one year	(15,216)
Net current assets	9,412
Total assets less current liabilities	358,321
Creditors: Amounts falling due after more than one year	132,394
Net pension liability	28,545
	160,939
Total net assets	197,382
Capital and reserves	
Revenue reserve	109,738
Revaluation reserve	87,584
Restricted reserve	60
	197,382

Moving Forward Together

It was a privilege for me to start work in September as the new Group Chief Executive for Wythenshawe Community Housing Group (WCHG). In this Annual Report we show how our cohesive service infrastructure has been effective in ensuring we deliver a suite of high quality services and support mechanisms which have become solid foundations for the Wythenshawe community.

We also look at the progress and high performance our colleagues are delivering with a robust, flexible repairs and adaptations service as well as demonstrating our deep rooted commitment in ensuring our high rise homes receive the investment necessary to ensure their fire safety, a top priority for us.

Our Annual Report also looks at our work to support local people back into employment including apprenticeships and our bespoke approach to tenancy support on a number of issues facing our customers such as adapting to Universal Credit and debt management solutions as well as

supporting the health and wellbeing of the local community.

As a social business WCHG will continue to invest in people and the community alongside our commitment to delivering much needed new affordable homes for existing and new customers. To do this we will grow our existing development portfolio and provide high quality new homes for the Wythenshawe area.

WCHG is a robust and financially sound organisation, which is why we have maintained our top regulatory ratings of G1 for Governance and V1 for Financial Viability. This followed an

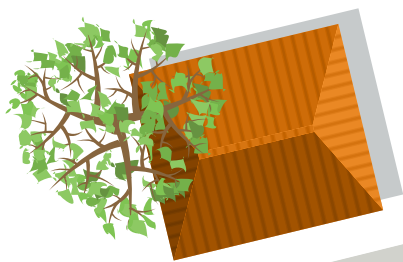
in-depth assessment by the Regulator of Social Housing (RSH) earlier this year and reflects their confidence in the governance and financial position of our business.

Another key strength is our people something that this has been recognised by the Group achieving Investors In People Platinum status, Investors In People Health and Wellbeing as well as being acknowledged as a Top Employer. This shows our commitment and priority to investing in our staff who are passionate about providing outstanding services for the Wythenshawe Community.

Places - People - Partnerships

Wythenshawe is a vibrant community with a very positive future and I look forward to building on the impressive foundations of past achievements and successes, by working with residents, partners and our talented team of colleagues across the Group, to set the strategic direction of the organisation for the next few years and continuing to deliver excellent services for residents.

Nick Horne
Group Chief Executive



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