



REAL DIVIDENDS

Celebrating 5 years of contributing
to the regeneration of Wythenshawe



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"Parkway Green has transformed homes in West Wythenshawe and established itself as a key organisation at the heart of the community. In these challenging times the investment they are putting into community and environmental development is more important than ever, and will help to ensure a positive future for local people."

Paul Goggins MP
for Wythenshawe & Sale East

This Report has been produced based on the research and report of Helen Cope Consulting LTD 'Real Dividends' September 2011



Chairman's & Chief Executive's Introduction



Welcome to Parkway Green's 5 year report on how we've performed since the transfer in 2006. Then, we made an Offer to tenants in our document, "*your future your choice*" to deliver a lasting legacy and made a number of promises. On the back of that Offer tenants voted overwhelmingly, with a record 88.7% 'yes' vote in favour of transferring their homes from Manchester city Council to Parkway Green. We said we would introduce new ways of managing the neighbourhood and that local people would have more say. We promised to bring every tenant's home up to a modern standard through a £90million investment programme.

From the outset, we were committed to the regeneration of the area and creating sustainable neighbourhoods over the long term. We said we would put West Wythenshawe first every time

and support wider regeneration such as local job schemes, training programmes and making our neighbourhoods safer.

Real Dividends reports on our record against those promises. I hope that it illustrates that we have pursued our objective of making West Wythenshawe a place residents can be proud of, and where people want to live, work and play.

Having achieved a great deal over the first 5 years of the Trust's life, it is with a clear sense of purpose that the Board and team at Parkway Green face the future; it's recognised that the next 5 years will present a range of new challenges and opportunities.

The severe economic circumstances and impact of Welfare Reforms will need careful management to ensure we safeguard the investments made in

the properties and communities of West Wythenshawe.

We look forward to our first new build homes being occupied, helping address some of the housing needs locally. Everyone is focused on keeping our performance high and maximising the impact of every pound we spend to deliver best value for our tenants.

Tony Burns, Chairman

Nigel Wilson, Chief Executive





Improving your home



Our Promise: we said Parkway Green intends to invest around £90million in home improvements during the first five years after transfer; and commit to bringing every tenant's home up to a modern standard. The programme will improve homes to modern standards – beyond the government's Decent Homes Standard.

The Parkway Green Standard

Over the last 5 years, Parkway Green has invested £90million in its homes and trebled decency levels across the stock. We turned promises into reality through the Parkway Green Standard, delivering more than basic decency standards. All homes have new kitchens, bathrooms, double-glazed windows and secure composite external doors. Your satisfaction with the investment programme has remained consistently high (averaging 96.2%). We completed our investment programme 20 months ahead of schedule and with significant savings which have led to a further £4million investment in a communal area refurbishment scheme.

90% of residents are satisfied with the quality of their Parkway Green home. This has risen from 67% since the start of the programme.

An environmental Improvement Programme of £9million is in place. Following a review undertaken in 2009 an environmental strategy group was set up to include residents. As a result, On-curtilage parking within priority areas and dwarf walls with railings are being installed; this programme is being completed in October 2011. A total of 2000 boundary treatments and 1,100 car parking spaces are being created to relieve congested streets.

Energy Performance

- Energy efficiency helps protect the environment and makes our homes more affordable. Parkway Greens' energy efficiency has increased from an equivalent SAP rating of 54 in 2006 to 71 at March 2010 – a significant increase of 17 points.
- We achieved our 20% carbon reduction targets by 2010: 10 years ahead of the 2020 deadline.





- We are building on this by putting in place measures to reduce customers' energy bills through the implementation of the Parkway Green energy comparison service.

Jobs Creation

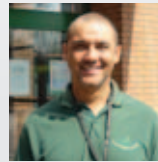
- Investment in Homes has enabled the creation of 252 jobs of which 27% are for locally employed people, along with 62 apprentice/trainee positions. Under the labour contract Parkway Green, through Procure Plus and Impact Manchester, has enabled two local trainees to be taken on for construction training for every £1million of expenditure.
- Trainees are trained to NVQ Level 2. 80% of trainees have achieved a minimum Level 2.
- Parkway Green working in partnership with Procure Plus offers a joined up service including liaison with the local colleges, recruiting trainees to the scheme and offering them toolkits to enable them to undertake the training. We have developed a job creation scheme for ex-offenders/Prolific and Other Priority Offenders, called PGTurnaround. We also offer NVQ assessment and recruitment of apprentices

through in-house training on voids (empty homes) and an Adult Work Placement Scheme too.

- Over 2,500 hours of community activity has been donated through the Decent Homes contractors including the delivery of over 100 specific community projects. This has included the refurbishment of a community centre and a number of IT training Suites for local community centres. This 'Legacy Work' has been controlled by Parkway Green's Legacy Committee; which enables local residents to apply for support of contractors in a co-ordinated way to leave a long lasting impact. This group also supports a community calendar of events.

Case study

PG Turnaround:
Andrew's story



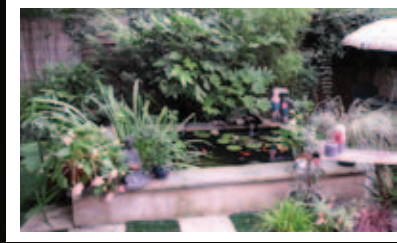
PG Turnaround is a social enterprise created by Parkway Green and run in partnership with GMEC to help local ex-offenders gain experience and secure permanent employment. The team carry out grounds maintenance work in West Wythenshawe, and gain employability skills, assistance with CVs and interview techniques

as part of their contract. The scheme was mainstream funded, then assisted by the Future Jobs Fund scheme, and will again be mainstream funded by Parkway Green from Autumn 2011.

Andrew Bacon was the first person to be recruited on to the Parkway Green Housing Trust Turnaround project, designed to help ex-offenders progress into permanent employment. Following his arrival at the Trust in June 2009, managers quickly spotted his motivation and potential.

Following a tough upbringing, and despite a good standard of education, Andrew drifted into criminal activity culminating in a 6-year prison sentence in 2002. On his release in 2008, Andrew worked hard with his Probation Officer, Progress to Work and Jobcentre Plus to apply for jobs, but could not find regular work and became disheartened.

In Spring 2009, Andrew applied for the Turnaround Project and, following a successful interview, was recruited as a Senior Grounds Maintenance Operative. When the Turnaround Project expanded, Andrew's contract was extended,





and his role developed further. He now manages a team of new colleagues, all of whom are (ex) offenders.

What does Andrew think of his time at Parkway Green? *'It's given me everything, a new lease of life! I love the responsibility I've been given – people who knew me before in Wythenshawe can see how well I've done and I've become a bit of a role model – they all want to come and work for me on the project! I want to go on to develop further; you've got to set your sights high.'*

Case study

Adult Work Placements: Barbara's Story

The Parkway Green Adult Work Placement Scheme was a partnership between Parkway Green Housing Trust and our partner contractors who together with Manchester City Council Wythenshawe Regeneration team offer work experience placements to workless Wythenshawe residents. Through a six week administrative placement, residents are empowered to improve their personal development, interpersonal and employability skills whilst gaining invaluable

experience of the world of work. Between April 2009 and September 2010 the partnership received referrals from 45 work placement candidates comprising workless Wythenshawe residents.

The project is aimed at Wythenshawe residents regardless of age, with candidates ranging from 18 to 58 years old, who have experienced difficulty accessing the world of work. This could include long-term unemployed people, people with disabilities, those with a lack of formal qualifications and experience, lone parents, those who have experienced redundancy, people wanting to develop their English language skills in a business context and people requiring a different working environment for health reasons.

Barbara was the second person to undertake an adult work placement, within the Gas Servicing team. She has since gone on to secure permanent employment with the Wythenshawe Forum Trust.

Barbara says

As a single parent and a graduate I was still undecided on what career to pursue. I had not had

the experience in many of the fields of work I wished to apply for. After completing an ECDL course at Forum Learning I was given the opportunity of a work placement at Parkway Green, working with the Gas Servicing team in an administrative support role, a job I had not considered due to my lack of experience.

The work placement gave me the confidence to apply for jobs in this field as I found that the hours and wages suited my circumstances. Unfortunately I received numerous rejection letters without the opportunity of an interview, something I was used to by this time. When I finished the work placement at Parkway Green I was told that I would be given good references and notified of job vacancies that would be of interest to me and I received a phone call to tell me about a vacancy at the Forum, I was pleased and at least I would get an interview; but was not confident of gaining the position as on looking at the Job spec it was admin support for the Chief Executive. I was extremely happy when I got the job and over 18 months on I'm still enjoying it, using my degree, learning new skills and gaining knowledge.





Your rent



Our Promise: we said, Parkway Green plans to keep rents affordable and will give you a rent promise. Rents must be in line with the government's rent reforms in the same way as local authorities.

Value for money and efficiency savings

Since transfer we have strived for efficiency and value for money. We aim to keep rents as affordable as possible. We are committed to delivering services which are high quality, efficient and effective and undertook to increase the range of products and services the Trust provides but not the cost base. Instead we have sought continuous improvement in the efficiency and quality of the service we deliver. We have achieved 30% efficiency savings since transfer through a combination of redesigning frontline services, comprehensively reviewing our back office functions and a robust procurement of all major contracts.

In 2011, 81% of customers said they were satisfied that their rent was value for money; up from

67% in 2008. Rent arrears has reduced consistently, from 10% at the end of March 2009 to 5.15% at the end of March 2011 beating the target of 5.75%. The reduction in arrears has been achieved primarily through increased cash collection which in March 2011 was 104.69% of the rent debit. But we also work to ensure that residents can sustain their tenancies. Improvements in rent arrears performance were not achieved by overly harsh arrears management processes: just 10 evictions were undertaken in 2010-11 compared to 30 carried out in the previous year.

We have worked to promote tenancy and community sustainability by helping customers reduce their arrears rather than pursue costly and expensive evictions. We do this through debt advice and help with benefits claims to maximise income.





Delivering Financial Inclusion

- Parkway Green has been working to improve the financial inclusion of residents. In January 2010 Parkway Green published an updated Financial Inclusion Strategy. The purpose of the strategy was to address some of the key areas of financial exclusion within the community in which it works and to focus upon developing outcomes and monitoring the performance of the strategy.
- Parkway Green has been working in partnership with 'Money Made Clear' (MMC) a government initiative and established a weekly money guidance surgery to provide money guidance to residents. The Trust provides pre tenancy appointments for all new tenants before a tenancy agreement is signed. To date the internal debt advice service has saved or obtained £329,628 for our tenants.
- Parkway Green complimented an existing insurance scheme by launching in partnership, with AON, a HomeContents Insurance Scheme in August

2010. We have developed partnerships with the Manchester Credit Union (MCU) and the Natwest Bank to provide a number of products and services for residents. The number of residents with a savings account has increased by 12% from 798 residents to 946 residents.

- Residents who are members of MCU have increased by just over 50% from 203 to 315 residents in total.

Case study

Debt Advisors Collectors:

Case study 1

Mr & Mrs P and their 2 young children were evicted from their home due to over £5k rent arrears in April 2010. Following the eviction it became apparent they had support needs.

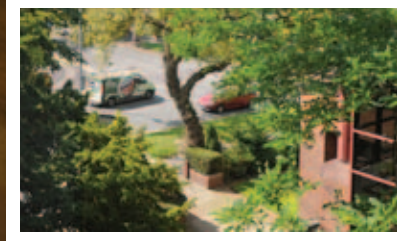
A debt advice assessment was carried out and an application made to the Repossession Prevention Fund, a grant of £3,500 was awarded. The family were given a new tenancy and to date have no arrears on this tenancy.

The former tenant account after the grant and a couple of payments they made had a balance of just over £700. They have continued to make regular payments to this account and the arrears have now reduced to £278.

Case study 2

Mrs R is a single parent. Her income consists of income support, child tax credit and child benefit. Mrs R was referred for debt advice as she had multiple debts. The intervention of the debt advice given resulted in;

- Single adult discount applied to her council tax account
- A repayment arrangement set up for her TV Licence
- A grant obtained from United Utilities Trust Fund to pay her water rates arrears
- Social Fund loan repayments reduced
- Doorstep lenders payments cancelled and creditors accepted token offers of £1.00 per month.





Case study

Money Advice Services

Budgeting: Client looking to move into first property

- Explanation given, around importance of Priority & Non Priority bills & the importance & implications of not maintaining.
- Benefits highlighted of using weekly monthly budget planner to keep track of outgoings & bill due dates, & amounts.
- To shop around for best deal on utilities referring to Money Made Clear (MMC) comparison tables.
- Explanation given on types of bill payment options, to suit circumstances.
- Explanation on the advantages & disadvantages of insurance, shopping around and costs guidance.
- Referrals to MMC Budget planner & Cut back calculators & Money Stretcher calculators, to help maximise income & spend & identify additional saving, and use in conjunction with MMC booklets on Budgeting & Making Most Of Your Money.

Savings: Client looking at savings products

- Explanation given around the advantages of easy access savings & emergency funds.
- Explanation around types of savings products Individual Savings Accounts (Isa's) National Savings & notice accounts.
- Information given around Tax free element of Isa's, maximum limit, interest payment options and shopping around, referral to comparison tables and MMC top tips on choosing Isa's.
- Explanation given on notice periods of withdrawals and charges may incur.
- Advantages explained of saving, however small the amount, and being able to use for unexpected expenses, as opposed to using other forms of expensive lending options, in an emergency.

Lump sum critical illness: Client looking for guidance on maximising sum

- Establish initial priorities of client needs, discussion around reducing mortgage, reducing or clearing unsecured borrowing, and emergency savings funds.
- Guidance given around the

benefits and advantages of reducing mortgage payment amount & or term of current mortgage, implications & cost may incur of doing so.

- Discuss options and quotes with lender, before making any decisions.

To look at the costs of maintaining unsecured borrowing in terms of interest payments for the remaining term outstanding, as opposed to repaying any balance off in full, and consider any redemption penalties or costs of doing so.

To think about the benefits of having some easy access funds to hand, to cover any unexpected costs, advantages explained of Individual Savings Accounts and the tax free element, notice accounts explained in terms of 30 60 90 day types usually a better interest rate given, if able to give longer withdrawal notice, but could involve losing some interest or incurring some charges, if withdrawn before agreed notice period.



Case study

Redundancy: Client lost job & benefit guidance

- Client to register, with the jobcentre, for unemployment benefit, as soon as possible, explanation, given around contribution based & income based Jobseekers Allowance.
- Explanation given about the information that will be required prior to interview date.
- Information & guidance given around Housing Benefit & Council Tax Benefit eligibility & criteria, and how and where to apply.
- To inform all relevant bodies where appropriate, of circumstance changes, and keep informed of developments in process as arise, where applicable, to refer to MMC guide to Losing your Job and the step by step guide, and MMC Redundancy Handbook on potential entitlements.

Pensions: Client looking at Pension credit overpayment concern

- Client unable to resolve continued, overpayments being paid into bank account not eligible to receive suggested to

client to keep funds in a separate account, and not to spend. To write to the Newcastle Payments of the Pensions Service confirming has been overpaid for the last 6 months, and to keep recorded evidence of all letters and telephone calls made to them. To contact The Pensions Advisory Service (TAPAS) if needs any further help or support around Pension concerns.

- Referral also to Age UK as offer all types of support, on benefit application & eligibility for anyone of pensionable age. Also identified potential eligibility to the 50 Plus element of Working Tax Credit element, client to contact the Tax Credit Helpline for application.

Energy Comparisons

- In June 2011, Parkway Green launched a new energy comparison service called Parkway Green Energy (www.parkwaygreenenergy.co.uk) It allows customers to access an energy price comparison service over the phone and online that has been specifically designed to help them find the cheapest payment method on gas and electricity to reduce their bills.

- Over 1180 residents have visited the site and 494 completed price comparison searches.
- Two residents have experienced the whole process, one has managed to save £340.57 on his annual gas and electricity bills and another has managed to save £217.32 on her gas and electricity bills.





Housing service standards



Our Promise: we said, Parkway Green would provide you with a locally based housing service to manage the homes effectively and efficiently. Performance would be measured and the results monitored and published. Parkway Green would introduce new ways of managing the neighbourhood and looking after your home to give you a high quality, quick and efficient housing service. Parkway Green wants to make a real improvement to the quality of life for everyone living in the West Wythenshawe area.

The last three years have been a remarkable journey for Parkway Green. The Customer Contact Centre (PG Direct) was developed and the resident satisfaction (Status surveys) show continuous improvement.

There is now a culture at Parkway Green where staff take responsibility for the review and continuous improvement of their performance for the benefit of the customers.

One of the main changes following transfer has been the complete transformation of customer service. Since transfer we have reviewed and established new services including:

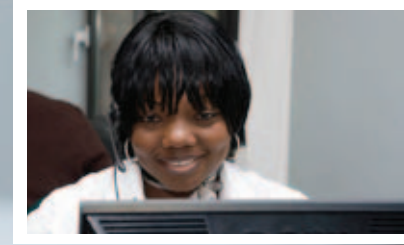
- **PG Direct:** call centre and online services;
- **PG React:** responsive maintenance/gas servicing and voids work and some planned maintenance;

- **PG Plus:** estate services including gardening.

Our latest status survey found that overall satisfaction with services provide by the landlord had gone from 81% in 2008 to 90% in 2011.

PG React in the National Top 20

- Repair performance remains a key strength for both on completions and right first time measures. Overall, customer satisfaction with repairs stands at 94%. 99.8% of repairs have been completed within timescales and this has been the trend for the last 12 months. This performance places Parkway Green in the top 20 landlords for repairs performance across the country.
- **Aids & Adaptations**
Major adaptations are now closely managed and monitored following a service review in 2010. Significant performance





improvements have been delivered over the last 18 months driving average waiting times down from 18 months to less than 6 months. Satisfaction has been sustained at 100%.

- **Gas Management**

Gas Management remains a key strength for the Trust with 100% of our properties having a valid certificate sustained for almost 2 years. Parkway Green's team remains in the top 3 contractors table on the Morgan Lambert quality audit benchmark table.

- **PG Direct and increases in customer satisfaction**

87% of the contact made with Parkway Green is by telephone. In our customer survey, all tenants who stated that they last made contact by telephone were asked to rate the service they received from PG Direct. 93% rated PG Direct's service as good, including 70% who rated it as very good; this compares with just 67% in 2008. PG Direct now answers 95% of calls within 30 seconds. This is a significant improvement on 74% in 2009-10.

Tackling Anti Social Behaviour

Community safety is central to the quality of life in our

neighbourhoods. Controlling anti-social behaviour and dealing with other challenging issues can also make us more cost efficient. At the time of transfer we signed up to an arrangement with Manchester City Council's Anti Social Behaviour (ASB) Action Team which provided a full service to tackle ASB across our neighbourhoods. In April 2009, we took over this service to provide Parkway Green's own Community Safety Team. We trained all the staff and have saved in the region of around £150k per year through reduction in costs.

Since April 2009 the team has investigated over 1,100 anti-social behaviour cases and resolved over 790. There have been over 60 court orders obtained including a Crack House Closure, Injunctions and immediate possession. There have been over 300 referrals to other agencies including community drug and alcohol teams, social services, family intervention project and safeguarding. We also help fund a Family Intervention Project officer who has worked with 8 families since April 2010. This has also saved public expenditure by around £200,000 compared with previous interventions with the families. We

provide an out of hours service to report ASB and the use of a professional witnessing service for surveillance.

- **Increased Satisfaction**

Neighbourhood management is central to Parkway Green's approach to managing its estates and housing stock. It operates to challenging targets and has in place a wide range of neighbourhood performance indicators covering areas such as communal cleaning, gardening and maintenance of common areas.

Neighbourhood Officers act as the 'eyes and ears' for Parkway Green across their patches. Customer Relationship Management (CRM) has recently been introduced and satisfaction with officer/customer contact is also measured. In 2011, our customers told us that more of them were satisfied with their local neighbourhood as a place to live. 90% of our customers are satisfied, a 20 percentage point rise since 2008.

- **Tackling Anti-Social Behaviour**

In 2010, we achieved national accreditation with Housemark for our work in dealing with anti-social behaviour. The





accreditation process highlighted the Working protocol between Greater Manchester Police and the Trust as a national example of good practice. We work with the Police to share information to support victims of domestic abuse by offering security lights, sanctuary rooms, window alarms, for example. Since October 2008, the Trust has investigated 142 cases of domestic abuse.

- **Our Community Information Team**

(which employed people through the government's Future Jobs Fund initiative) has undertaken door to door surveys and found that for the last 2 years customer satisfaction with the ASB service has been high with over 89% satisfaction. We have also worked in partnership with the Manchester United Foundation to run a 'footy fix' programme at The Health Academy for young people aged 8 to 16 years. Since April 2009 there has been a reduction of over 23% in ASB cases reported.

Case study

Footy Fix

Footy Fix is much more than a quick kick-about. It is a balanced,

organised programme designed to teach football, teambuilding and communication skills personal health and fitness and the dangers of drugs and alcohol. Since June 2009, Footy Fix has contributed to a dramatic 30% reduction in anti-social and youth nuisance behaviour in the Brooklands, Baguley and Northenden neighbourhoods. The scheme diverts low level perpetrators from the streets on to the programme. Thanks to the involvement of the Manchester United Foundation the scheme is now fully subscribed with 80 youngsters a week attending Friday and Saturday sessions. It is a football-oriented scheme designed to appeal to 8 to 16 year olds and parents are also invited to attend and get involved in training and coaching.

A key factor in the programme's success is the exceptional support of the Manchester United Foundation which now provides a full training suite to a number of schools and even rewards 'star students' with match tickets.

Footy Fix is jointly funded by Parkway Green Housing Trust and Greater Manchester Police. Both organisations work together to

identify and refer suitable boys and girls from the community on to the programme. The scheme is hosted by the renamed *Manchester Health Academy* (formerly Brookway High School).

It is also supported by Manchester City Council, who are planning to introduce similar schemes involving rugby union and badminton. As well as providing free professional sports coaching in a safe, positive environment, the programme focuses on behavioural standards.

"The programme is a brilliant example of how proactive partnership can succeed in regenerating a community. Together, Manchester United Foundation, Parkway Green Housing, GMP and the Manchester Health Academy have connected and engaged a section of the community that now have an allegiance to the site, and to the area. The scope for this programme is immense, something which all partners are keen to progress"

John Shiels, CEO, Manchester United Foundation





Involving you in the running of the service



Our Promise:
we said we would involve local people in making decisions about the area. Tenants and residents would have more say in how homes and the area are run and where the money is spent.

PG Involve

Resident involvement service reviews have led to a new resident involvement structure; putting tenants at the heart of the organisation and all that it does. Residents now have more say in running the organisation at both a central and neighbourhood level. The approach is known as PG Involve and includes:

- New structures including Leaseholders
- A Youth Panel
- A Tenant Scrutiny Committee (TSC)
- Neighbourhood Performance Panels
- A Local Offer
- Mystery shoppers

Wyn Casey, Resident Board Member, has lived for 53 years at the same property and for the last 37 as a tenant. She's been involved in tenants and residents

associations for 26 years. In 2006, Wyn joined the Shadow Board. Wyn says, "*the whole experience of the transfer of Parkway Green from Manchester City Council to Parkway Green Housing Trust has been fantastic. Residents have more say than ever before through the Neighbourhood Performance panels and the Tenant Scrutiny Committee and the Board*".

The Tenants Scrutiny Committee has been established to hold the Board to account, adopting a consultative approach. Parkway Green also has a system of Neighbourhood Performance Panels where tenants and residents, with the neighbourhood staff, can examine local issues. The panels have 30 members made up of tenant and resident association representatives and others and are held bi-monthly. They also approve community cash grants of up to £1,000.





- **Top 10 Performance**
In 2011, 82% of our customers told us that they were satisfied that their views are taken into account up from 66% in 2008; this places Parkway Green in the top 10 of all landlords nationally.
- **UK Housing Award Shortlist**
We've been nominated for two UK Housing Awards 2011 for 'Delivering Effective Repairs & Maintenance' and 'Valuing Equality & Diversity in tailoring services around customers needs'. In 2010 the Trust won a UKHA for 'Championing customer service and choice' sponsored by the Sanctuary Group for its Believe in Customer Excellence Campaign.
- **Youth Panel**
PGYP, Our Youth Panel, came together in October 2010 and in its first year has been a resounding success. It enables young people to discuss issues which affect them, their homes and neighbourhoods. The group has been involved in the promotion of volunteering, as well as leading on consultations around youth provision in Northenden and the Wythenshawe Park play area.

Case study

Wythenshawe's Got Standards Local Offer Parkway green's commitment to service standards built around the 'Wythenshawe's Got Standards' campaign has culminated in the Local Offer to residents which has been developed jointly with Willow Park Housing Trust. As part of its commitment to continually improve services, we agreed with residents how to tailor standards uniquely to Wythenshawe residents. Over the last 6 months Parkway Green residents have worked jointly with Willow Park residents to agree a Local Offer that is Wythenshawe wide. The Local Offer's 5 Standards that cover all front line services and anything that affects tenants include:

- Tenant Involvement and Empowerment
- Homes
- Tenancies
- Neighbourhood and Community

Case study


Tailor Made Services interventions

We've been shortlisted for a 2011 UKHA for 'Valuing Equality and Diversity in tailoring services

around customers needs' for our Tailor Made Service initiative. The purpose of the Tailor Made Services policy is to ensure that services are provided in a way that is appropriate to the needs of individual tenants particularly those tenants who are more vulnerable. We try to ensure that we can say 'yes'.

Tenants may require Tailor Made Services for a variety of reasons, from a single problem to a combination of factors. The level of need for these enhanced services can vary from time to time but frequently increases as tenants get older. The need can also occur at different points in people's lives, and be permanent such as mental health disorders, or temporary such as bereavement. Those needing this service can broadly be described as an individual or household experiencing difficulties with everyday living on account of financial, educational, health, age, employment, learning, language, behavioural, family, social or other circumstances or any combination of these. The aim is to consider each case individually, so there are no set criteria to define vulnerability and no standard response.





We aim not to 'label' individuals. Anyone needing some additional support to sustain his or her tenancy can be considered vulnerable. Services may be Tailor Made through the provision of additional support. This support can be provided in a variety of ways depending on the service area. In recognition of each resident's right to dignity and choice the organisation relies on them to let us know if they have a problem or need that affects their ability to sustain their tenancy. However, it encourages them to contact Parkway Green where support and advice will be provided. If a resident chooses to share this information with Parkway Green it will agree what can be done and how best to respond. A checklist has been developed as a way of doing just this.

Parkway Green has over 900 examples of how services have improved. Where an improvement has been made for one resident, of course, those that have similar needs can have those service changes replicated.





Your community

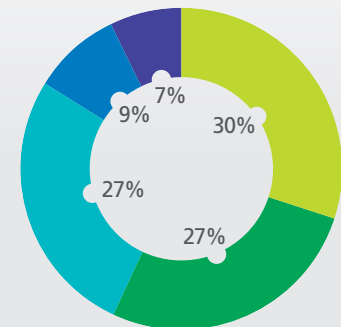


Our Promise:
We said we would commit to continued investment in the community to make your area a better place to live; and commit to putting West Wythenshawe first every time; supporting wider regeneration such as local job schemes, training courses and making homes and streets safer. Working with other partners, Parkway Green would fully contribute to achieve the priorities for community regeneration of the area.

In the period 2006-2011 Parkway Green has invested over £5.7million in 55 people based projects. 100% of stakeholders responding to a 2011 survey felt that the outcomes of our community investment programme in Wythenshawe are good or excellent. For every £1 we spend we have attracted another £1.50 from other sources.

Community investment projects by type 2006-2011

- Safer and Stronger communities
- Children and Young People
- Jobs and enterprise
- Education and skills (adults only)
- Healthier communities and older people



Economic Development

“Parkway Green has excelled in its visible profile within Wythenshawe’s economic regeneration strategy. It has maintained continuous involvement and sought ongoing improvements to meet the needs of the workless residents. Accessible and visible member(s) of staff input energy and enthusiasm to support initiatives in meeting the worklessness agenda, and those unemployed to feel able to approach a local housing trust with some degree of confidence.”
Wythenshawe JobCentrePlus



Economic development – the 5 year dividend

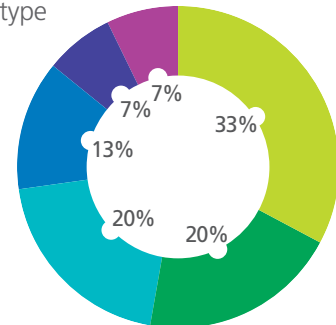
In the period 2006-2011, in addition to employing and developing its own staff, Parkway Green has:

- Invested almost £1.4million in 20 projects addressing economic development – jobs and skills in Wythenshawe;
- Created 426 non-construction jobs;
- Created 262 construction jobs;
- Supported 127 apprenticeships;
- Offered 70 placements excluding Future Jobs Fund (FJF) opportunities;
- Created 32 FJF placements;
- Trained 1,714 people to become more employable, improving their access to jobs;
- Offered other training to over 850 residents.

We work closely with Jobcentre Plus including the initiation of the “Get Hired” events in partnership with JCP/Regeneration Partnerships and through the Talent Pool – recruitment to support Backing Young Britain and Local Employer Partnerships.

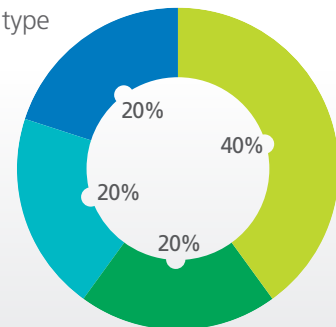
Jobs and enterprise – by project type

- Access to Jobs
- Construction Jobs
- Placements – general
- Other
- Apprenticeships
- Placements – FJF



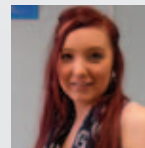
Education and skills – by project type

- Literacy and Numeracy
- NVQ
- Practical skills
- Construction training



Case study

Future Jobs Fund: Emma's story



Through excellent partnership working with the Wythenshawe Job Centre Plus, Parkway Green were able to place local residents into all 32 of the Future Jobs Fund positions.

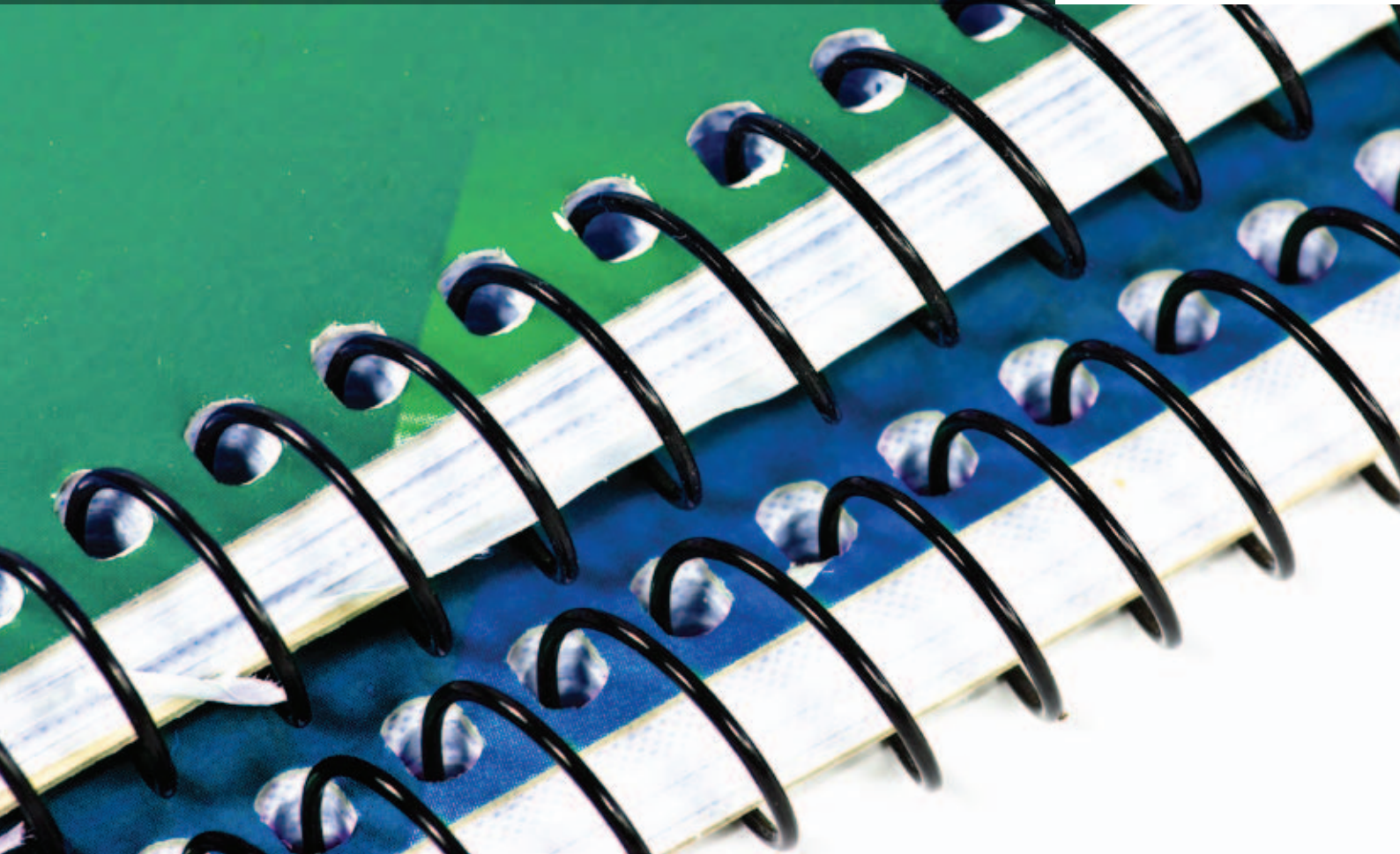
One of the success stories of the Future Jobs Fund scheme at


Parkway Green is Emma Slaney, who started working in March 2011 in our Resident Involvement team, and has now secured a further contract with Parkway Green as a Housing Administration Assistant.

Emma, who is from Baguley and has just turned 25, left school at 16 and shortly after she had her first child. When her son Kieran was 6 months old, Emma began


Emma says:

'As I'm from the local area, I'm so pleased to be working for Parkway Green and feeling like I'm helping the community. The Future Jobs Fund gave me the opportunity to gain knowledge and experience within housing, and gave me access to the Housing Administration Assistant role. I was successful in gaining this position, and I'm now employed within the housing services team – the role is broad and is really developing my skills.'





part time cleaning work, and a year later started a college course in childcare, going on to work in a nursery. Emma then decided that a career in an office environment was something she wanted to pursue and after a number of months looking for work in this field, gained employment with an organisation in Altrincham. During this time Emma moved out of the family home to rent independently.



After 3 years working in various administrative roles within this organisation, Emma's contract came to an end just before Christmas 2010. Emma started looking for work and claiming job seekers allowance. Emma describes this time as 'difficult' as she needed the income from working to support her family, and was applying for lots of positions. However, there was a lack of jobs due to the time of year.

Emma was invited by Wythenshawe Job Centre Plus to attend a Get Hired event on 24th February 2011. Get Hired events are run in partnership with Parkway Green, Willow Park Housing Trust, Business Working With Wythenshawe, JCP and Manchester City Council. At the

event she met Parkway Green's Resident Involvement Manager, who signed her up to the Wythenshawe Talent Pool, part of the Get Into Housing initiative, and spoke to her about a Future Jobs Fund opportunity in his team. After a successful interview, Emma was appointed onto the Future Jobs Fund scheme, and from there she has been appointed into a Housing Administration Assistant role. Emma also volunteers for the Trust in her spare time, helping to coordinate the Parkway Green Youth Panel.

Case study Get into Housing – the Talent Pool

Get Into Housing is an initiative which grew out of the Manchester and Salford Strategic Housing Partnerships' economy group, and a commitment to addressing unemployment in their local communities. Parkway Green Housing Trust, along with 13 other housing providers across Manchester and Salford, pledged to help local people secure employment within the housing sector and partners, and the initiative was formally launched in July 2010.

To date in Wythenshawe, 321 people have entered the talent pool, and 44% of these have gone on to secure employment. Parkway Green has filled 53% of its entry-level jobs via the Talent Pool.

Kevin Keating, 23 from Baguley, Wythenshawe, joined the Talent Pool following a Get Hired event on 7th October 2010. He quickly secured a permanent Labourer position with Parkway Green Housing Trust, and has continued to work well, becoming a fully-fledged member of the PG React maintenance team. In May 2011 Kevin represented the Trust at the Great Manchester 10k run, securing the fastest time out of the entire Parkway Green team!

Kevin says: *'I'd worked within a construction environment before but had been unemployed for a number of months, when I completed the Talent Pool form. I received a call the next week inviting me to make an application for the Labourer position. I think the Get Into Housing initiative gives local people real opportunities to work for a large community employer, and because it's aimed at people from Wythenshawe, they're 100% committed to making a difference in their community.'*

“Parkway Green shares the same commitment to developing the community, cohesion and regeneration. The individuals we work with always go the extra mile.” **Principal, Manchester Health Academy**

“Parkway Green enriches and extends our provision. It supports our desire to produce good citizens now and in the future. The school and federation have greatly benefited from our relationship. Work experience has been of top quality.” **Head Teacher, Newell Green High School**



Children and young people projects – the 5 year dividend

The legacy of the last five years has produced real dividends for young people. Parkway Green has:

- Invested over £1.2million in 15 different projects;
- Trained 2,450 young people;
- Reached almost 5,500 young people benefiting from projects designed to enhance/improve educational attainment including attendance at school;
- Promoted the personal and social development of over 11,000 young people;
- Reduced and prevented youth crime through diversionary initiatives reaching more than 8,000 young people;
- Given access to community health opportunity or facility to 1,500 young people;
- Offered a sporting opportunity to 1,500 young people.

Case study

Supporting Manchester Health Academy

Manchester Health Academy is sponsored by Central Manchester Foundation Trust. The school majors in health and sports science. The school which the Academy replaced was seen by the community as a failing school and was not subscribed to. Before it became an Academy the school was barely recruiting 12 children in Year 7 from five feeder primaries. In September 2011, over 120 started in Year 7. The Academy is over subscribed and a resounding success and Parkway Green has supported the Academy from the outset by promoting it to residents.

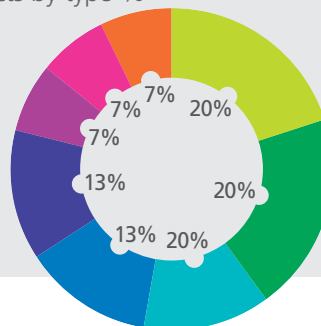
The Academy beat all records by having to meet the target of opening a year early through an accelerated programme. They had very little time in which to

get the staffing structures and the curriculum ready and the risks in succeeding were very significant. It has changed perceptions of the local community towards school. In the early days Parkway Green attended meetings and actively marketed the Academy to residents. Two years into the process the Academy is in a brand new building and Parkway Green has helped in linking the five primaries to it. It is beginning to meet its ambition of being the local school of choice. The same staff are in place but with new leadership, teachers have been supported and parents have become involved.

The Year 11 which was failing, now achieves 41% with five A*-C grades in English and Maths. The school also works to have a positive impact on health and wellbeing of families in the area so its success also provides a win-win for Parkway Green too. The Academy offers a specialism in health and sports science and a new sixth form offers a mix of Level 2 and 3 qualifications which enables students to be employed in sports centres and offers a more vocational approach. They offer a Health BTEC Levels 2 and 3 with placements in the Health Service. Employment in the NHS is not just about medical

Children and Young People – Projects by type %

- Personal and social skills programme
- Training Initiative
- Diversionary Programme
- Youth employment
- Young people's safety and security
- School Attendance
- Sport
- Other





professions and white coats but about ambulance services, emergency services, electricians, plumbers, heating engineers, care workers. There is also a diversionary programme sponsored and supported by Parkway Green with other partners such as the Police and Manchester United F.C.

Case study The Schools Attendance Project

A crucial part of our work is increasing attendance in schools. Parkway Green recognises the key part it can play in helping to address the issues, with access to nearly 6,000 homes in Wythenshawe, and the ability to support schools in tackling attendance issues. Parkway Green has pledged £10,000 to the schools in the forthcoming academic year, to help fund initiatives focused on improving attendance. In addition, the following initiatives are being piloted in 2011:

Attendance Blitzes – Parkway Green’s Neighbourhood Officers worked with one Wythenshawe school to visit 24 households on a school morning in March 2011. The Neighbourhood Officers ensured they spoke to every resident, and in

the event of a none-response, left information for them. The school welcomed this proactive approach, and the scheme is being rolled out to the other schools and partners.

Alternative Curriculum Placements – in 2011 Parkway Green offered three students from one local school the opportunity to undergo a long-term work placement in construction, for one day per week. The students had been identified as having low attendance, and the aim was to increase engagement and attendance whilst on the placement, and afterwards.

The latest attendance statistics in Wythenshawe secondary schools show an overall reduction in absenteeism from 14% to 10%. All schools have produced action plans for 2011-2012, including on-going targets for reducing absenteeism.

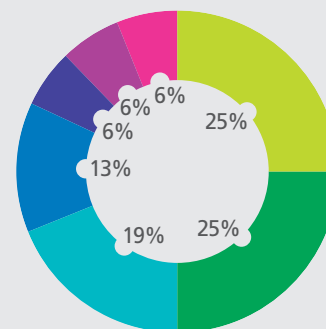
Safer, stronger and healthier communities – the 5 year dividend

Parkway Green has delivered 20 projects to make communities safer, stronger and healthier investing over £3million in this area; it has also:

- Assisted almost 28,000 people across Wythenshawe through its financial inclusion initiative;
- Invested in 2,150 dwellings benefiting from specific anti-crime initiatives;
- Involved over 21,000 people in sporting activity;
- Awarded 200 community grants;
- Helped over 13,000 older people through access to a community health opportunity or facility.

Safer and stronger communities – by project type %

- Financial Inclusion
- Respect and safer communities initiative
- Capacity Building and Development
- Specific community cohesion projects
- Credit Union
- Community Grants
- Cleaner, greener and liveability







Case study Wythenshawe's Got Talent

Wythenshawe's Got Talent (WGT) was developed to showcase the wealth of talent in the local community, bring both east and west Wythenshawe together and celebrate the strong sense of community in the area. Tenants from Wythenshawe's two housing trusts, created the concept of a talent show in 2008 and it has gone from strength to strength over the last three years.

During that time it has grown each year and seen contestants go onto bigger and better things such as Britain's Got Talent. To ensure the project was delivered strategically, tenants formed an Ambassador Group to make the key decisions, drive the project forward, encourage residents to take part, and impose their vision and ideas to create WGT. Sponsorship worth 16k was secured from supportive local businesses and organisations.

The variety showcase has been a huge success as it demonstrated the extremely strong sense of community in the Wythenshawe area and has developed its own

website. Hundreds of local people auditioned to be in the show. Over 600 people attended the grand final, held at the Forum in the centre of Wythenshawe after months of preparation. It is a spectacular show!

Tenants wanted a showcase event that was open to all Wythenshawe residents regardless of their age, race and ability or type of talent, to help bring the community together and focus people's hearts and minds on everything that is good about the town.

Wythenshawe's Got Talent has already left a lasting legacy in the community. It not only acts as opportunity to showcase the whole host of different talents, groups and troupes of the area but it offers a goal and platform for local youths to stay off the streets and practice at a skill and have fun. Perhaps most importantly it demonstrates that Wythenshawe has an extremely strong community spirit, which sometimes in the media is portrayed in a negative light. Wythenshawe's Got Talent is a shining example of when a community pulls together, magic can happen!

Case study The Tree of Life Centre and the Sense of Place Fund

Through Procure Plus, Parkway Green contributes to the Sense of Place Fund. Landlords contribute 1% of their spending to the fund. Parkway Green has invested its 'pot' into The Tree of Life Centre. This is a furniture recycling business with a drop-in centre. It is based at an old school and started with lottery funding and £100,000 from the Sense of Place funds.

Following a successful application to the Big Lottery, the charity was able to rent a former primary school in the Newall Green area of Wythenshawe from the council. The Tree of Life Centre is probably best known for its furniture re-use shop, which is renowned in the Wythenshawe area for the good quality stock and low, affordable prices, giving people on pensions, benefits and low incomes the possibility of being able to buy the things they need that they couldn't otherwise afford, whilst encouraging re-use, recycling and the reduction of good quality items that end up in landfill.





The additional centre has made an instant impact on the community. Adam Webb, shop manager at the Tree of Life Centre, comments: *"The extra funding has been invaluable and has helped to turn our dreams into a reality. The former classrooms double up as perfect spaces for drop in groups, therapy sessions and classes like armchair exercises for the elderly. Plus, the school kitchen has made an excellent new cafe for the community to enjoy. The users have been absolutely thrilled that the centre has expanded its offering and is giving them ways to socialise with other members of the community."*

Wythenshawe Mum Lisa Cook first completed a placement with Parkway Green Housing Trust in Spring 2010. Since then she has achieved an NVQ Level 2 in Business Administration and received lots of training in interview skills. Lisa soon secured a paid position at the Tree of Life, as a Wellbeing Coordinator. Lisa says,

"I'm over the moon to have started employment with the Tree of Life and really feel my achievements at Parkway Green Housing Trust have helped me to do this."

Case study

Switching on futures when Parkway Green joins forces to build a community computer room at the Royal Oak Community Centre.

Working with Connaught, HT Forrest, Emmanuel Whittaker and Bramall, Parkway Green has helped transform an underused room at the Royal Oak Community Centre in Wythenshawe. Together they've donated over £5,000 of work to the project, including a complete rewire, new floor and skirting boards, a work bench and brand new computer desks. They even helped to set up the computers.

A digital difference – The room is used for computer training classes, as well as other learning and employment support sessions.

A new class of confidence – Gina Hall, of the Royal Oak Community Centre, says: *"Now we have a dual purpose room that can be used for training as well as I.T. lessons. It has made a difference because we now have double the amount of computers. And we can access more classes for the benefit of our local residents to gain more confidence before they move*

on to Forum Learning and the classes are accredited so they get a qualification. It looks really good and the best thing is that it's been done, not only with the legacy group, but with the help of local volunteers."

Case study

Caroline's story



Caroline's story demonstrates the success of a number of employment initiatives and Wythenshawe partners working together to help local people.

Caroline Mathieson, 35 from Newall Green, is a Parkway Green customer. Caroline left school with no GCSEs, and 'went off the rails' for a time, as she puts it. She had children in her early 20s and spent the next few years as a full time mum. When her youngest was 7 years old, Caroline felt the time was right to return to education, and studied IT qualifications over a number of years, starting with CLAIT and progressing to gain her European Computer Driving Licence Level 2 in 2009. She studied part time, gaining all her qualifications at the Wythenshawe Forum.





She says "I knew I had a brain, and wanted to get into work, but I didn't want to go into a cleaning or catering job. Studying for the IT qualifications part time meant I could help the kids with their homework, and also showed them a positive work ethic."

Caroline was due to enrol for the ECDL Advanced at the Forum, when a tutor from The Manchester College spoke to her about the NVQ Level 1 in Business Administration, which involved a 12-week work placement with Parkway Green Housing Trust. This was a great opportunity to add experience to Caroline's CV so she started studying for this qualification.

Caroline worked in PG Direct and front of house at Parkway Green House from January to March 2011, gaining skills, experience, and developing her confidence in a working environment. In February 2011 she assisted at the Get Hired event at Wythenshawe Forum, and also completed a Talent Pool form, to help her secure future opportunities after leaving the placement at Parkway Green. Caroline successfully completed her NVQ Level 1 in April 2011.

Royal Oak Community Centre were looking for volunteer receptionists to assist at the centre, and this opportunity was put to members of the Talent Pool. Caroline was interviewed for and secured this voluntary position, working with the team two days per week at the centre, for six weeks. 'Everyone at Royal Oak was really friendly and helpful, and the volunteering was flexible.'

As a member of the Talent Pool, Caroline was notified in June about Willow Park Housing Trust's replacement for the Future Jobs Scheme, the Willow Park Jobs Fund. Willow Park are creating up to 30 positions for local people, including administration roles. Caroline was invited to attend an application day at Willow Park to apply for one of three administration positions at Willow Park.

Caroline was successful in her application and now works full time for Willow Park's Regeneration team, on a 6 month contract. She says:

"It all started with the placement at Parkway Green – it was one of the best things I've ever done in my life."

I really enjoyed it, I looked forward to going to work and really felt valued. Everything happened really quickly after that, but it wouldn't have been possible without the support from Parkway Green, and the reference they provided after the placement, which helped me to get the job at Willow Park. I'm enjoying my role at Willow Park and am looking to get as much as possible out of this six months, to boost my CV, gain experience and hopefully another reference to carry on progressing."





Five Year Dividend – Going Forward with PGYP

How fitting it is that as the Trust becomes five years old and enters a new era, The Parkway Green Youth Panel (PGYP) is starting to lay down some new foundations of their own.

The group, who represent young people aged 13 – 19 in the West Wythenshawe Area came together late in 2010 and have since done a host of volunteering activities on a local level. The group have been heavily involved in the consultation for the new children's play area at Wythenshawe Park, working in partnership with MCC.

The group recently attended a weekend planning session where they wrote their manifesto outlining their vision for the future. The group, all young teenagers have been recruited on a long term basis in order to ensure maximum sustainability and capacity of this exciting project. PGYP look forward to another five years at Parkway Green, helping to deliver the corporate aims and objectives by engaging with our future customers!

"We look forward to the coming years at PGYP, changing West Wythenshawe in our own way, with the help of Parkway Green!"

Jair Rosario, PGYP Secretary aged 14.

"Since coming together in 2010 PGYP have gone from strength to strength. We cant underestimate how lucky we are to have such a passionate and close knit bunch of young people to assist us in the challenging times that lie ahead. Amongst all the uncertainty in the Housing Sector at the moment, we can be sure that in PGYP, the young people of West Wythenshawe are in safe hands!"

Dean Slavin, Resident Involvement Manager

The Future

This report has captured the work of Parkway Green since transfer and everyone can be proud of their contribution to making the work of the Trust so successful and effecting real change in West Wythenshawe.

The Trust has a clear vision for the future and the Tenants remain at the heart of this. We will continue to deliver high quality efficient services meeting the needs of our communities and playing an active role as a key player in the continued regeneration of Wythenshawe. We are a proud Partner of Manchester City Council and see the benefits on a daily basis of our collaboration and joined up working.

No matter what the external challenges the Trust will be focused on being a positive agent for change and proud to be part of Wythenshawe and the great City that is Manchester.

Thank you to all our partners, colleagues and tenants. We look forward to continue to deliver our promises into the future.



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