

**Southway is five years old already! Those of us who have been here since the beginning in 2007 can't believe how quickly the time has gone. It has been really good looking back at what has been achieved, we feel proud as an organisation of the work we have done. I hope that you enjoy reading this, our 5th Birthday report.**

You will find information in this report about the promises that we made to our tenants 5 years ago. I strongly believe that we have delivered all our promises but I don't want you to just take my word for it. You will find feedback in this report from our new Tenant Scrutiny Panel. The Panel members have acted as a Jury, interviewing and questioning officers and reviewing our performance reports and other information. They have issued their own verdict and they agree that YES, we have delivered the promises. They have also looked at what we could have done better and have put forward some ideas about our priorities for the next few years.

There are lots of people I would like to thank. Thank you to all our staff who have worked hard to make sure that we can deliver high quality, cost effective services. I am particularly proud that our staff have been able to achieve accreditation under the nationally recognised Customer Service Excellence Award. I would also like to thank Board members past and present who have given their time, knowledge, experience, and energy to set Southway on the right tracks, with a clear vision and set of objectives, and to keep us focused on the right things.

A very big thank you to all those tenants and other customers who take the time to tell us when we do things well or not so well and get involved in the many meetings, groups and consultation events that we put in place. It is only by getting this input that we are able to make sure we keep improving. And, last but not least, thank you to our partners, including Manchester City Council, and all those agencies and contractors who help us deliver services. They have all worked with us to make sure we get more from working together than by doing things on our own: this is invaluable.

Finally I want to mention our tenants. Every one of our tenants, in 2008, 2010 and 2012, has been asked to tell us what they think about the services we provide. A summary of the results can be found towards the end of this report. It is great to see that the majority of our tenants are more satisfied with the services they receive now than they were when Southway first took over. This is great news and makes everything we have done worthwhile.

We are committed to the Southway area, to the people that live here and look forward to the next 5 years.



**Karen Mitchell**, Chief Executive

## Our Promises to

In late 2007 Southway Housing Trust, formerly owned by Manchester City Council, made promises about the things we would do for our tenants.

- Home Improvements
- Rent
- Service Standards
- Tenant Involvement
- Your Community
- Governance & Financial Viability

This document shows how we have worked hard and with dedication to meet those promises.

It also sets out the areas in which we feel that we have managed to go beyond the promises and where we have developed and delivered valuable additional services.

This report also includes the verdict from our Tenant Jury on whether they feel we have delivered the promises. The Jury also set out some of their ideas for the future.





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Pages 5 to 9 have been written by the Scrutiny Panel

**In June this year a group of tenants worked with Southway to establish a Scrutiny Panel.**

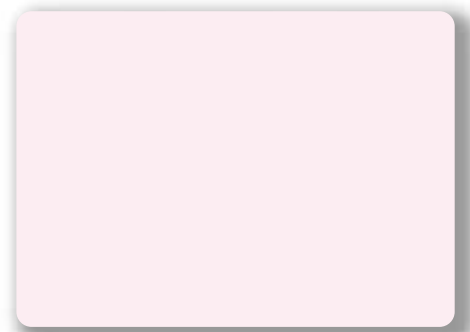
The role of a Scrutiny Panel is to examine (scrutinise) Southway to check that services are being delivered in the most efficient way and that Value for Money is being achieved.

The Panel was formed with nine tenants, 6 of whom are in the photograph above. All received training and on-going support from a consultant called Yvonne Davies. The training included Data Protection and interview skills. Panel members also signed a Code of Conduct and Confidentiality Statement.

The Panel was first asked to determine whether Southway had delivered on its five year promises that were made to tenants at the point of transfer. For this exercise they were known as the Jury.

The Jury met on a weekly basis throughout the summer to examine evidence provided by staff about how the transfer promises had been met. Managers were also interviewed by the Jury. The findings and recommendations were then presented to the Chief Executive, senior managers and the Board for consideration and action.

The Jury's 'verdict' can be found throughout this report and also in summary over the next few pages.



# The Jury's Verdict on Southway's Transfer Promises



## Promise on Home Improvements

**The Panel feel this promise has been met. The Jury also looked at Adaptations, though it was not in the transfer promise.**

- ✓ A Home Improvement Programme of over £100 million started on the day of transfer and is on target to modernise all homes by 2013, within budget. Non-traditional homes now have a new external skin and insulation, which gives them a 30 year life. Coloured tiles have improved the street scene
- ✓ We would have liked more supervision of the contractors on site and complaints directed to Southway - not the contractor and for Southway to be more proactive in picking up problems with less reliance placed on tenant feedback to discover what the problems were
- ✓ Our future priorities include the continued reduction of the waiting time for adaptations to 6 months (was 18 months, now 9)

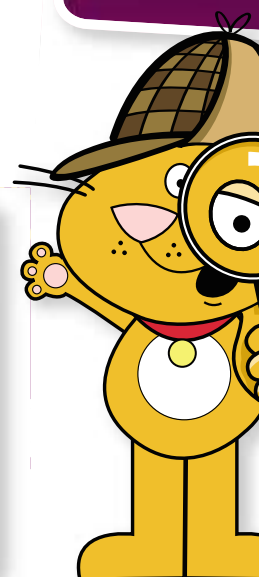
## Promise on Environmental Improvements & Communal Gardening

**The Panel feel this promise has been met.**

- ✓ Southway will exceed the £10 million programme promise and will spend £11.8 million by March 2013. There has been positive tenant engagement and door knocking to ask for ideas on improvements, followed by a "you said – we did" newsletter to customers to confirm the plans
- ✓ We would have liked a better explanation of budget availability for each site
- ✓ Our future priorities include customer involvement in specifying and choosing the gardening contractor in 2013; estate walkabouts by officers and customers to pick up issues of concern; a continued programme for those who had little or no environmental improvements and support for those who cannot manage large gardens



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a better ex  
of budget a  
for each sit





# The Jury's Verdict on Southway's Transfer Promises

## Promise on Rents, Rent Arrears & Charges

**The Jury feel this promise has been met.**

- ✓ Southway has employed a new team to support tenants with welfare and money advice and provides support through the S-Line. Southway will provide furniture through recycling rather than charging for new furniture in the rent
- ✓ We would have liked the Southway Insurance Scheme to match Manchester City Council's
- ✓ Our future priorities include giving more time for a new tenant to take up their new tenancy, which would not place them in the position of having to pay rent on 2 homes



## Promise on Customer Service, Contact Centre, Complaints and the Website

**The Jury feel this promise has been met. The Jury also looked at Equalities, though this was not in the transfer promise.**

- ✓ Calls are answered faster, advice has improved, staff do not use a script and do treat tenants as individuals and calls are targeted for one call resolution
- ✓ We would have liked more tenant involvement in setting survey questions; and for contractors' policies on Equalities to be monitored more rigorously
- ✓ Our future priorities include offering brief, jargon free information that meets the needs of a varied and diverse readership. Tenants having a buddy of their choice at all stages in the complaints process, and tenant involvement in the development of social media and the website which needs to be easier to navigate

**Our priorities include a new handy person service, which would offer a paid service for small jobs for customers.**





Promises on Regeneration,  
Donations & Community Benefits

**The Jury feel this promise  
has been met.**

- ✓ In 2012 alone Southway created 20 opportunities for young people from our estates as part of environmental works. There are plans to have four more apprenticeships and 18 training opportunities in the new Grounds Maintenance contract
- ✓ We are positive about the opening of the Westcroft Centre and Southway are supporting two other centres, to ensure tenants have opportunities to access employment, training and volunteering advice
- ✓ We would have liked a more robust agreement with contractors on local labour, training and employment prospects
- ✓ We are pleased to see the development of an Internet room for tenant use in Aspen House, and would like to see this move faster
- ✓ Our future priorities include working with local employers to secure local jobs and work experience; more links with local community organisations and support for small local businesses to win contracts
- ✓ We would like Southway to specify what is meant by regeneration, which is confusing and can lead to false hope

## Our Birthday Report

# Home Improvement Promise

### Southway Housing Trust gave you the following promise:

- £107 million investment programme starting on our launch date with a further £10 million being spent on environmental improvements
- New high quality and secure PVCu double glazed windows for all homes in the area and new front and back doors for all homes that need them
- Contractors will be carefully chosen with tenants being fully involved in the process
- Increased energy efficiency through loft and cavity wall insulation for those homes that need it
- Additional work will be done to the homes that are of non-traditional construction

### We met this promise in the following ways:

We have completed an amazing total of almost 12,000 internal and external improvements to your homes. This means:

- **4000 new kitchens**
- **5000 bathrooms**
- **5500 homes have new windows**
- **9500 new front and back doors**
- **4600 boilers**
- **1600 rewires**
- **830 homes externally insulated**



Many of our tenants live in homes which are not built of brick, but are of Diatomite and Corolite construction.

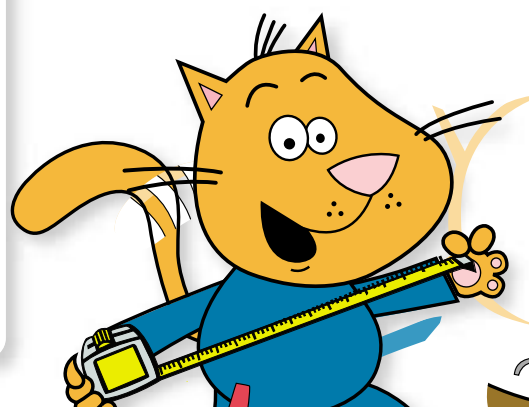
To make these warmer, watertight and more economical to run we insulated the outside of them and carried out structural repairs.

We've also made neighbourhoods look much better, using a mixture of brick, tile and render finishes to the Diatomite homes and topping the homes with smart new slate roofs.

To give them an updated look the Corolite homes have been rendered and finished in attractive pastel colours.

We promised to spend a huge £10 million on environmental improvements within our first five years but have gone even further than this - the investment now tops a staggering £11m.

We talked with tenants about what projects they wanted completing - such as creating more parking in narrow roads - to make sure priorities for the work were set by them. We make sure we provide good value for money and work done is absolute top quality.



### Other achievements over the last five years:

We said we would refurbish properties to a level higher than the Decent Homes Standard set by the Government and that's exactly what we've done! Now we're aiming even higher with our Southway Housing Trust Homes Standard 2012 – 2014. We hope all our properties will meet this top quality level by the end of this year.

Our promise was to spend £107 million on your home improvements. We're on target to do even better than this because by reinvesting savings we are doing even more work for the same money.

We exceeded the Decent Homes Standard by offering you:

- Replacement of all kitchens and bathrooms
- PVCu double glazed windows
- New secure front and back doors
- Energy efficiency awareness advice

We installed PVCu double glazing and modern front and back doors in a choice of attractive styles.

Kitchens over five years old were replaced and tenants could choose the units, tiling, decoration and flooring they wanted.

Stylish new bathroom suites with over-bath showers, modern tiling, flooring and decoration were put in and downstairs toilets got a makeover, with them and the wash hand basins replaced. In over 1,000 homes, we fitted upstairs toilets where there hadn't been one before.

## The Jury Says

Southway created a Home Improvement

Programme Service Improvement Group (HIP SIG) which included customers and contractors.

This group supported the delivery of the £100million plus Home Improvement Programme and the £11million Environmental Programme. Tenants took part in contractor selection and helped choose materials.

10% of work was post inspected. Those tenants who had made complaints to contractor staff did not always find these had been shared with Southway. This led to unknown dissatisfaction.

Customers should report problems to Southway staff in future programmes, this would improve satisfaction and the quality of work.

”

# Home Improvement Promise

Homes were rewired and security lights fitted. If electrical work meant redecoration was needed, vouchers to pay for it were offered to tenants.

We upgraded heating systems and over 2,000 boilers were replaced, making them even cheaper to run. British Gas installed loft and cavity wall insulation at 4,600 homes and provided Welfare Benefits advice to tenants.

Homes on the Ainsford and Minehead estates and non-traditional homes in Old Moat and Burnage have a much better outlook after we improved their drives and frontages.

Six 'difficult to let' flats at the Arrowfield estate were transformed into two wonderfully welcoming four-bed family homes.

Poor quality rear balconies to flats at Arrowfield Road were replaced.

Staircases to flats at Arrowfield Road are being improved with much better access and a high level of security.

Plastering improvements are being offered to Diatomite homes.

Work has now started on poorer quality kitchens requiring improvement work in homes previously excluded from the promises because the kitchens were less than five years old.

Smart and secure new rear fencing is being put in at a range of locations.

Equipment and Adaptations have been provided for tenants who need them.



We are delighted to say that we have met our 94% satisfaction target for internal work. Contractors are working really hard each month to meet the external work target of 97%. They've not always made it but their dedication and our reminders mean they will get there!

With the valuable help of tenants we keep a close eye on work in progress. Every six weeks tenant representatives, Southway staff and contractors meet to discuss the improvement work. In addition, tenants carry out regular checks and report back.

We know that having work done can turn homes upside down so we've worked really hard to minimise disruption.

As you can see there's plenty to celebrate and we make sure that's what we do, with tenants of course! Achievements quite rightly are celebrated together.



**We are delighted to say that we have met our 94% satisfaction target for internal work.**





**Kitchen Worktops** - if we laid all the kitchen worktops we have fitted end to end they would stretch the length of the **Mancunian Way 5 times**

**Wall Tiles** - we have fitted enough wall tiles to cover the London 2012 **Olympic swimming pool 12 times**

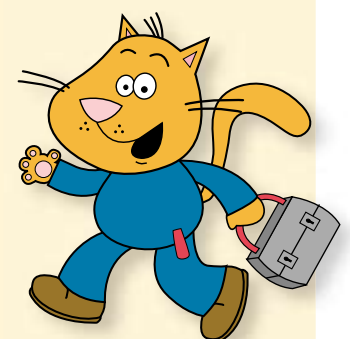
**Baths** - If we stacked up all the baths we have fitted standing on end they would be as tall as the height of **25 Eiffel Towers**. Ooh la la!!

**Bricks** - we have used enough bricks rebuilding chimneys to build **15 new houses**

**Glass** - we have used enough glass in our sparkling new windows to cover **Wimbledon Centre Court 204 times**

**Cladding, roof tiles and flooring** - If we placed these side by side we would have fitted enough roof tiles to cover the **pitch at Wembley Stadium 5 times**, the cladding would cover the pitch **10 times** and our flooring would cover the pitch **2.5 times**. A winning score surely!

**Boilers** - If we placed all the boilers we have fitted side by side they would stretch the length of **35 Jumbo Jets**



## Our Birthday Report

# Rent Promise

### Southway Housing Trust gave you the following promise:

- There would be no rent increase with Southway until the first April after the date of transfer and rent increases would happen only once a year
- You would continue to have two 'rent free' weeks every year

### We met this promise in the following ways:

There was no rent increase until the first April after transfer – exactly what we said.

We have stuck to our word and tenants have only had to face one rent increase a year since transfer.

Tenants still enjoy two rent free weeks every year.

### Other achievements over the last five years:

Totally fair – all our properties are at target rent because we followed the Government's 'target rent' formula.

New ways to pay – we've always offered lots of ways to pay rent and in October 2009 we added direct debits and paying using your mobile phone to make it even easier for tenants.

We're on your doorstep if you need us - tenants can phone their income officer, make an appointment to come and see someone, or ask for a home visit.

We're proud to be able to offer a service which recognises that many of our tenants work and so we now work more flexible hours to help stay in contact with those who aren't in during the day.

In 2010 we started using texts to make it easier to contact tenants when they missed a payment or had problems with their Housing Benefit.

Since February 2010, every one of our tenants has been able to take advantage of our really helpful welfare rights service.

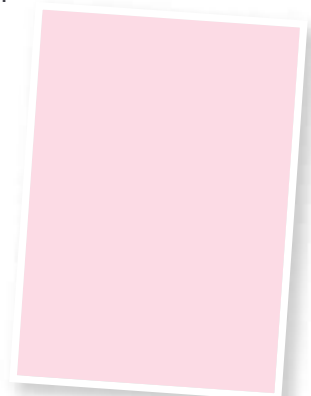
In addition to the debt advice which we've offered since transfer and money management advice

we've offered since 2009, from April this year, we have also funded a dedicated Southway Citizens Advice Bureau officer via S-Line, to offer debt and welfare rights advice. Double the support!

Between June 2011 and March 2012 more than £170,000 had been secured for Southway residents by our Welfare Rights Officer. That's one HUGE amount of money.

We know that Welfare Reform is likely to make a big difference to working age tenants in receipt of Benefits. We have over 1240 tenants who will lose some Housing Benefit from April 2013, because the Government will no longer pay for any 'spare rooms'. We are working really hard to contact all tenants who are affected, to discuss with them what their options are and what help and support we can offer.

Vital contents insurance is on offer to Southway tenants, via My Home Insurance – more details on this affordable option are available by calling Connect or visiting our website.



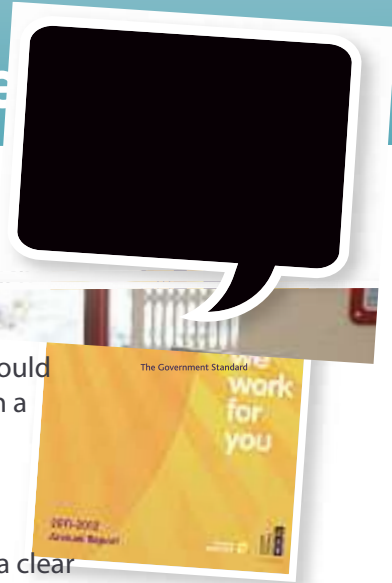
Further details about Welfare Reform can be accessed on our website or by ringing Connect 0161 448 4200.



## Our Birthday Report Service Standards Promise

### Southway Housing Trust gave you the following promise:

- To have a local office in the area to provide services to tenants in the area and the wider community
- To make contact by telephone during office opening hours
- To offer appointments to see staff at the office or in your own home
- To provide a range of online services through the Southway website
- To provide an emergency repairs service at night and weekends
- Southway would have properly trained staff
- By consulting local people, Southway would agree a set of service standards through the Board and would also be in line with regulatory requirements
- The standards would be published, and used as a benchmark against which performance can be measured
- Each year, Southway would provide all tenants with a report on how well it is doing in meeting key performance targets
- Southway would have a clear complaints procedure, and would investigate all complaints
- Southway would set up a convenient system of appointments for most repairs, offering 4 appointment slots every weekday. Appointments would be available up to 5pm on a weekday



### We met this promise in the following way:

We have an office in the area based in Didsbury which provides a range of services to tenants.

We know how important it is to our customers and we have put a lot of effort into improving and modernising this area.

To make sure we deal with requests in the best way possible we have target times for responding. All requests are one of four priorities:



Repair Priority	Response Time
Emergency	3 hours
Urgent	1-5 days (depending on the repair)
Routine	10 days
Major	up to 30 days



We offer five appointment times every working day, the additional one being a late afternoon slot up to 6pm to help those who work. To further help those with jobs and as a result of what tenants told us we now offer Saturday morning repair appointments.

We conduct regular repairs satisfaction surveys to make sure we continue to develop a service that operates in ways that best suit you.

We have developed a three year Board approved business plan for the repairs service which sets out financial and operational performance targets.

We employ a top team - all permanent Southway operatives have been externally skills tested to NVQ Level 2 and they all hold current Construction Skills Certification Cards.

**Other achievements over the last 5 years:**

We have replaced our ageing vehicles with a modern, efficient and more environmentally sound fleet.

As requested by customers, we are now sending text reminders the day before repair appointments – this has significantly reduced the number of ‘no access’ visits.

We’re well equipped! We have modernised our supply of materials to make sure that our operatives have all the equipment they need to complete as many repairs as possible in one visit. The staff use the latest hand-held technology to receive detailed, accurate repairs requests quickly.

We have recruited four local apprentices to the repairs team.

We have launched a sophisticated repairs management system which means we are providing a more flexible service with greater control and easier and more accurate reporting. It also fully integrates with our housing management system.

With so many positive steps and investment in equipment it is no surprise that our repairs performance since transfer has steadily improved.

## Service Standards Promise

	NATIONAL TELEPHONE SERVICE BENCHMARKING STANDARDS			SOUTHWAY CONNECT
	Poor	Average	Excellent	
Average Speed of Answer	38 seconds	24 seconds	17 seconds	16 seconds
Calls Abandoned	10%	6%	4%	2%
Customer Satisfaction	87%	90%	95%	95%
Complaints	9%	5%	2%	0.7%

Recent benchmarking shows us that satisfaction levels are extremely high, complaints very low and our 'speed of answer' is one of the fastest in the sector.

“ For any organisation to achieve a 'Compliance Plus' during a Customer Service Excellence assessment is a great achievement. For Southway Housing to have achieved six shows the extent of the innovations they have put in place to support their tenants. It is also a major sign of a good organisation to work for, when several of the compliance plus areas were for the development and empowerment of staff to evolve the customer service. Well done Southway Housing, may there be more in the future. ”

**Amanda Whitehouse**, Centre for Assessment CSE Manager

We were commended on our approach to using customer feedback which means that we actually listen to what our customers want.

### Other achievements:

We developed the customer charter, a simple one page document which makes it clear to our customers and staff exactly what our standards are.

One of the most significant improvements that we have made over the last five years was to move our contact centre in-house.

Southway Connect went 'live' in 2009 and based on the feedback received from our customers the service has improved considerably as a result of this transfer.





All former Manchester City Council tenants have been offered the opportunity to sign a new Southway tenancy agreement which clearly sets out their rights and responsibilities and maintains their rights previously held with the Council.

**Other achievements over the last five years:**

We have been able to improve access to our services by introducing improved mobile working practices since 2010. All our Neighbourhood Officers can log onto our systems from mobile devices, removing the need for tenants to come into Southway's offices.

All of our main policies have been reviewed, including Southway's Anti-Social Behaviour policy and our Allocations policy, both of which have received tenant approval from our Residents' Consultative Group.

This has led to people getting re-housed more quickly and has saved money.

We regularly ask our tenants what they think of our services and satisfaction levels are high. Looking at the way we deal with anti-social behaviour, for example:

Year	Customer satisfaction with ASB services
2010/11	<b>84% satisfaction</b>
2011/12	<b>88% satisfaction</b>

We have made very positive steps in improving the way our tenants think we deal with nuisance neighbours.

We introduced tenancy audits in July 2011, making sure we meet with all of our tenants periodically to ensure they can maintain their tenancy in accordance with their

This has been successful in identifying a number of tenants who have needed support to help them maintain their tenancies.

In April 2011, we launched our Local Offers, these are local promises about things that Southway will be doing in your area.

We've delivered the first set of promises, with 45 of the 54 promises we made successfully completed within the first year.

Now onto the second year of Local Offers, we have a new set of promises to deliver against.

These are monitored at regular meetings attended by local residents.

Part of the Local Offer includes Southway's Neighbourhood Forum Fund. This provides welcome funding for local individuals or organisations who are making a valuable difference in their area (criteria applies).

We have significantly improved the speed with which we let empty properties:

2008/09	<b>64 days</b>
2009/10	<b>42 days</b>
2010/11	<b>24 days</b>
2011/12	<b>21 days</b>

Comparing ourselves to the top performers in the region who averaged 28 days to turn a property around for re-letting, we are doing extremely well.





## Our Birthday Report

# The Tenant Involvement & Empowerment Promise

### Southway Housing Trust gave you the following promises:

- As a minimum Southway would adopt the City Council's city wide Tenant Compact (agreement)
- The Tenant Compact would set out Southway's commitment to consulting and involving tenants
- Southway would develop new structures to enable tenants and residents to monitor local services
- Tenants would be able to get involved at levels that best suit them
- Southway would continue to support existing tenants' and residents' groups and would encourage and support the formation of new groups
- Southway would carry out a range of customer satisfaction surveys in partnership with tenants on a regular basis, to make sure that the housing service is meeting needs. It would act on the results of these surveys to improve and develop services

### We met these promises in the following ways:

At first we adopted the City Council's agreement on tenant involvement, but straight after Southway went live, the commitment to customer involvement was reviewed and a new Policy and Strategy were produced, with tenants involved in setting our priorities. New ways to get involved were set up as a result.

We developed exciting new involvement opportunities which included three Service Improvement Groups (SIGs) and Mystery Shopping.

We produced a leaflet explaining ways to get involved.

The Steering Group which was set up by the Council to oversee the stock transfer reviewed its role and became the Residents' Consultative Group (RCG).

The RCG group meets every six weeks and monitors performance and comments on policies. The SIGs do this too so there's a double check.

We support tenant groups really well and we worked hard to set up new ones. Since reviewing our priorities last year we have been putting more emphasis on working with existing local community groups.

Southway has recently commissioned a STAR (Survey of Tenants And Residents) which replaces the STATUS Survey. The STATUS Survey was carried out in 2008 and 2010. The results from each year are compared to help us to concentrate on areas where the results suggest we need to do even better. See page 26 for the latest results.

Tenant satisfaction information is also collected by individual services, such as repairs, and is reported and discussed at SIGs meetings.



**Other achievements over the last five years:**

We've organised a successful Residents' Conference every year since March 2008.

We launched our own Gardening Competition in 2010 and now run one every year.

A number of quick and easy environmental improvements were made, thanks to the well-attended consultation event that we organised.

A Young People's Involvement Officer has been employed and we've identified a group of young people from our area to benefit from apprenticeships with our contractors. Young people have also been involved in community events like clean up days and have set up their own forum.

Big changes have been made to how we work with you - we're now joining up with the community groups you already go to and holding joint events with them.

More news - we've increased the number of tenants' newsletters from three to four a year.

We've appointed the 'Tenants Jury' - their main findings are included in this, our birthday report.



## Our Birthday Report

# Your Community Promise

### Southway Housing Trust gave you the following promises:

- We would work in partnership with tenants and local community organisations
- We would have a website with regularly updated information
- We would work with local people to develop a programme of environmental improvements
- We would develop local job and training opportunities
- We would use the improvement programme to provide employment and training opportunities for local people, for example through agreements with contractors
- We would provide training for tenants and residents who wanted to be more involved in Southway, to help them develop tenant participation skills and confidence

- Southway would develop close links with local schools in South Manchester and develop a range of projects that would benefit young people

### We met these promises in the following ways:

We consulted tenants about the environmental programme. We are able to provide additional money for the programme to help provide more of what was wanted.

Training was provided to Tenant Board members and training for involved tenants as requested.

Southway's Young People's Involvement Officer has built strong and important links with some schools.

More than 100 local people will have gained NVQ 2 and 3 qualifications in trade and construction services by March next year thanks to one of our valuable initiatives focused on training and employment. With the help of our contractors we've used our Home Improvement

Programme to achieve this significant result.

We set up and maintained the much-needed Westcroft Community Project in Burnage. Important organisations such as Manchester City Council, Manchester Adult Education Service, Work Solutions, Citizens Advice Bureau, National Careers Service and local community groups are all using it, so people in the area have a variety of support, advice and leisure activities on their doorstep.

Quality is where emphasis has been placed when we have selected contractors' services and materials.

We exceeded the Decent Homes Standard.

We are very aware of the pressures the economic downturn and changes to the benefits system are making, so we provided financial and debt advice and brought in expert agencies to provide a range of new services.

Our website was relaunched in 2010 with a new look and feel and more up to date information.

### And we have made lots of other achievements over the last five years:

Our Community Benefit programme has helped over 170 exciting initiatives which have been supported by our contractors, ranging from funding contributions and kitchen refurbishments for community halls to participation in shows and open days.





In its first year Westcroft Community Project helped 2,929 people – that works out at more than eight every day of the year! Its services include advice about jobs and training and support with finance and debt.

These much appreciated services are being rolled out to two more centres being supported by Southway, one in Old Moat and one in Chorlton Park.

Adding to our efforts to help people into work, we offer Westcroft to Job Centre Plus and other agencies to run employment schemes.

In addition to the employment created by the Home Improvement Programme, we have provided four apprenticeships in our Property Services Team.

We have provided valuable work experience opportunities for a wide range of people, including pupils, ex-offenders, mature people and college learners.

We work with the City Council to run an IT suite for 12 learners at a time.

Over the last five years we have continually developed and maintained healthy partnerships with other agencies and organisations and involved local people in our plans and decisions about the area.

We're proud to say that donations totalling an amazing £48,446 and over 1,396 worth of staff hours have been volunteered to local good causes.

We have established a forward-thinking 'Futures Team' which includes specialist staff to support local organisations and particular sections of the community.

These staff include:

- A Funding Officer to support local groups with identifying and submitting funding bids. Barlow Moor Community Association (BMCA), Community Minded and Chorlton Central Church all have been helped
- An Older Person's Project Officer to help make the area more age friendly by leading on the delivery of our Age Friendly Strategy
- A Sustainability Officer to improve the energy efficiency of our homes and the way we work. Support is given to tenants to help them to reduce fuel bills. Projects currently underway include the supply of over 700 energy monitors and efficiency improvements to the Westcroft Road Community Centre

A key role of the Futures Team will be to increase the number and range of affordable homes in the area. The first properties are now acquired - 19 older persons flats at Holland Court in Chorlton and four individual properties. The aim is to acquire around 20 more properties by March 2013.

In addition, a wonderful new community centre in Barlow Moor is being provided as part of a scheme of 13 new affordable flats.

Our Birthday Report

# What do our Tenants Think?

## Star Survey

Earlier this year Southway commissioned a tenant satisfaction survey. It was the third tenant satisfaction survey of its kind that we have done, with earlier ones completed in 2010 and 2008.

The survey, called STAR, included questions on satisfaction with key areas of services such as repairs, staff contact, dealing with anti-social behaviour, communication and consultation as well as collecting basic profiling information.

A census approach was used so all 5,834 Southway households were invited to take part in the research.

A total of 1,158 households completed the questionnaire. The data accuracy of  $\pm 2.6\%$  for the overall results means we can confidently use the findings.

There has been a continuous increase in the proportion of tenants who say that they are very satisfied with the key areas of service.

The 2012 survey findings confirm that the services provided by Southway meet the needs of the majority of tenants. The full survey can be accessed on our website.



### Better each year

Wherever possible comparisons between previous surveys and the 2012 results have been made.

It is encouraging to report further improvements in tenants' satisfaction with key service areas, when compared to the 2010 and 2008 surveys.

Key Survey Results	% Respondents expressing satisfaction (very satisfied/ fairly satisfied combined)/rating as good (very good/fairly good combined)		
	2012	2010	2008
Overall service	86%	85%	79%
Overall satisfaction with area as a place to live	82%	80%	78%
Satisfaction with overall quality of property	87%	84%	70%
Overall satisfaction with repairs service	85%	85%	79%
Satisfaction with general condition of property	83%	79%	65%
Satisfaction with value for money for rent	81%	78%	75%
Satisfaction that Southway listens to tenants' views and act upon them	75%	72%	72%
Rating Southway as good at keeping tenants informed	86%	84%	79%

## Our Birthday Report

# Governance, Financial Viability & Performance

## Our Promise

Southway said that they would be run by a voluntary management board made up of tenants, independent people and Manchester City Council nominees.

**Board members play an important role in ensuring that Southway is well managed and financially viable.**



Our Board is made up of 12 members with a range of skills. Four are tenants, four are independent with specialist skills and knowledge and four are nominated from the Council. They work with our Chief Executive and Directors to manage our finance and set our strategic direction, aims and objectives.

The Board is crucial in ensuring that we deliver our promises.

From the outset we said that there would be local people making decisions and so our four tenant Board Members are chosen by other tenants and share the decision making responsibilities with other Board members.

We also said that performance would be measured and the results monitored and published.

This is done by the Board and our Residents' Consultative Group and we have now established a Scrutiny Panel made up of tenants who will examine our performance in even greater detail.

## Management Framework

During the last five years we have gone above and beyond the promises we made at our launch - delivering large scale investment in homes and improving the way our properties are managed and maintained - all for less money than originally planned.

We expect to borrow a maximum of £80m which is £10m less than anticipated. Our business plan now includes an additional £5m to be spent on developing and buying properties. This has been made possible by considerable savings and efficiencies.

We have received a good report from our external auditors each year, outlining our financial position as satisfactory. This has been confirmed by our regulator, the Homes and Communities Agency.

In the financial year to March 2012 we made a surplus of £3.9m. Everyone benefits from surpluses as they are reinvested into homes, improving services to tenants and the wider community.

### Managing our performance

We have a strong system in place for checking our performance. Key statistics are reported monthly to our directors and quarterly to our Board.

Our achievements are measured against the targets set for each area of the business and the results, which include tenants' satisfaction levels, are published

on our website. Our performance and costs are compared to other similar landlords to see whether we provide value for money.

## The Jury Says

“ We are pleased to see tenants on the Southway Board and involved in the policies, strategies and the way the money is spent as a customer voice.

We have concerns about the turnover of tenants on the Board.

If Southway could do more active, open recruitment and explain the role in a clearer way and provide support for Tenant Board Members to air their issues, we feel they may stay longer.

”

To access the full accounts go to our website or ring Connect on 0161 448 4200.

# Southway's Future Promises

**YOU COULD WIN £50!** Complete and return this FREEPOST page by 31st January 2013 and you could be the lucky winner of one of five shopping vouchers.

The Jury have highlighted a number of priorities they would like to see Southway focus on over the next few years and they are listed below. We would like you to tick the 5 that you most agree with and then in the blank spaces below please tell us up to 3 more things that you think should be a priority for Southway. Once you've completed this questionnaire, please use the enclosed FREEPOST envelope to return this questionnaire to us.

## Resident Involvement

- 1) More opportunities for involvement in every service area.
- 2) Make more use of the Internet and social media, for example Facebook.

## Home Improvements

- 1) Reduce the waiting time for adaptations.

## Environmental Improvements and Communal Gardening

- 1) Involve tenants in selecting the contractor.
- 2) Introduce regular estate walkabouts with staff and tenants.

## Concessionary Gardening & Decorating

- 1) Signpost tenants who do not qualify for the service.
- 2) Consider introducing a small charge.
- 3) Use surveys to test the satisfaction of everyone in receipt of the service.

## Anti-social Behaviour

- 1) Enforce the 'Zero Tolerance' policy on drugs and vandalism.
- 2) Introduce a buddying scheme and train tenants to support other tenants who are experiencing neighbour nuisance.

## Repairs and Appointments

- 1) Introduce an affordable 'Handy Person' service to carry out small jobs.
- 2) Develop a planned maintenance programme to ensure homes remain in good condition.

## Rents

- 1) Ensure new tenants have enough time to take up their tenancy to reduce the risk of falling into financial difficulty.

## Customer Service

- 1) Ensure all information is clear and jargon free.
- 2) Introduce a buddying system for tenants going through the complaints process.

## Community

- 1) Work with local employers to secure local jobs and work experience.
- 2) Build links with local community organisations and support local businesses.

## Your Own Priorities

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

## Please print your:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone number: \_\_\_\_\_

Email address: \_\_\_\_\_



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

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

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

এই তথ্যগুলো অন্যান্য ভাষায়, ব্রেইলে, বড় অক্ষরে অথবা সিক্সিতে পেতে চাইলে দয়া করে নিচে  
দেওয়া নম্বরে টেলিফোন করুন।

