Opportunities...

Arawak Walton Housing Association

Passionate About People



Annual Report **2018**



We create Opportunities

Since the merger to create Arawak Walton Housing Association nearly 25 years ago, our core purpose has been to create homes where people can put down roots, feel safe and become part of a community.

A home is the building block to a new life. As well as providing a roof over someone's head, somewhere to eat, sleep and relax, it also creates a place of belonging. With a fixed address people can find work, plan their lives and fulfil their dreams.

Our work is about far more than bricks and mortar. By having pride in what we do, and commitment and loyalty to the areas in which we operate, we provide the opportunities for individuals and families of wide-ranging ages and ethnic backgrounds to live and work together and make their own footprints in their local environment.

All this is achieved by having a clear vision, strong leadership and a financially secure organisation that, despite its relatively small size in the sector, seizes opportunities to influence policy locally, regionally and nationally to ensure the needs of Black and minority ethnic people everywhere are considered and respected. We create opportunities for everyone connected with Arawak Walton to influence positively their own lives, wellbeing and futures.

Arawak Walton
Housing Association
Staff Structure 2018

Arawak Walton Housing Association

Board

Cym D'Souza
Chief Executive

Bindu Pandya (P/T)
PA to the Chief Executive

Chris Page
Operations Director

Ian Heppenstall
Asset Manager

Tracey Foster
Vacant
Maintenance Inspectors

Tara Horner
Housing Services Manager

Sandra McKenzie
Stephen Birss
Natalie Rowen (P/T)
Charmaine Hylton (P/T)
Housing Officers

Paul Cooper
Finance Director

Susan Forbes (P/T)
Finance Manager

Simon Gray
Finance Assistant
(Management Accounts)

Kola Akande
Finance Assistant

Rashid Yaman
IT Analyst

Kirsty Miller (P/T)
Corporate Services Manager

Sarah Atta (P/T)
Corporate Services
Officer

Pauline Flowers
Jayanthi Jayaraman
Corporate Services Assistants

Jo Moon (P/T)
Customer Services Manager

Joan Bennett
Vicky Massey
Dean Mooney
Customer Service Advisors

Cheryl Samuels
Trainee Customer
Service Advisor

Lisa Jowrey
Communal Services Manager

Adam Purnell (Mat Cover)
Monika Rahman (Mat Leave)
Housing Officers
(Communal Services)

Jackie Graham
Julie Clifford
Scheme Managers

Dwaliqua Brown (P/T)
Sabrina Khan (P/T)
Scheme Managers

Marcia Brown (P/T)
Adelle Abdul (P/T)
In-house Cleaners



Chair's Statement 2018

Welcome to our annual report for 2017-18. I am as always delighted to provide our customers and stakeholders with an overview of our achievements over the last year.



In 2016 I confirmed we had crossed the 1,000 homes in management threshold and during 2017 the Homes & Community Agency (now the Regulator of Social Housing) carried out an In-depth Assessment. Following the review, the association was delighted to be awarded the highest rating of G1/V1 for governance and financial viability. It is a testimony to the Board and staff and indeed the support of our many stakeholders of the professional way that Arawak Walton achieves the objectives it sets to deliver its ongoing mission.

In 2017 we also had an opportunity to purchase the property next door to our current office. Recognising that we had already overgrown our current office space, we knew that this was a cost effective opportunity to increase office space without expensive removal costs.

Within six months of purchase we had carried out the renovations necessary to create a warm, friendly environment for our staff to work in and importantly for our tenants and potential tenants to come for help with their housing needs.

"We retained our Customer Service Excellence Standard where we remain in the ***top 2% of organisations in the country.****"*

We also now own and manage 1132 homes. We spent in excess of £1.8m on acquisitions and refurbishment within the inner city areas of Manchester where we predominantly work. Again, this has mainly been through stock rationalisation opportunities via our partners.

We play an important role in retaining social housing in the Sector and making capital receipts available to our partner associations to build more homes to address the housing crisis. We continue to extend our ownership of homes in Moston and Gorton, which are proving to be very popular with our tenants.

As a result, our net asset base has increased to £33.2m (2017: £31.6m) which represents a gross cost of circa £65m.

However, in part, due to the impact of the four year 1% rent cuts our rental turnover has decreased to £5.07m (2017: £5.39m). Turnover has also reduced because our rent restructuring grant c.£330k ended in 2017.

We have seen an increase in the roll out of Universal Credit during the year. This impacts not only on the monies our tenants have to meet their living expenses but also their ability to pay their rent. Despite this, we have worked hard to reduce arrears over the years and were pleased to see current arrears fall to 3.5% (2017 4.12%). We do this by supporting our tenants, many working in low paid, uncertain employment, through assistance with budgeting and maximising income options. Contrary to what is portrayed in the media, many of our tenants already work full or part time.

We continue to face many challenges, not least working in inner city areas where there is a desperate need for really affordable homes in both the rented and ownership sectors. Despite our reduced annual income budgets and supporting our tenants as Welfare Reform impacts on their direct income, we continue to grow to address our increasing waiting lists. In these years of austerity our homes and services are needed more than ever by those who are suffering most through financial hardship.



Cym D'Souza, Chief Executive & Evelyn Asante-Mensah, Chair

The ethos of the association remains true to its mission of providing quality homes to multi-cultural communities living in Manchester, Trafford and Stockport. We may be relatively small in size but we continue to be place makers and lead the way in showing how community cohesion really works to make areas attractive, vibrant and sustainable.

Over the rest of this annual report you will read about the way our work gives opportunities to improve our communities', tenants' and staff's life chances and create places where people want to live.

The key part of this holistic approach is our commitment to customer service. This was reflected in our retention of the Customer Service Excellence Standard where we remain in the top 2% of organisations in the country.

I must as always thank everyone who has worked so hard this year to make Arawak Walton the respected and successful organisation it is today. From the founder members who remain actively interested in our work, current and past Board members, staff, partner organisations and finally our great tenants who make our work so worthwhile. I am confident about our future plans and welcome the opportunity to work with our Board, staff, tenants and supporters to deliver them.

Please take the time to look through the following pages and I hope you find the information provided interesting and enjoy the many stories you will read. The Report also doubles up as a calendar for 2019 so enjoy looking at it over the next 12 months.



Evelyn Asante-Mensah OBE

Chair
Arawak Walton Housing Association



...Regenerate



We are committed to maintaining a strong presence in our heartlands, such as Moss Side, Longsight, Whalley Range and Hulme, where we have an established track record of encouraging the indigenous predominately white residents to embrace their multi-cultural neighbours.



Over the years we have taken pride in seeing how neighbours from different countries and religions have become close after learning to respect and appreciate each other's differences whilst celebrating their similarities. We now have tenants where several generations of the same family have lived in an Arawak Walton property for many years and are proud to call it home.

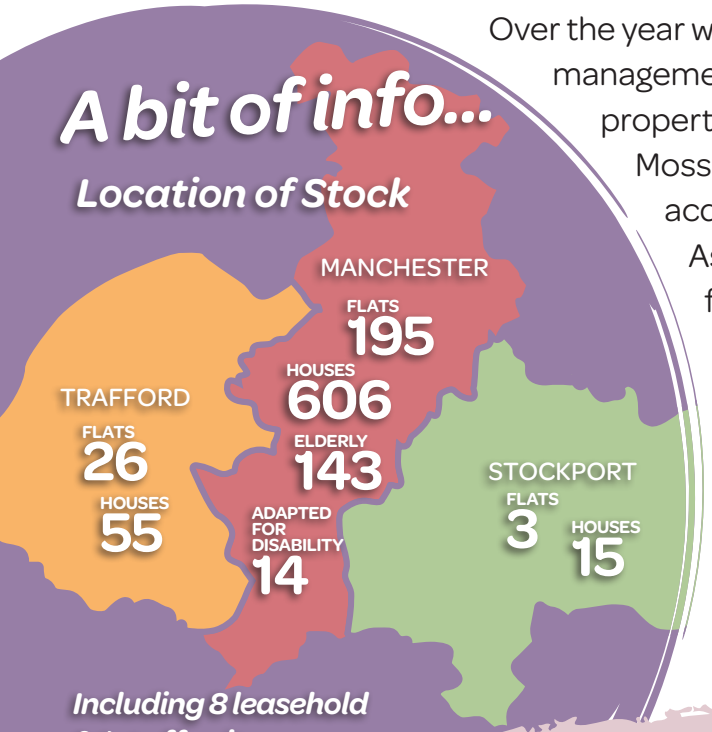
We actively seek out opportunities to purchase properties in established neighbourhoods, some of which might have been neglected over a number of years, and then set about restoring them to their former glory to make them attractive homes for people wishing to remain close to their roots.

January

1	Tu	New Year
2	We	
3	Th	
4	Fr	World Braille Day
5	Sa	
6	Su	Epiphany
7	Mo	
8	Tu	
9	We	
10	Th	
11	Fr	
12	Sa	
13	Su	Birthday of Guru Gobind Singh Maghi Bodhi Day
14	Mo	Seijin Shiki (coming of Age day)
15	Tu	Makara Sankranti
16	We	Religious Freedom Day

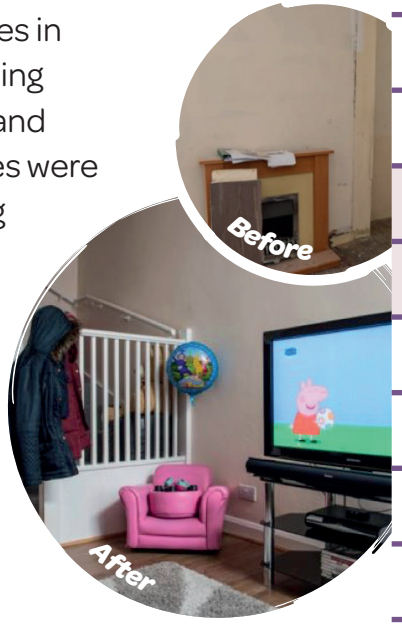
A bit of info...

Location of Stock



Including 8 leasehold & 1 staff unit.

Over the year we have increased our homes in management by a total of 16, purchasing properties in the Gorton, Moston and Moss Side areas. Nine properties were acquired from Jigsaw Housing Association and a further five were purchased on the open market. These will be refurbished to provide high quality, attractive homes which are affordable to those on low incomes.



Opportunities for...
...Moss Side



17	Th	
18	Fr	
19	Sa	
20	Su	World Religion Day
21	Mo	Martin Luther King Day Tu B'Shvat Thai pusam
22	Tu	
23	We	
24	Th	
25	Fr	Burns Night
26	Sa	
27	Su	
28	Mo	
29	Tu	
30	We	
31	Th	

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February

1	Fr	
2	Sa	Candlemas (Feast of the Purification)
3	Su	Setsubun
4	Mo	World cancer day
5	Tu	Chinese New Year
6	We	
7	Th	
8	Fr	Nirvana day
9	Sa	
10	Su	Vasant Panchami
11	Mo	
12	Tu	
13	We	
14	Th	Valentine's day
15	Fr	
16	Sa	







...Restore





Whilst we strive to create the best possible living standards at an affordable price for our tenants, many of the private landlords in the areas in which we operate do not share our vision.



Once one property becomes neglected, it is all too easy for others to follow, leading to a neighbourhood that few people care about. Our policy is to seek out properties that we can purchase and restore to provide affordable homes for those on low incomes, which in turn can create a renewed sense of pride in a formerly run-down area. We have demonstrated our positive influence over many years in areas like Whalley Range and Moss Side and now this can be seen in the newer areas we have moved into, for example Gorton.

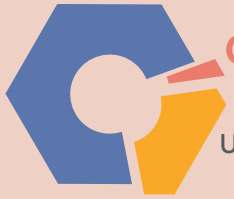
17	Su	
18	Mo	
19	Tu	
20	We	
21	Th	Purim Katan
22	Fr	
23	Sa	
24	Su	
25	Mo	
26	Tu	
27	We	
28	Th	Rare disease day

A bit of info...

Repairs completed within target

ROUTINE (21 days)
98%
(target 98%)

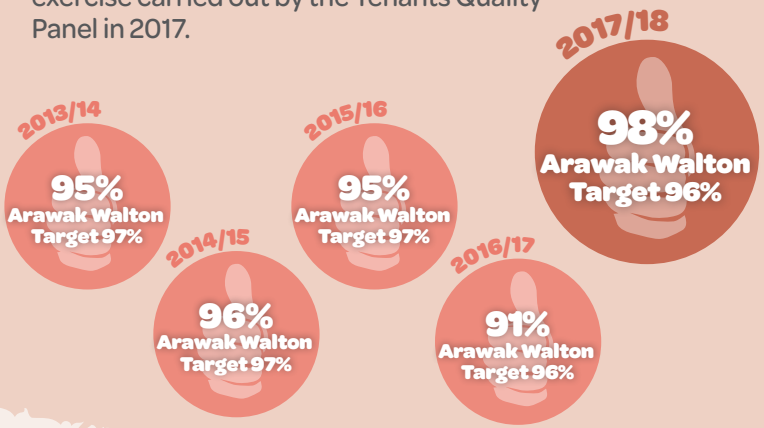
EMERGENCY (1 day)
100%
(target 100%)



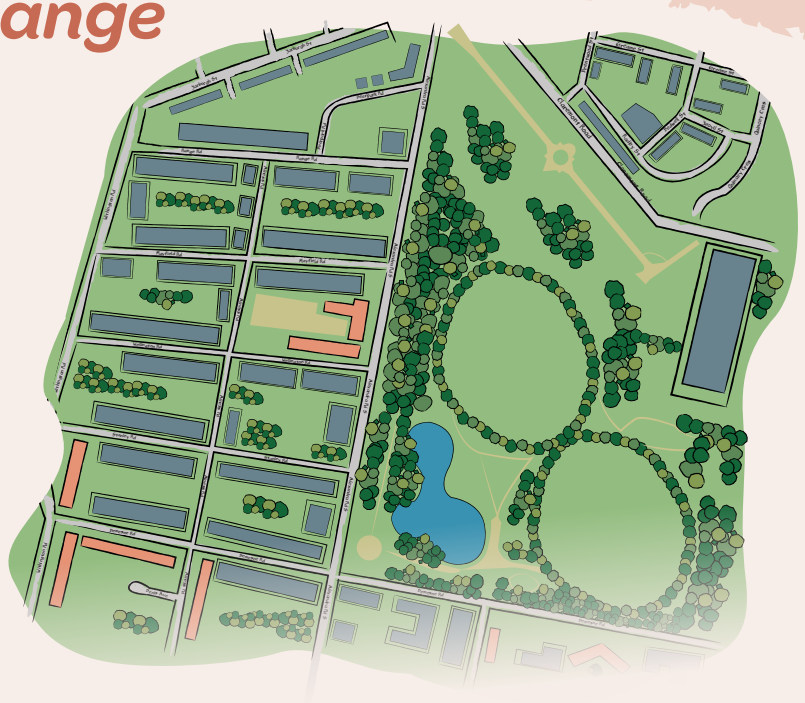
URGENT (7 days)
98%
(target 98%)

Overall Satisfaction with repairs service

The association has made the improvement of the repairs service a focus of its service improvement reviews and was helped by an exercise carried out by the Tenants Quality Panel in 2017.



Opportunities for...
...Whalley Range



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...Bring Communities Together

We believe that long-term relationships enable us to offer the best support to the communities in which we work.



That is why we have been working closely with locally based community projects, such as The Whiz Project, for a number of years.

The Whiz Youth Project exists to help and educate young people to develop their physical, mental and social capacities through their leisure time activities. The project takes a holistic approach to promoting health and wellbeing, offering a wide range of activities, from healthy eating to fitness training, as well as Thai boxing and Girls Group. This year, Arawak Walton was one of several organisations that stepped in to help when the normal funding for their JNR8 playscheme, which operates for under 11's during the school holidays, did not come through.

March

1	Fr	St David's day Nineteen day fast start
2	Sa	
3	Su	
4	Mo	Shivaratri
5	Tu	Shrove Tuesday
6	We	Lent (begins)
7	Th	World book day
8	Fr	International Womens day
9	Sa	
10	Su	
11	Mo	Commonwealth Day
12	Tu	
13	We	
14	Th	
15	Fr	
16	Sa	

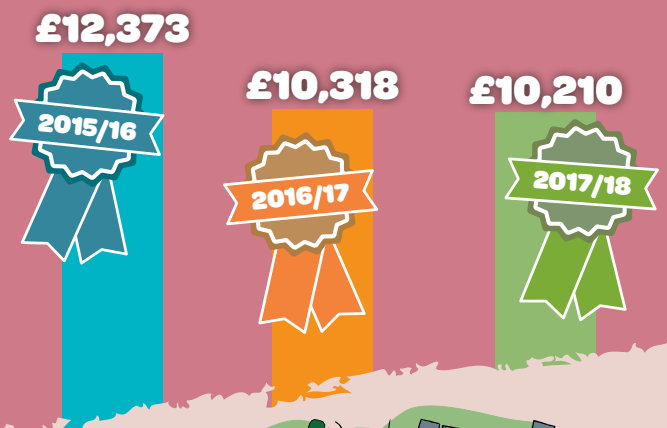


This enabled the scheme to continue as normal, much to the delight of both parents and young people.

Activities included trips to the local park, creative drama, outdoor activity, crafts and messy play. There was also a fun day to celebrate 'National Play Day', with bouncy castle, face painting, party games and food.

A bit of info...

Community Sponsorships Spend



"I love coming to the play scheme. I love all the art stuff – there's lots of it. We play good and funny games too."

Fatima aged 7

Opportunities for...
...Cheetham Hill



17	Su	St Patrick's day
18	Mo	
19	Tu	
20	We	Ta'anit esther Nineteen day fast end / Spring Equinox International day of happiness
21	Th	Holi / International elimination of Racial discrimination day / World Down Syndrome day / Purim / Naw Ruz
22	Fr	Shushan Purim
23	Sa	
24	Su	
25	Mo	
26	Tu	
27	We	
28	Th	
29	Fr	
30	Sa	
31	Su	Mother's day Day light saving starts

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April

1	Mo	April fools day
2	Tu	World Autism Awareness day
3	We	Isra and Miraj
4	Th	
5	Fr	
6	Sa	Ugadi
7	Su	World health day
8	Mo	
9	Tu	Guru Angad Dev
10	We	
11	Th	
12	Fr	
13	Sa	
14	Su	Ram Navami Vaisakhi Palm Sunday
15	Mo	
16	Tu	



...Support Families

Becoming an Arawak Walton tenant means becoming involved in a very special family.



We don't just provide houses for people to live in; we are there to offer support with wide-ranging issues. Our Housing Officers are far more than 'rent collectors' and are on hand to offer support and advice whenever it is necessary. They often help tenants to budget, as some people might find it hard to prioritise their outgoings, as getting into rent arrears can have all kinds of knock-on effects, such as the children being unable to attend school. As an Association we are there to help in good times and bad. We are proud of our track record with repairs and maintenance, which routinely is scored at between 98% and 99% in terms of satisfaction, and we passed our latest Customer Service Excellence assessment with 'Excellent' results, placing us in the top 2% of organisations in the country.

CUSTOMER SERVICE EXCELLENCE CSE

The Government Standard

17	We	Mahavir Jayanthi
18	Th	Maundy Thursday & Lent (ends)
19	Fr	Good Friday Hanuman Jayanti
20	Sa	Passover Starts Holy Saturday
21	Su	Easter Sunday
22	Mo	Easter Monday
23	Tu	St George's day
24	We	Guru Tegh Bahadur Jayanti
25	Th	World Malaria day
26	Fr	
27	Sa	Passover ends
28	Su	
29	Mo	
30	Tu	







In addition, we have been awarded compliance plus for partnership working with the Boaz Trust to meet customer needs.

A bit of info...

Percentage of tenants with Customer Profile survey completed

2017/18	99.7%	Arawak Walton Target (%) 98%
2016/17	100%	Arawak Walton Target (%) 99%
2015/16	99%	Arawak Walton Target (%) 92%
2014/15	85%	Arawak Walton Target (%) 85%
2013/14	82%	Arawak Walton Target (%) 85%

Opportunities for...
...Ardwick



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...Support Staff

The Arawak Walton family isn't just about our customers. Our staff are integral to our success as an organisation. It is only by working as a closely-knit team that we can achieve the high standards we continually strive for.



Whilst many of our staff are long-standing members of our team, we are happy to provide fresh opportunities for career enhancement for those who wish to progress.

We are also delighted when we can welcome our tenants as employees. One example is Cheryl Samuels, who has been living in an Arawak Walton house for the last 20 years, firstly in Levenshulme and now in Moss Side. She worked for a charity for 24 years and was made redundant when sadly the charity closed down. She applied for the trainee customer advisor role on a one-year contract with Arawak Walton and now she works on the front desk and also deals with repairs and maintenance, so her role is very customer focused.

May

1	We	
2	Th	Yom HaShoah
3	Fr	
4	Sa	
5	Su	Birth of Guru Amar Das Ramadan (Starts)
6	Mo	Early May Bank Holiday (May Day)
7	Tu	Akshaya Tritiya
8	We	
9	Th	Yom HaAtzmaut
10	Fr	
11	Sa	
12	Su	
13	Mo	
14	Tu	
15	We	
16	Th	

Cheryl has replaced Dwaliqua Brown, who also had a one-year contract. She had joined Arawak Walton after working as an elderly healthcare assistant for four years and was looking to extend her experience by working a different sector. Initially she was unsuccessful in her application for the Scheme Manager role, but when the successful external applicant was unable to take up the position, we offered Dwaliqua a package of development and support to enable her to take up the opportunity to become a part time Scheme Manager at our sheltered housing development at Birch Court. She is receiving a lot of support from the other Scheme Managers and from her line manager to help her settle into her new role and she is also having training to enable her to offer the best support to the residents at Birch Court.

This is a different sector, so it broadens my experience on my CV and is also giving me lots of new skills."

Cheryl Samuels





Opportunities for...
...Hulme

17	Fr	
18	Sa	
19	Su	Pesach Sheni Vesak (Buddha Day)
20	Mo	
21	Tu	World Day for Cultural Diversity for Dialogue and Development
22	We	
23	Th	Lag B'Omer
24	Fr	
25	Sa	World Africa Day
26	Su	
27	Mo	Spring Bank Holiday
28	Tu	
29	We	Ascension of Baha'u'llah
30	Th	Ascension Day
31	Fr	World No-Tobacco Day Laila Ad-Qadr (Night of Power)

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June

1	Sa	
2	Su	
3	Mo	
4	Tu	Ramadan (ends)
5	We	Eid Al-Fitr
6	Th	
7	Fr	
8	Sa	
9	Su	Pentecost Race Unity Day
10	Mo	Shavuot
11	Tu	
12	We	
13	Th	
14	Fr	World Blood Donor Day
15	Sa	
16	Su	Father's Day Trinity Sunday Martyrdom of Guru Arjan Dev





...Grow

Whilst our stated policy is to maintain a strong presence in the areas which are our heartland, we are continually looking for opportunities to make a difference in new areas in Manchester, Stockport and Trafford.



In recent years we have taken advantage of the changing policies of other housing associations, who have been rationalising their own geographical areas and selling off properties that no longer fitted with their core objectives. As a result, we have acquired properties in Moston, Gorton, Reddish and The Heatons, bringing the total number of homes in management by Arawak Walton to 1066.

Many of these properties required extensive refurbishment and in the past year the 27 properties we purchased in 2016/17 have been renovated and are now occupied. We are proud to see that our investment can help transform not only individual properties but whole streets, as people living nearby begin to take more of an interest and pride in their own homes and communities.

17 Mo

18 Tu

19 We

20 Th

21 Fr — Summer Solstice International Yoga Day

22 Sa

23 Su

24 Mo

25 Tu

26 We

27 Th

28 Fr

29 Sa

30 Su





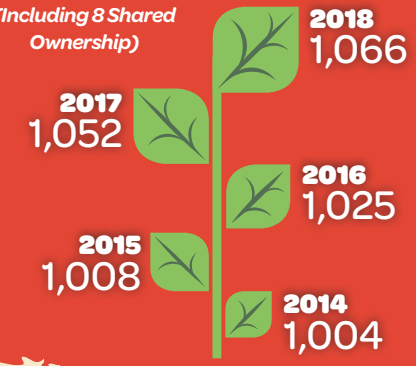
In 2016, Arawak Walton moved into mainstream regulation after passing the 1,000 homes threshold which means we are now rigorously assessed by the Homes and Communities Agency (HCA). After completing an in-depth assessment in 2017, the Association was delighted to be awarded the top rating of G1/V1. This rating is the highest achievable and confirms that Arawak Walton benefits from robust governance and is financially viable.

It also meant we were able to apply for Investor Partner Status with Homes England, which enables us to apply for a grant to acquire and refurbish even more homes.

A bit of info...

Growth since 2014
(Net of Sales)

(Including 8 Shared Ownership)



Opportunities for...

...Levenshulme/Longsight

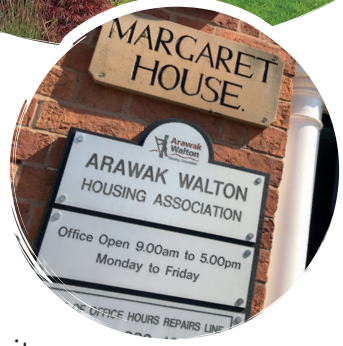


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...Expand





Our offices in Manor Street, Ardwick, have been overcrowded for some time, and we have been looking for suitable premises for a number of years.





We were delighted, therefore, when the opportunity arose to purchase the building right next door to our existing offices for a very competitive market price.

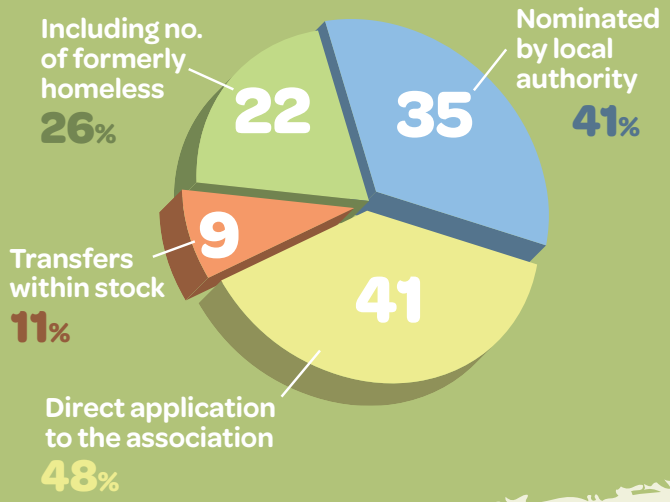
As the building had previously been used as offices only minimal work was required to create the working environment needed by our teams. The two buildings are now connected, and we have been able to provide more integrated accommodation for our staff as well as creating meeting rooms, which will eliminate expenditure on room hire at external venues. The additional space has also created dedicated areas for our customers to use IT facilities in a more private space.

July

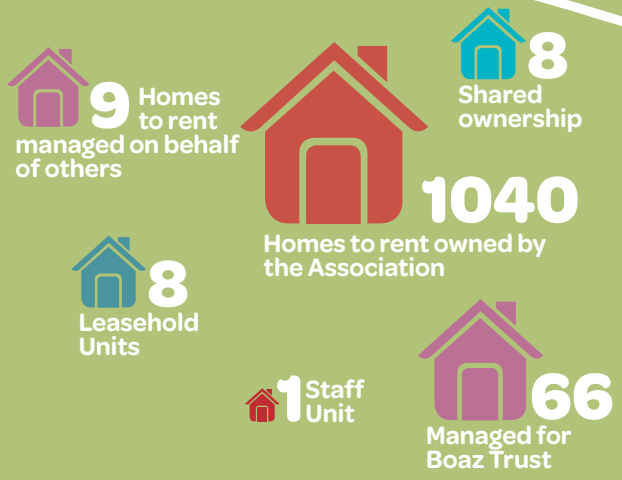
1	Mo	
2	Tu	
3	We	
4	Th	
5	Fr	Birth of Guru Hargobind
6	Sa	
7	Su	
8	Mo	
9	Tu	
10	We	
11	Th	
12	Fr	
13	Sa	
14	Su	
15	Mo	
16	Tu	Asalha Puja (Dharma Day)

A bit of info...

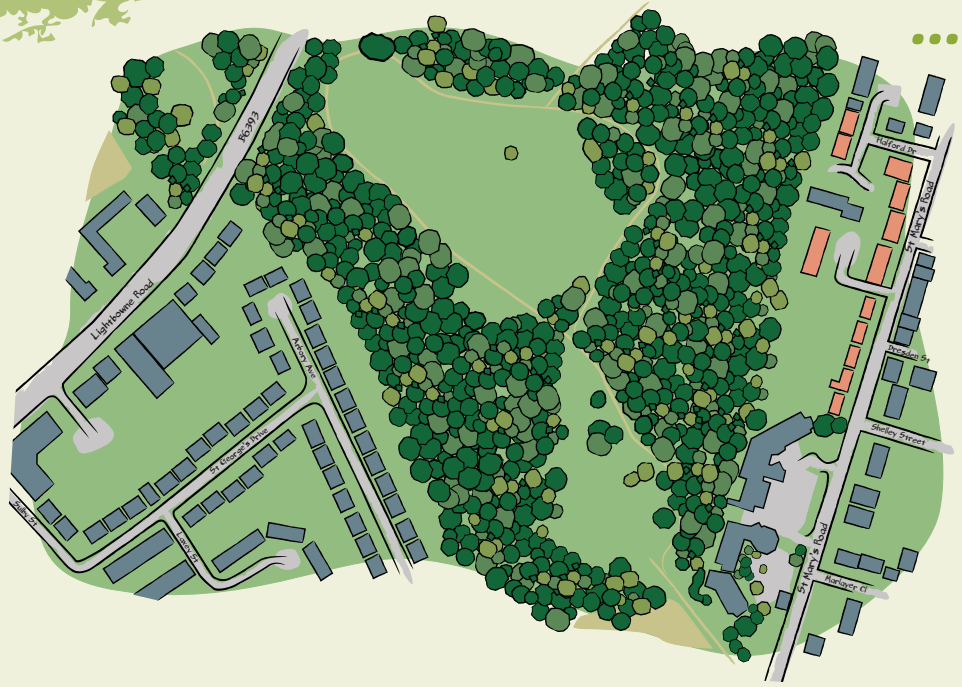
Lettings in the Year April 2017 to March 2018



Homes in Management as at March 2018



Opportunities for... ...Moston



17	We	
18	Th	
19	Fr	
20	Sa	
21	Su	
22	Mo	
23	Tu	Birth of Haile Selassie
24	We	Pioneer Day
25	Th	St James the Great Day
26	Fr	Guru Harkishan Singh Jayanti
27	Sa	
28	Su	
29	Mo	
30	Tu	
31	We	

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August

1	Th	Lammas
2	Fr	
3	Sa	
4	Su	
5	Mo	
6	Tu	
7	We	
8	Th	
9	Fr	International Day of the World's Indigenous Peoples
10	Sa	
11	Su	Tisha B'Av
12	Mo	Eid Al-Adha (Feast of Sacrifice)
13	Tu	
14	We	
15	Th	Raksha Bandhan
16	Fr	Tu B'Av







...Invest

Our robust financial controls mean that we have the means to invest, not only in housing stock, which enables us to help more people, but also in systems to enable us to operate more efficiently and provide a better service for our customers.

We are investing extensively in upgrading our IT systems, with new software that will enable more flexible working for our staff and also provide PCs for our customers to use. We are also introducing hot desking for staff who spend much of their time out of the office, which will enable us to use our additional office accommodation to greatest effect.

We have also been able to improve our working environment, creating breakout areas for staff to enable them to have proper breaks away from their desks during the working day.

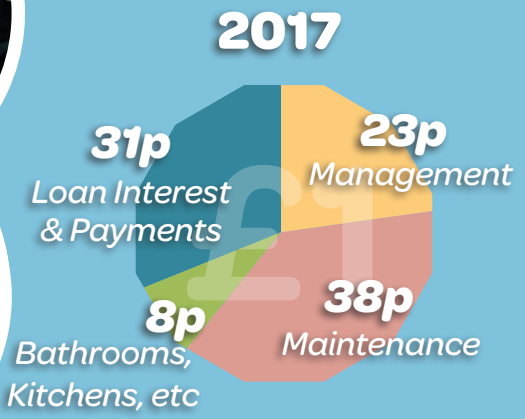
17	Sa	Birthday of Marcus Garvey
18	Su	
19	Mo	
20	Tu	
21	We	
22	Th	
23	Fr	Manchester Pride Big Weekend
24	Sa	Krishna Janmashtami
25	Su	
26	Mo	Summer Bank Holiday
27	Tu	
28	We	
29	Th	
30	Fr	
31	Sa	Islamic New Year

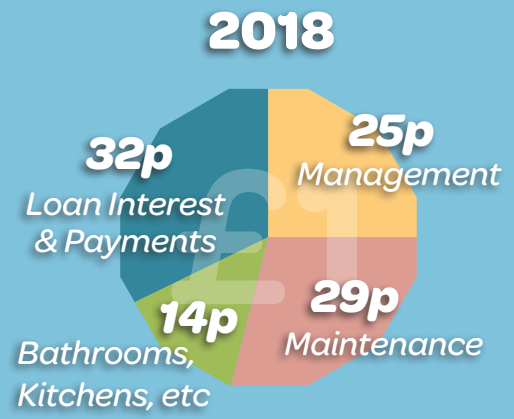




A bit of info...

How we spent every £1 of rent our tenants paid us in 2017/18





Opportunities for...

...Miles Platting



www.arawakwalton.com

24 hr repair line: **0800 389 4616**

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facebook.com/Arawak-Walton-Housing-Association



...Diversify

Throughout its long history, Arawak Walton has always celebrated diversity. It forms the very heart of our purpose and to ensure our continued commitment to diversity we have welcomed five new members to our Board in the past year.



Sally Penni is a Barrister at Law for Kenworthy's Chambers in Manchester and Vice Chair of Association of Women Barristers UK. She is also a Non-Executive Director of Codethink Ltd., Trustee for Royal Exchange Theatre and highly commended as an inspiring leader by HSBC National Women in Business 2016.



Professor Carol Baxter is a Trustee for the Centre for Aging Better and the Employers Network on Equality and Inclusion. She also serves as a Non-Executive Director for Southport and Ormskirk NHS Trust. Now retired, Carol was the Head of Equality, Diversity and Human Rights for NHS employers.

Dr Kailash Chand is Chair of North West BMA Council and of Health Watch Tameside. Also now retired, Kailash was a GP for 30 years and also Chair of the Local Medical Committee, a member of BMA Council, Deputy Chair of BMA's National Equality and Diversity Committee and Chair of NHS Tameside and Glossop PCT.



September

1	Su	
2	Mo	Ganesh Chaturthi
3	Tu	
4	We	
5	Th	
6	Fr	
7	Sa	
8	Su	International Literacy Day
9	Mo	Ashura
10	Tu	
11	We	
12	Th	
13	Fr	
14	Sa	Triumph of the Cross
15	Su	
16	Mo	



Paul Roberts works in Corporate Governance for Manchester Health and Care Commissioning, the partnership between NHS Manchester Clinical Commissioning Group and Manchester City Council, which commissions health, social care and public health services in the city of Manchester. Prior to this role, he had a 34-year career in social housing, having worked for 5 housing associations and a local authority.



Rob Wakefield is the Chief Executive of Community Gateway Association (CGA), a housing association that owns and manages over 6,000 homes in Preston. At CGA Rob is responsible for all matters of corporate strategy, tenant and colleague engagement, service delivery and the development of new homes. Rob's involvement with Arawak Walton began in 2014 when he became a co-opted Member of the Audit Committee.



Opportunities for...
...Gorton

17	Tu	
18	We	
19	Th	
20	Fr	
21	Sa	Leil Selicho World Alzheimer's Day
22	Su	
23	Mo	
24	Tu	
25	We	
26	Th	
27	Fr	
28	Sa	
29	Su	Navaratri (Starts)
30	Mo	Rosh Hashana starts

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October

1	Tu	Black History Month (full month) Jewish New Year
2	We	Fast of Gedaliah Feast of Guardian Angels International Day of Non-Violence
3	Th	
4	Fr	
5	Sa	World Teacher's Day
6	Su	
7	Mo	Dussehra
8	Tu	Navaratri (Ends)
9	We	Yom Kippur
10	Th	
11	Fr	
12	Sa	
13	Su	
14	Mo	First Day of Sukkot
15	Tu	Birth of Guru Ram Das
16	We	



BME national

...Work in Partnership

north west Community Housing Associations

Much of Arawak Walton's success in driving change has been due to the excellent partnerships is has created over many years.

Housing associations exist to ensure everyone in the country can live in a quality home that they can afford, so we are closely involved in Owning Our Future, a National Housing Federation initiative that celebrates the contribution housing associations make to creating strong, thriving communities.

Arawak Walton is a member of BME National, the body representing the majority of Black and minority ethnic housing associations, which ensures that national policies reflect and address the needs of BME communities. Our Chief Executive, Cym D'Souza, has been its Chair since 2014 and she was recently recognised in the leading housing publication, Inside Housing, as one of the leaders driving positive change in the housing sector.

The Association is a member of the North West Housing Forum and the Greater Manchester Providers' Forum, which lobby government for funds to address the Northern regions housing and regeneration needs.

17	Th	
18	Fr	
19	Sa	
20	Su	
21	Mo	Shmini Alzeret
22	Tu	Simchat Torah
23	We	
24	Th	
25	Fr	
26	Sa	
27	Su	Diwali Day light saving ends
28	Mo	
29	Tu	Birth of Baha'u'llah
30	We	
31	Th	Halloween





Locally we belong to Manchester Strategic Partnership, Trafford's Joint Commissioning Partnership and are lead BME partner for Stockport, enabling us to raise issues that affect the communities we serve and help make a positive impact. We are also members of the North West Community Housing Associations (NWCHA), which plays a major role in influencing regional housing strategy.

A bit of info...

Average Assured Rents



	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom
2017/18	£70.18	£82.83	£91.81	£106.67
2016/17	£70.80	£82.38	£91.90	£106.99

Opportunities for...

...Old Trafford



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...Continue our mission and be true to our values

Our mission and values are at the heart of the Arawak Walton culture and everyone connected with the Association subscribes to them. We firmly believe that they are what drives our continued success and we will continue to stay true to them.



Our Mission

With its roots in the African Caribbean community, Arawak Walton Housing Association champions the provision of quality affordable homes in sustainable multi-cultural neighbourhoods.

November

1	Fr	All Saint's Day
2	Sa	All Souls' Day Coronation of Haile Selassie
3	Su	
4	Mo	
5	Tu	Guy Fawkes Day
6	We	
7	Th	
8	Fr	
9	Sa	
10	Su	Remembrance Sunday Milad Al-Nabi
11	Mo	
12	Tu	Birth of Guru Nanak
13	We	
14	Th	World Diabetes Day
15	Fr	
16	Sa	International Day for Tolerance

Our Values

We value people
We shall listen and respond to the needs of all people involved with Arawak Walton.

We aim high
We shall improve the quality of our services.

We are proud of our roots
We provide homes, not houses and support and promote our communities whenever we can.

We move with the times
We stay alert to changing circumstances and respond to them with imagination and innovation.

We rely on teamwork
We look for partners and alliances to help us achieve our aims both inside and outside the Association.

We are keen financial managers
We need financial strength and effective financial management to underpin and expand our work; we use our resources to add value and release potential.

We are open and accountable
We provide user-friendly information about our performance as a housing association.



Opportunities for...
...Reddish

17	Su	
18	Mo	
19	Tu	
20	We	
21	Th	
22	Fr	
23	Sa	
24	Su	Martyrdom of Guru Tegh Bahadur
25	Mo	
26	Tu	
27	We	
28	Th	
29	Fr	
30	Sa	St. Andrew's Day

www.arawakwalton.com
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twitter.com/arawakwalton
facebook.com/Arawak-Walton-Housing-Association

December

1	Su	World AIDS Day Beginning of Advent
2	Mo	
3	Tu	
4	We	
5	Th	
6	Fr	
7	Sa	
8	Su	
9	Mo	
10	Tu	Human Rights Day
11	We	
12	Th	
13	Fr	
14	Sa	
15	Su	
16	Mo	



...Develop our vision

In May 2017 Manchester took the centre spot on the world's stage for all the wrong reasons when a suicide bomber destroyed the lives of many at the Manchester Arena.



But that spotlight also highlighted the incredible tolerance and community spirit that exists in this region, something that Arawak Walton has long experienced through its work in Black and minority ethnic communities in Manchester, Trafford and Stockport.

Our vision is very simple, to continue to strengthen our local communities through the provision of high quality homes that are affordable to people on low incomes, so they can have the opportunities to create the life of their dreams.

17	Tu	
18	We	
19	Th	
20	Fr	
21	Sa	
22	Su	Yule (Winter Soltice)
23	Mo	First day of Chanukah
24	Tu	Christmas Eve
25	We	Christmas Day
26	Th	Boxing Day
27	Fr	
28	Sa	
29	Su	
30	Mo	Last day of Chanukah
31	Tu	New Years Eve

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This is only achievable through clear leadership, strong finances, strong finances and above all a willingness to work together for the good of everyone. We are proud of our track record to date and intend to build on these solid foundations to create an even better future for everyone connected with Arawak Walton.



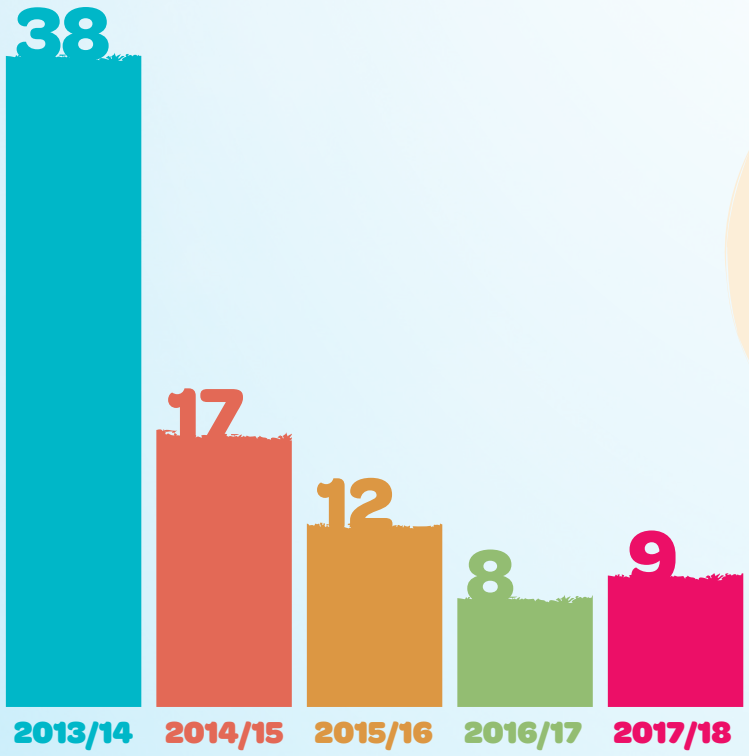


Opportunities for...
...Heaton Moor



Anti Social Behaviour Complaints

Anti Social Behaviour / Neighbour Nuisance Complaints



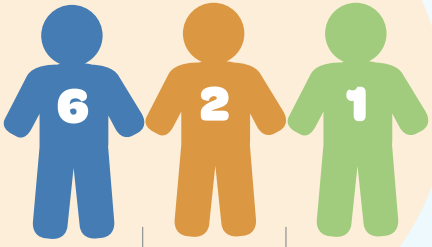
Anti Social Behaviour Cases Analysis



Broad Issue



Ethnic Origin of Complainants



The number of recorded ASB cases is roughly the same as last year. Although the ethnic origin of complainants is mostly BME, there were no racially motivated cases.

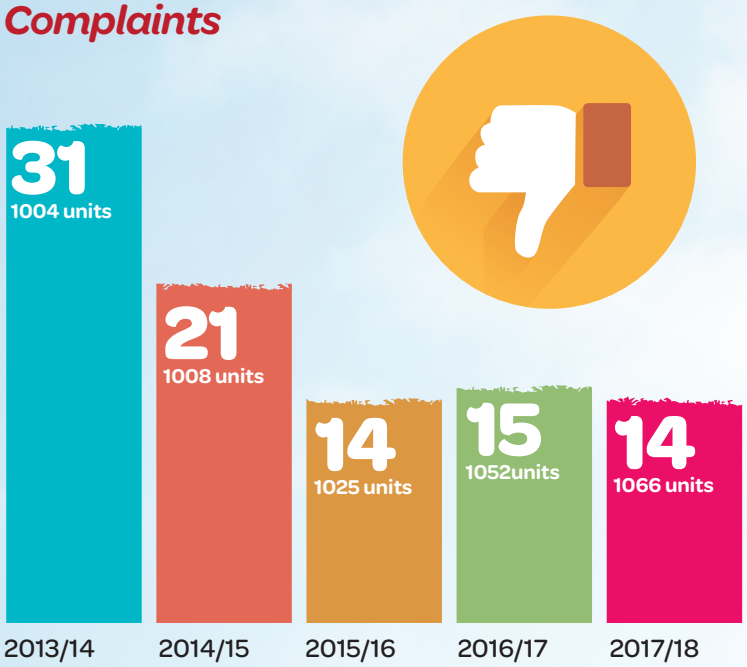
Action Taken (Closed Cases)



N.B. 2 cases are still under investigation and action not yet decided.

Compliments, Complaints and Anti Social Behaviour

Complaints



Analysis of the complaints received shows that 6 were about repairs/maintenance (including 2 about contractor conduct), 4 were about the conduct of AWHA staff, 2 were in relation to ASB and 2 sought to re-raise complaints already previously dealt with. 3 of the complaints were upheld, 2 upheld in part and 9 rejected. In 2 cases the complainant requested that the Chief Executive reviewed the complaint and none chose to seek a review from the Housing Ombudsman.

Compliments

We received 91 compliments in 2017/18 however, as we changed the way we now record compliments this was a lot less than the 170 from the previous year.

"Thank you for all your help, kindness and friendship. I've really loved living here - as I said, It's like winning the lottery."

"Always polite and don't have to wait a long time for repairs."

"Many thanks to both Arawak Walton and the contractor for a very efficient, professional and excellent work."

"We have always found Arawak Walton's Customer Service to be very good from general enquiries to reporting repairs. Very polite and helpful. They always go the extra mile for tenants."

Average number of days taken to re-let a property



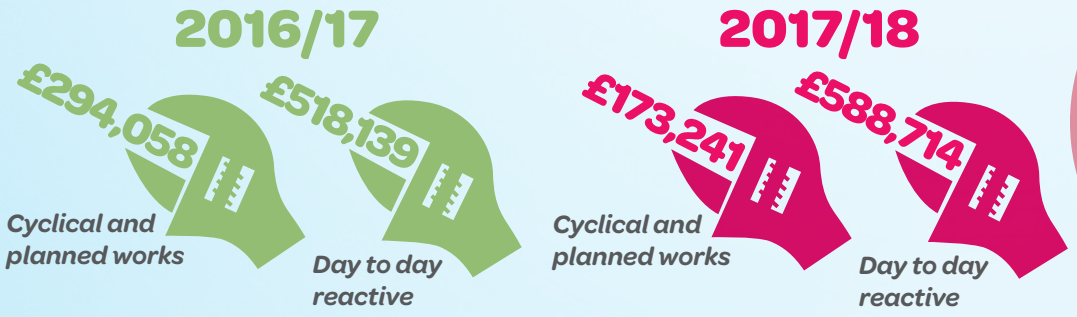
2013/14	2014/15	2015/16	2016/17	2017/18
Target: 30	Target: 25	Target: 22	Target: 22	Target: 21

Housemark National Median 2016/17	24
Peer Group Benchmark 2016/17	19

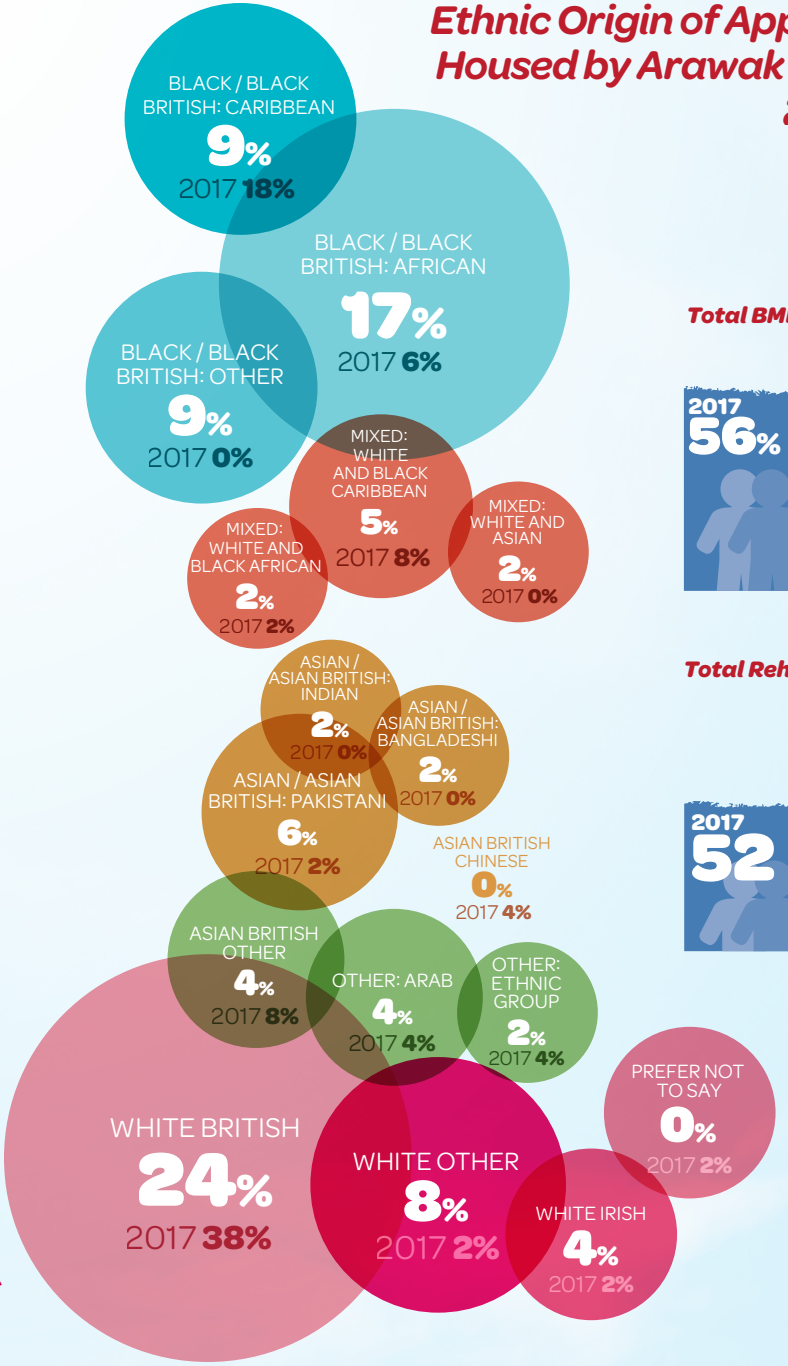
Number of seconds taken to answer calls (seconds):



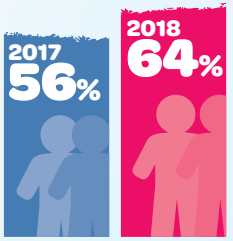
Direct Repairs Expenditure



Ethnic Origin of Applicants Housed by Arawak Walton 2017-18



Total BME



Total Rehoused

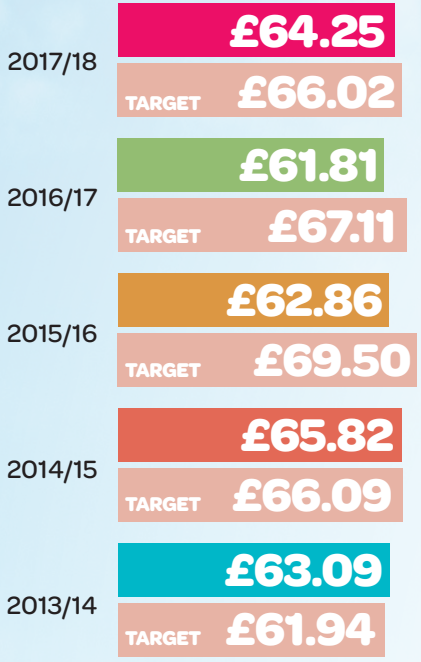


Repairs Performance

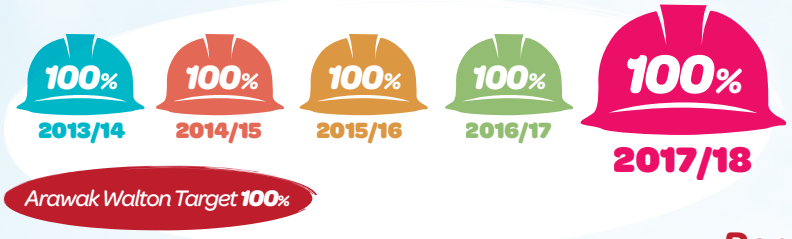
Weekly Revenue Repairs Spend per unit



Weekly Operating Cost per unit



Percentage of current health and safety risk assessments completed



Empty Properties 31st March 2018

Total empty properties 2017: 27



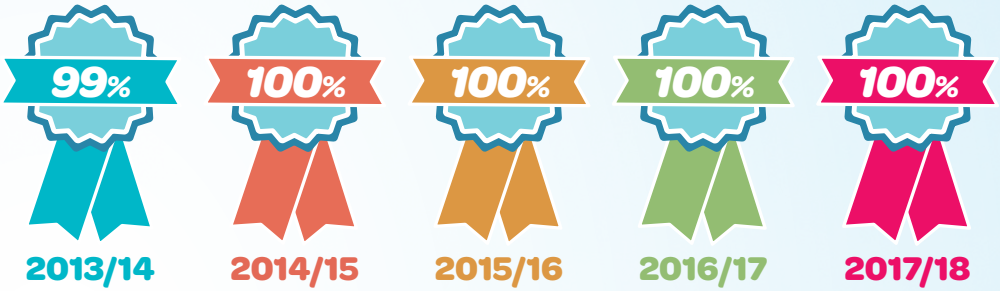
Total empty properties 2018: 15



9 properties were purchased in late March 2018 (2017 – 19 properties) and will be refurbished mid 2018/19.

Percentage of properties with a current Gas Safety Certificate

Arawak Walton Target 100%



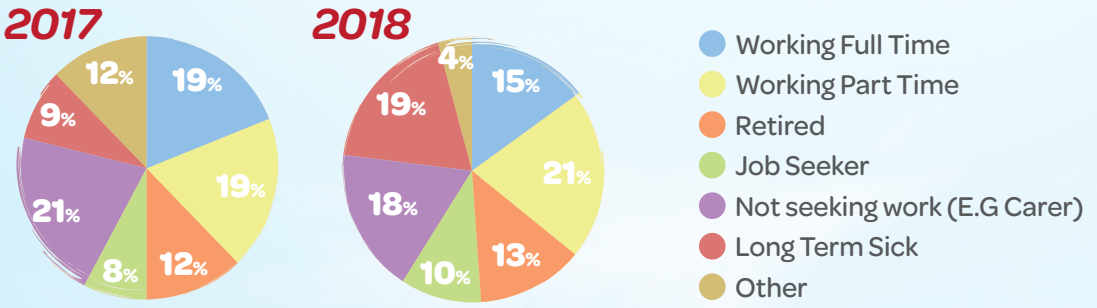
VFM Sector Scorecard

Number	Detail	AWHA 2017/18	Sector scorecard Median 2016/17	AWHA 2016/17
1	Operating Margin	30%	30%	37%
2	Interest Cover (EBITDA MRI)	3.07	2.28	3.50
3	New Supply	16	40	7
4	Gearing	48%	42%	50%
5	Reinvestment %	0.02	0.69	0.90
6	Return on Capital Employed	4.83%	4.0%	6.5%
7	Cost Per Unit	3,162	3,306	2,805

Upper Quartile Median Lower Quartile



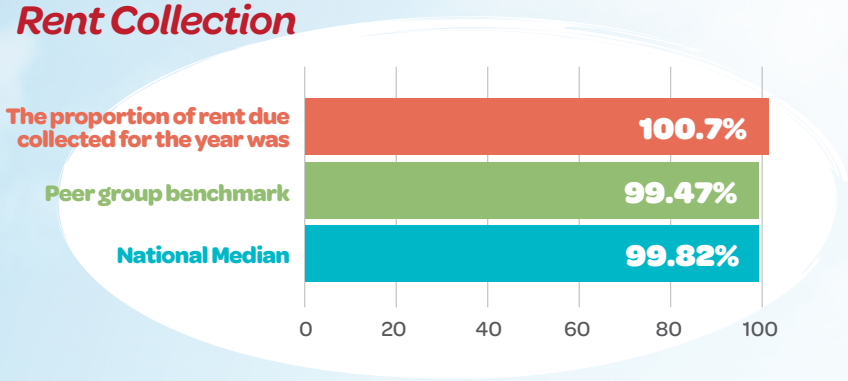
Economic Status Of New Tenants



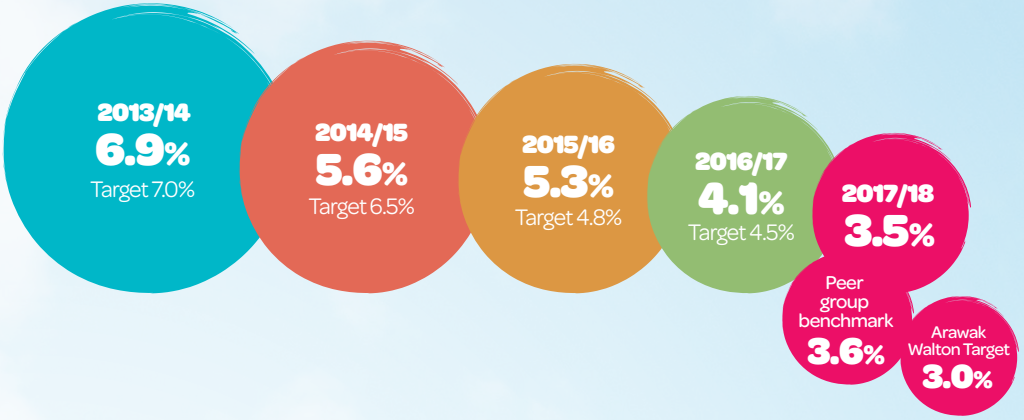
Percentage of "at risk" welfare advice interviews completed

2013/14	2014/15	2015/16	2016/17	2017/18
99%	100%	100%	100%	100%
Target: 90%	Target: 100%	Target: 100%	Target: 100%	Target: 100%

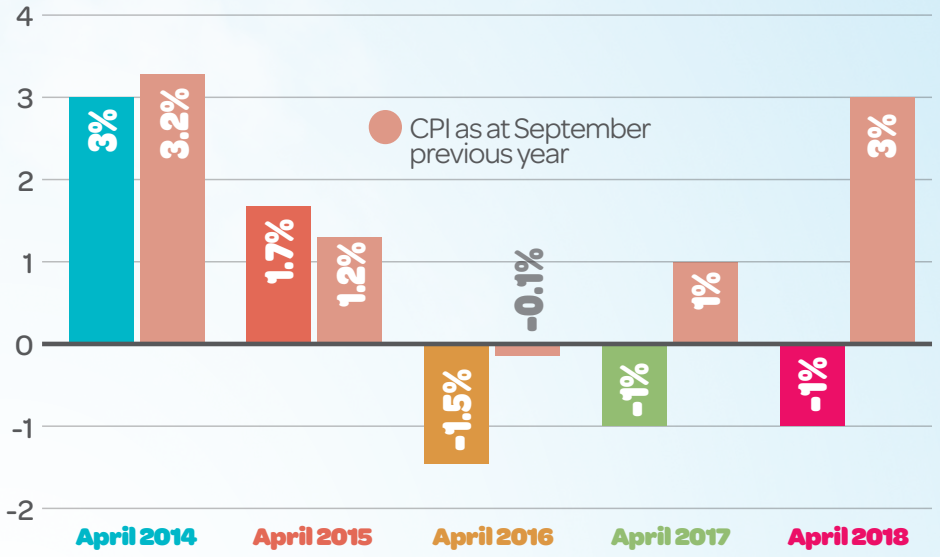
Rent Collection



Current level of rent arrears as a percentage of the annual rent due



Rent Increases

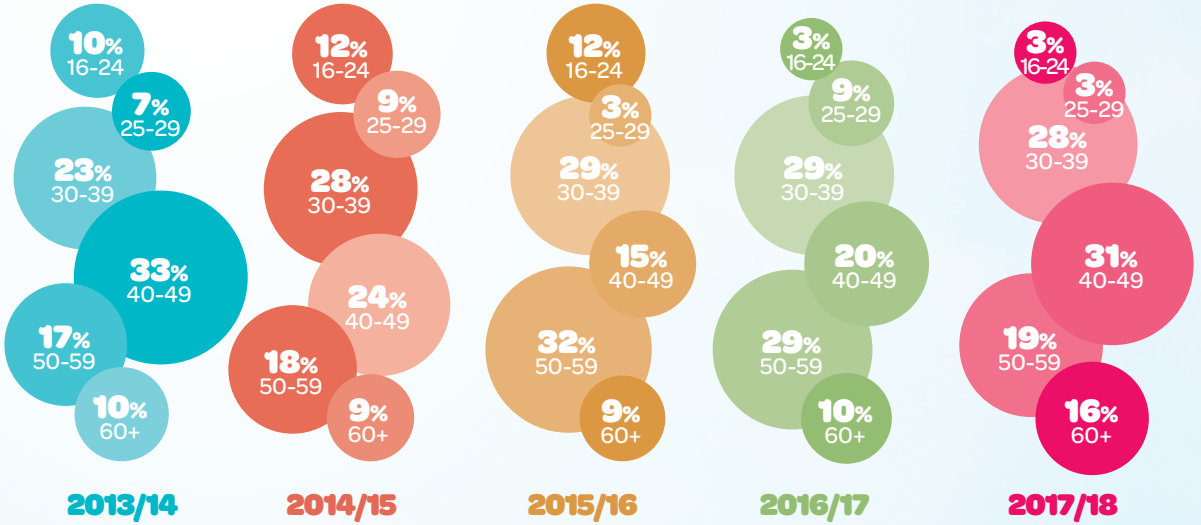


** CPI - Consumer Price Index*

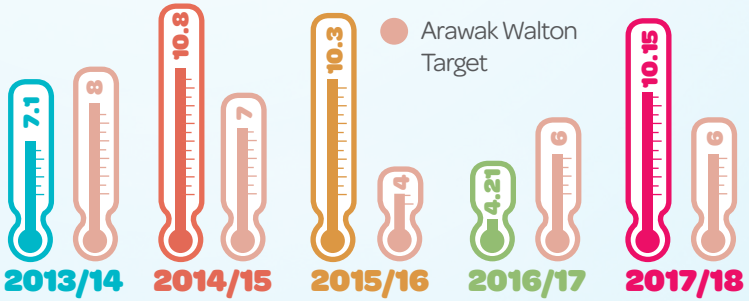
Staff Sexuality

2017/18	Heterosexual	91%
	0% Lesbian / Gay	
	9% Prefer not to say	
2016/17	Heterosexual	96%
	2% Lesbian / Gay	
	2% Prefer not to say	
2015/16	Heterosexual	94%
	0% Lesbian / Gay	
	6% Prefer not to say	
2014/15	Heterosexual	94%
	0% Lesbian / Gay	
	6% Prefer not to say	
2013/14	Heterosexual	90%
	0% Lesbian / Gay	
	10% Prefer not to say	

Age group

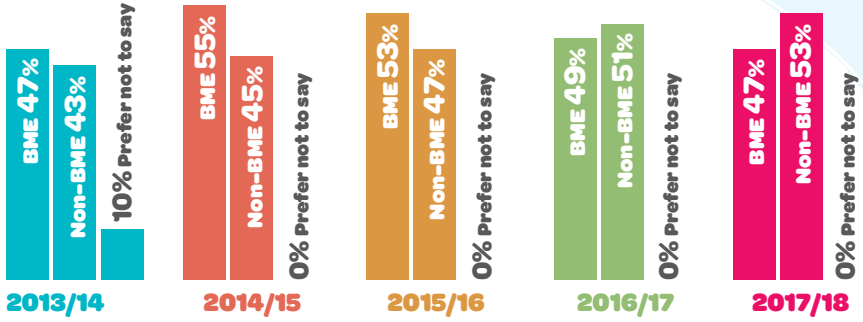


Average of days sick per employee



A small number of long term absences have had a disproportionate effect on our overall figure, there have been 5.2 days lost to long term sickness per employee.

Ethnicity



Overall Staff Satisfaction rate from annual survey

Smaller value (0) being better



Equality & Diversity data for Staff

Religion

	2013/14	2014/15	2015/16	2016/17	2017/18
Christian	61%	52%	47%	46%	47%
Hindu	3%	3%	3%	3%	6%
Muslim	3%	12%	15%	15%	13%
Other	0%	3%	3%	3%	0%
Not religious	23%	27%	29%	30%	31%
Prefer not to say	10%	3%	3%	3%	3%

Staff per 100 Dwellings

2014	2015	2016	2017	2018
2.50	3.08	3.22	3.23	3

Gender

2013/14	2014/15	2015/16	2016/17	2017/18
27% 73%	30% 70%	26% 74%	22% 78%	28% 72%

Disability

	2013/14	2014/15	2015/16	2016/17	2017/18
Considers themselves to have a disability	3%	0%	0%	6%	6%
Do not have a disability	94%	97%	97%	88%	94%
Hidden Disability	0%	0%	0%	6%	0%
Not Answered	3%	3%	3%	0%	0%

Staff Salaries

Senior Management - £55,000 - £85,000	2	1
Managerial - £30,000 - £40,000	2	4.6
Officer* - £23,290 - £28,419	1	5.69
Assistant - £16,987 - £21,274	3	6.5
Trainee – up to £15,925	0	1.46
	8	19.25

Total FTE = 27.25

*n.b. Figures exclude 1 employee covering maternity leave

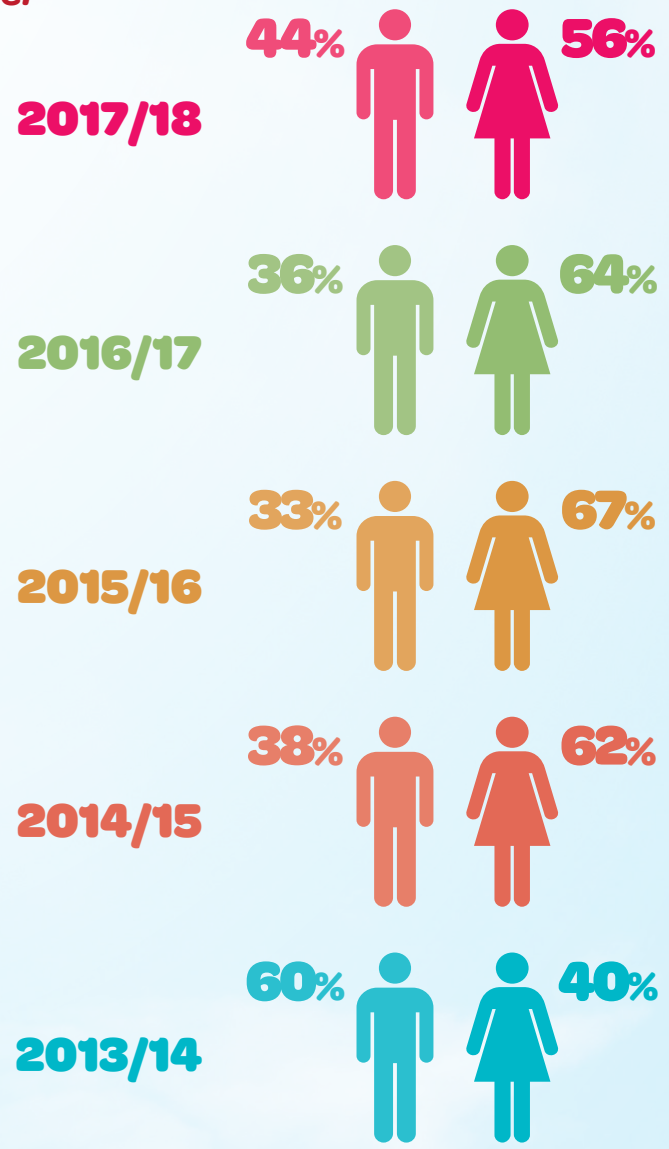
Religion

	2013/14	2014/15	2015/16	2016/17	2017/18
Christian	50%	50%	56%	64%	44%
Hindu	10%	13%	11%	18%	23%
Not religious	40%	37%	33%	18%	33%

Disability

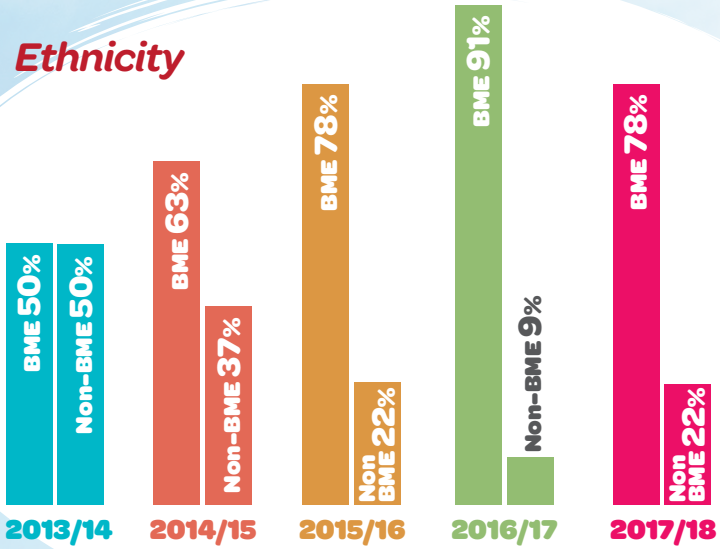
	2013/14	2014/15	2015/16	2016/17	2017/18
Considers themselves to have a disability	20%	26%	33%	36%	22%
Do not have a disability	80%	74%	67%	64%	78%

Gender

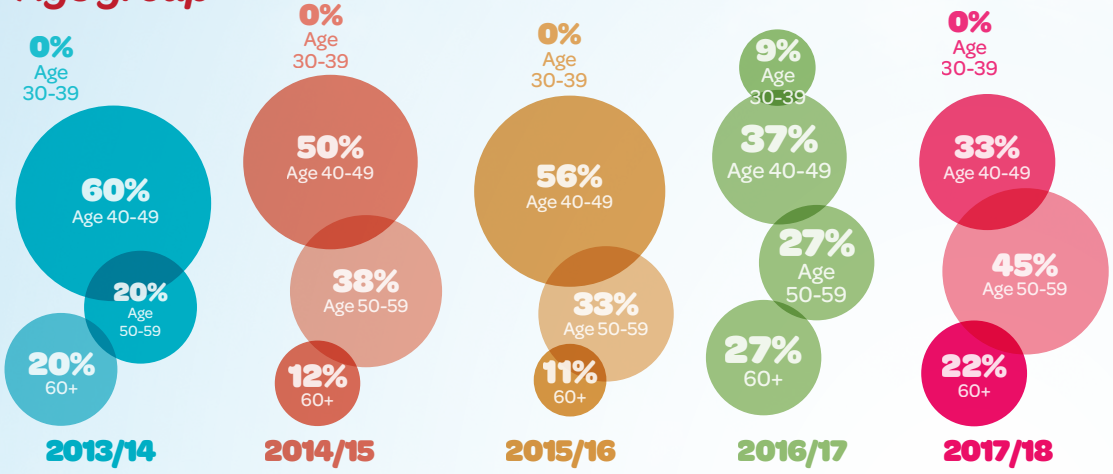


Equality & Diversity data of Board

Ethnicity



Age group



Board Sexuality

2017/18	Heterosexual	78%
	Lesbian / Gay	11%
	Bisexual	0%
	Prefer not to say	11%
2016/17	Heterosexual	64%
	Lesbian / Gay	27%
	Bisexual	0%
	Prefer not to say	9%
2015/16	Heterosexual	67%
	Lesbian / Gay	11%
	Bisexual	11%
	Prefer not to say	11%
2014/15	Heterosexual	50%
	Lesbian / Gay	13%
	Bisexual	13%
	Prefer not to say	24%
2013/14	Heterosexual	60%
	Lesbian / Gay	10%
	Bisexual	10%
	Prefer not to say	20%

Our **Staff**



Cym D'Souza
Chief Executive



Chris Page
Operations Director



Paul Cooper
Finance Director



Kirsty Miller
Corporate Services Manager *(P/T)*



Bindu Pandya
PA to Chief Executive *(P/T)*



Jo Moon
Customer Services Manager *(P/T)*



Tara Homer
Housing Services Manager



Susan Forbes
Finance Manager *(P/T)*



Rashid Yaman
IT Analyst



Ian Heppenstall
Asset Manager



Lisa Jowrey
Communal Services Manager



Pauline Flowers
Corporate Services Assistant



Vicky Massey
Customer Service Advisor



Sandra McKenzie
Housing Officer



Kola Akande
Finance Assistant



Simon Gray
Finance Assistant *(Management Accounts)*



Janice Ashworth
Maintenance Inspector



Sarah Atta
Corporate Services Officer *(P/T)*



Stephen Birss
Housing Officer



Natalie Rowen
Housing Officer *(P/T)*



Jackie Graham
Scheme Manager



Tracey Foster
Maintenance Inspector



Joan Bennett
Customer Service Advisor



Monika Rahman
Housing Officer *(Communal Services) (Maternity Leave)*



Dwaliqua Brown
Scheme Manager (P/T)



Julie Clifford
Scheme Manager



Sabrina Khan
Scheme Manager *(P/T)*



Adam Purnell
Housing Officer (Communal Services) (Maternity Cover)



Cheryl Samuels
Trainee Customer Service Advisor



Dean Mooney
Customer Service Advisor



Jayanthi Jayaraman
Corporate Services Assistant



Charmaine Hylton
Housing Officer (P/T)



Marcia Brown
Domestic Assistant *(P/T)*

Adelle Abdul, Domestic Assistant *(P/T)*

Our **Board**



Ms Evelyn Asante-Mensah OBE, DLtt, MA
Chair
Chair of Pennine Care NHS Foundation Trust, Chair of Bridging the Gap Manchester (Manchester South Central Foodbank), Associate Governor of St. Mary's CofE Primary School, Board member Vital Xposure Theatre Company
Length of Service: Since 2013



Mr David Brown MCIH
Deputy Chair
Director of Operations, Pine Court Housing Association
Length of Service: Since 2014



Ms Hilda Kaponda FCCA, MBA, BEng
Honorary Secretary & Chair of Audit Committee
Director, Hilko
Length of Service: Since 2015



Dr Charles Jarvis
Research Associate, University of Manchester
Length of Service: Since 2014



Ms Anita Patel Masters in Housing Studies, MCIH
Business Intelligence Manager, Great Places Housing Group
Length of Service: Since 2014



Mr Rob Wakefield BSc (Hons), CPFA
Chief Executive, Community Gateway Association
Length of Service: Since 2018



Dr Kailash Chand OBE, MBBS, DTM&H, MRCGP.
Chair, Healthwatch, Tameside. Honorary Vice President BMA.
Chair Northwest BMA council
Length of Service: Since 2017

Professor Carol Baxter CBE
Independent Equality, Diversity & Human Rights and Workplace Investigations Consultant
Length of Service: Since 2017

Miss Sally Penni LLB (Hons) in Law
Barrister at Law. VC Association of Women Barristers & Non-Exec Director Kenworthy's Chambers
Length of Service: Since 2017

Mr Paul Roberts BA (Hons), MCIH
Head of Corporate Governance
Manchester Health and Care Commissioning
Length of Service: Since 2017

Board Resignations:
Ms Lorri Holding

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