

Celebrating a Milestone



Annual Report
2013/14

Welcome to our Annual Report 2013/2014

About Us

Arawak Walton Housing Association provides good quality affordable housing in Manchester, Trafford and Stockport; in particular we specialise in meeting the needs of Black and Minority Ethnic communities. Meeting the needs of our tenants is at the heart of everything we do, and our professionally qualified staff are dedicated to maintaining this goal.



Mission Statement:

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



Miss Cym D'Souza
Chief Executive

Coat of Arms



The Association is firmly rooted in history, taking its name from the Arawak Indians – a tribe of farmers and fishermen who were the original inhabitants of the Caribbean Islands and can be seen today on the coat of arms of Jamaica.

Statement of 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.

Chairperson's Statement 2014

Welcome to our annual report for 2013-14. Following my appointment in October 2013 as the new Chairperson of Arawak Walton, I am delighted to provide our customers and stakeholders with an overview of our achievements over the last year.

However, my first duty is to acknowledge the excellent holding job of my predecessor, Tony Gordon, who took over the reins of leading the association when our previous Chair unavoidably had to step down. I must thank Tony for his stalwart support during my first months in the role of Chair when the world of housing seemed such a strange place, given my background is in health!

Despite only being in the post such a short time, I certainly have more understanding of Arawak Walton's challenges and successes over its twenty five plus years providing quality housing to multi-cultural communities living in Manchester, Trafford and Stockport. Times have changed and I am extremely proud to be involved in this fantastic organisation.

Therefore, it is with great pride that I am able to report that we passed the significant milestone of managing over 1,000 homes during 2013/14, having brought a further 51 homes into our ownership during the year. A number of these additional properties will go through

The impact of Welfare Reform has been high on our agenda this year. Ensuring our tenants were kept informed and prepared for the potential housing benefit cuts they might face was a major priority. Through the appointment of a welfare reform project officer we were able to personally visit every tenant who was affected. The appointment certainly paid dividends in that we were able to offer home transfer opportunities to many tenants, claim discretionary housing payments and in some cases facilitate employment opportunities which has allowed many affected tenants to remain in their homes. Additionally, there has been no impact on our arrears levels at 5.93% (2013 5.93%) which is great news from a financial perspective.

Our performance has improved in all other areas of our work and this was reflected in our retention of the Customer Service Excellence Award with only one non-compliance, ensuring we remain in the top 2% of organisations to retain the Award.

an extensive refurbishment and remodelling programme in the next financial year to provide 21st century homes to our customers. As a result, our asset base has increased to £57.5m (attracting £37.8m social housing grant) and our rental turnover has increased to £4.5m. This gives us a sound financial base to continue our growth plans for future years.

As you know our tenants are at the heart of what we do. This year we carried out some in-house ethnicity research to look at who we are housing, how this reflected recent census data and more importantly how this reflected the geographical areas in which we should be working. The research concentrated on our heartland in Manchester. We were pleased to see that our tenants' ethnic make up not only reflected the 2011 Census, but also that the areas in which we work were now more attractive to our customers than they had been 20 years ago. It is testimony of the holistic work we do ourselves and by working with our local authority and housing association partners to be able to report this. The research did identify what are essentially new areas of Manchester for the association in Miles Platting, Moston and Gorton where Black and minority ethnic communities are increasing in numbers. As a result, we took opportunities offered via our housing partners' stock rationalisation plans to acquire 43 homes in these new areas. Exciting times indeed!



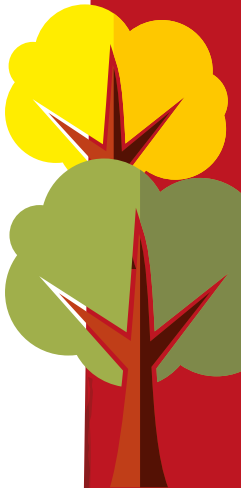
I must thank everyone who has worked so hard to make Arawak Walton the fantastic organisation it is today. From the founder members who remain actively interested in our work, current Board members, staff, partner organisations and finally our great tenants who make our work so worthwhile. There are many challenges facing us, not least in relation to Welfare Reform. I am excited about our plans for the next coming year and welcome the opportunity to work with our Board, staff, tenants and supporters to making another successful year happen for team Arawak Walton.

Please take the time to look through the following pages and I hope you enjoy the many stories you will read. The Report also doubles up as a calendar for 2015 so enjoy looking at it over the next 12 months.

A handwritten signature in black ink, reading 'Evelyn Asante-Mensah'.

Evelyn Asante-Mensah

Chair
Arawak Walton HA



DECEMBER 2014

WORLD AIDS DAY

INTERNATIONAL DAY OF PERSONS WITH DISABILITIES

BODHI DAY

Arawak Walton Housing Association Staff Structure June 2014



Nello James Centre

YEAR 1979 WALTON

Walton registered with the Housing Corporation on 16th July 1979. It was initially registered to address the needs of single young people.

Board News



Evelyn Asante-Mensah



Charles Jarvis



Susan Taylor



Anita Patel

It has been a busy year for Arawak Walton's Board, first and foremost as we appointed our new Chair of the Board, Evelyn Asante-Mensah, in October 2013. Evelyn is a key national, regional and local figure with a background in health, who has worked in a wide spectrum of organisations and partnerships for over 20 years, tackling inequalities and promoting equality. We are thrilled to have **Evelyn** join us and look forward to another successful year at Arawak Walton with Evelyn on board.

Four of our Board Members stepped down in 2013; Shirley Lawrence, Yasar Kaushal, Mandy Powell and former Acting Chair, Tony Gordon. Each of these Board Members made valuable contributions to Arawak Walton whilst serving on our Board and we all wish them well in the future.

Following the Board resignations and after a successful recruitment campaign, we are pleased to announce that we appointed three new Board Members. **Charles Jarvis** is currently a Research Associate for The University of Manchester and was previously an Assistant Director of the Homes and Communities Agency. **Susan Taylor** is from The Big Life Group and leads on acquiring and leasing accommodation for the resettlement and move-on of homeless people, housing development, investment and supported housing. **Anita Patel** is the Community Engagement Manager at Community Gateway Association. Our new Board Members bring a wealth of experience and are very keen to get stuck in and to contribute towards the continued success of Arawak Walton. We are very pleased to welcome them!

ETHNIC ORIGIN – BOARD MEMBERS

AS AT 31ST MARCH 2014

Asian / Asian British: Indian	1
Black / Black British: African	1
Black / Black British: Caribbean	1
Mixed: White and Black Caribbean	1
Mixed: White and Black African	1
White: British	5

Total number of Board member 10



Lymefield

YEAR 1982 WALTON

The Housing Corporation approved 6 units to be built in Whalley Range. 4 general needs flats and 2 disabled, wheelchair accessible flats.

- 16 Tuesday
- 17 Wednesday
- 18 Thursday
- 19 Friday
- 20 Saturday
- 21 Sunday
- 22 Monday
- 23 Tuesday
- 24 Wednesday
- 25 Thursday
- 26 Friday
- 27 Saturday
- 28 Sunday
- 29 Monday
- 30 Tuesday
- 31 Wednesday

HANUKKAH (CHANUKAH)

WINTER SOLSTICE

CHRISTMAS EVE

CHRISTMAS DAY

BOXING DAY

NEW YEARS EVE



CUSTOMER
SERVICE
EXCELLENCE



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JANUARY 2015

NEW YEAR'S DAY

1 Thursday

2 Friday

3 Saturday

MILAD UN NABI – PROPHET'S BIRTHDAY

4 Sunday

BIRTHDAY OF GURU GOBIND SINGH

5 Monday

EPIPHANY

6 Tuesday

7 Wednesday

MILAD UN NABI (SHIA)

8 Thursday

9 Friday

10 Saturday

BAPTISM OF THE LORD JESUS

11 Sunday

12 Monday

13 Tuesday

MAKAR SANKRANTI

14 Wednesday

15 Thursday

Tenants Quality Panel



Established in 2009, the Arawak Walton Tenants Quality Panel continues to go from strength to strength.

The panel met in January this year and elected Mike Cartwright to be the new Chair.

One of Mike's first duties was to oversee the implementation of a new rule on membership that prevents tenants in serious rent arrears from serving on the panel. The panel had agreed this rule in October and the Board has ratified it.

Under Mike's leadership members of the panel were keen to get on with the business in hand, agreeing a schedule of postal surveys for 2014 and discussing the change of venue and the use of independent agencies to support their work.

The panel meets four times a year to monitor the association's performance and consider changes to policy in a whole range of areas. In recent years the panel have developed policies that determine whether tenants have to pay a weeks rent in advance to when a civil partner can succeed to a tenancy. They have also made significant changes to the associations business plan not least by persuading the association to replace bathrooms 10 years earlier than planned, to ensure that we continue to offer quality housing to our tenants.



Nelson Mandela Court

YEAR 1986 WALTON

Nelson Mandela Court, 12 units, made up of 11 flats and 1 house.

16	Friday	
17	Saturday	
18	Sunday	WORLD RELIGION DAY
19	Monday	
20	Tuesday	
21	Wednesday	ST AGNES
22	Thursday	
23	Friday	
24	Saturday	VASANT PANCHAMI
25	Sunday	ST PAUL'S DAY
26	Monday	
27	Tuesday	
28	Wednesday	
29	Thursday	
30	Friday	
31	Saturday	BIRTHDAY OF GURU HAR RAI



Mrs Louise DaCocodia

YEAR 1987 ARAWAK

Arawak registered with the Housing Corporation and appointed its first Chair Mrs DaCocodia Hon MA, BEM, JP. The Association was supported initially by Anchor Housing Association.



Bougainvillea Gardens

YEAR 1989 ARAWAK

The Housing Corporation approved a 32 unit sheltered housing scheme to be built in Longsight. After much searching and other challenging encounters the Board agreed to develop the elderly sheltered scheme off North Moor Road, Longsight.



Empty Properties 31st March 2014

	No	%
Vacant and available for letting	2	0.2
Vacant and unavailable for letting	12	1.2
All empty properties	14	1.4

Average Void Period (days)

Arawak Walton turn around	28
National Average - figure from CORE for owned general needs 2012/13	35
Peer Group Benchmark	25
Arawak Walton Target 2013-14	30

Overall Satisfaction with repairs service

2013/14	95%
2012/13	94.68%
2011/12	95%
2010/11	93.54%
2009/10	93%
Target	95%

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FEBRUARY 2015

CANDLEMAS

WORLD CANCER DAY
TU B'SHEVAT

PARINIRVANA – NIRVANA DAY

VALENTINE'S DAY

NIRVANA DAY

1 Sunday

2 Monday

3 Tuesday

4 Wednesday

5 Thursday

6 Friday

7 Saturday

8 Sunday

9 Monday

10 Tuesday

11 Wednesday

12 Thursday

13 Friday

14 Saturday

15 Sunday

Jackie Graham

YEAR 1990 ARAWAK

The Board appointed its first Director, Barbara Quarless and a Warden for Bougainvillea Gardens (a sheltered housing scheme), Jackie Graham.

Marcus Garvey Court

YEAR 1990 WALTON

Marcus Garvey Court, 21 units, made up of 18 flats and 3 houses.

Sycamore Court Acquired

In February this year, Sycamore Court was handed over to Arawak Walton by Anchor Housing following a stock transfer competition. This sheltered housing scheme in Miles Platting has 38 homes which are a mix of self contained and studio apartments. Work is now underway to upgrade and refurbish the development to bring it in line with the standards at Birch Court and Daisy Bank Court.

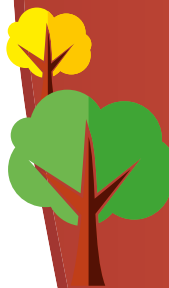


Growth since 2008

2014	1004	Including 8 Shared Ownership
2013	953	Including 8 Shared Ownership
2012	947	Including 8 Shared Ownership
2011	927	Including 8 Shared Ownership
2010	866	Including 8 Shared Ownership
2009	858	Including 8 Shared Ownership
2008	854	Including 8 Shared Ownership



	16	Monday
	17	Tuesday
SHROVE TUESDAY		
	18	Wednesday
ASH WEDNESDAY		
	19	Thursday
CHINESE NEW YEAR		
	20	Friday
	21	Saturday
	22	Sunday
	23	Monday
CLEAN MONDAY – BEGINNING OF LENT		
	24	Tuesday
	25	Wednesday
	26	Thursday
	27	Friday
	28	Saturday



Location of Stock

District	Flats	Houses	Elderly	Adapted for Disability	Total for District
MANCHESTER					
Ardwick	26	129			155
Cheetham Hill		61			61
Chorlton Cum Hardy		1			1
Fallowfield	7	3		1	11
Gorton		1			1
Hulme	17	37		3	57
Levenshulme		43			43
Longsight	3	34	73	1	111
Miles Platting		1	38		39
Moston		4			4
Moss Side	38	93	4		135
Newton Heath	5	2			7
Rusholme		90		1	91
Victoria Park			28		28
Whalley Range	94	57	4	2	157
Withington		3			3
Total	190	559	147	8	904
TRAFFORD					
Altrincham	6	6			12
Lostock		3			3
Old Trafford	20	37			57
Stretford		9			9
Total	26	55	0	0	81
STOCKPORT					
Reddish		6			6
Edgeley Stockport		1			1
Heaton Norris	3				3
TOTAL	3	7	0	0	10
LEASEHOLD					
STAFF UNIT		1			1
GRAND TOTAL	219	621	147	8	1004

MARCH 2015

ST DAVID'S DAY

1 Sunday

NINETEEN DAY FAST (START)

2 Monday

3 Tuesday

4 Wednesday

PURIM

5 Thursday

HOLI/HOLA MOHALLA

6 Friday

7 Saturday

INTERNATIONAL WOMEN'S DAY

8 Sunday

9 Monday

10 Tuesday

11 Wednesday

12 Thursday

13 Friday

14 Saturday

MOTHERING SUNDAY

15 Sunday



Bougainvillea Gardens
- Opening Plaque

YEAR 1991 ARAWAK

Bougainvillea Gardens is officially opened and the first tenants to move in.

Still at the top for Customer Service Excellence

Three years ago, in 2011, we were proud and delighted to achieve our first Customer Service Excellence Award. Each year an assessor visits and speaks to everyone within the Arawak Walton community, to determine how well we are performing in the eyes of our tenants, our staff and others who work with the association. We are delighted that yet again, we remain in the top 2% of the country in providing evidence of excellence in customer service. The assessor was particularly impressed by our hard work in maintaining contact with and assisting those who have been affected by the government's Welfare Reform changes.

INCOME AND EXPENDITURE ACCOUNT

For the Year Ended 31 March 2014

	2014	2013
	£	£
Turnover	4,799,029	4,262,302
Operating costs	(3,102,622)	(2,753,559)
Operating surplus	1,696,407	1,508,743
Surplus on sale of fixed assets	-	-
Interest receivable and similar income	1,676	1,279
Interest payable and similar charges	(646,258)	(682,811)
Surplus on ordinary activities for the year	<u>1,051,825</u>	<u>827,211</u>

All amounts relate to continuing activities.
The above surpluses are historical cost surpluses.
All recognised gains and losses are included in this statement.

16	Monday
17	Tuesday
ST PATRICK'S DAY	
18	Wednesday
19	Thursday
20	Friday
21	Saturday
WORLD POETRY DAY UGADI (YUGADI)	
22	Sunday
ST JOSEPH'S DAY	
23	Monday
24	Tuesday
25	Wednesday
26	Thursday
27	Friday
28	Saturday
29	Sunday
PALM SUNDAY DAYLIGHT SAVING TIME STARTS	
30	Monday
31	Tuesday



Sandra McKenzie

YEAR 1991 WALTON

The Association employs 2 members of staff
Wilberforce Johnson – full time Housing Officer, and Sandra McKenzie – full time Administrator.



Antilles Close

YEAR 1992 ARAWAK

Antilles Close is handed over (a Category 1 scheme for the elderly) adjacent to Bougainvillea Gardens.

BALANCE SHEET

As at 31 March 2014

	2014 £	2013 £
Tangible fixed assets		
Housing properties at cost less depreciation	53,699,710	49,832,773
Less: Social Housing Grant	(31,890,514)	(31,399,356)
Net Book Value of housing properties	21,809,196	18,433,417
Other fixed assets	225,481	239,481
Total fixed assets	22,034,677	18,672,898
Current assets		
Debtors	354,365	473,831
Cash at bank and in hand	569,829	492,745
	924,194	966,576
Creditors: amounts falling due within one year	1,719,572	1,119,130
Net current liabilities	(795,378)	(152,554)
Total assets less current liabilities	21,239,299	18,520,344
Creditors: amounts falling due after more than one year		
	14,615,330	12,948,204
Capital and reserves		
Share capital	25	21
Designated reserves	168,415	162,784
Revenue reserves	6,455,529	5,409,335
	21,239,299	18,520,344

APRIL 2015

	1	Wednesday
MAUNDY THURSDAY	2	Thursday
GOOD FRIDAY	3	Friday
	4	Saturday
EASTER SUNDAY	5	Sunday
EASTER MONDAY	6	Monday
WORLD HEALTH DAY	7	Tuesday
	8	Wednesday
	9	Thursday
	10	Friday
	11	Saturday
	12	Sunday
VAISAKHI	13	Monday
BIRTHDAY OF GURU NANAK	14	Tuesday
YOM HASHOAH	15	Wednesday



Mary Seacole Gardens

YEAR 1992 WALTON

Mary Seacole Gardens, 26 units, made up of 22 flats and 4 houses.



Cotterdale Close

YEAR 1993 ARAWAK

The Association buys 13 homes in Whalley Range under the Housing Market Package initiative.

Supporting our Tenants through Welfare Benefit changes

A key focus of our work in the last year has been to work with tenants affected by the changes to the Welfare Benefits system.

One of the most significant changes came into force on 1st April 2013, the so-called 'Bedroom Tax or Spare Room Subsidy'.

Under this reform people on housing benefit with a 'spare' bedroom had a 14% reduction in any housing benefit and those with two 'spare' bedrooms had their benefit reduced by 25%.

Other changes included the Benefit Cap, which was implemented last summer, where couples claiming over £500 a week and individuals claiming over £350 a week saw their benefits reduced.

In preparation for the changes we appointed Barbara Lawrence as our Welfare Reform Project Officer to assist nearly 200 affected tenants. In addition to providing regular updates in our newsletters to tenants in the run-up to the changes, Barbara also visited every tenant affected by the changes. At these visits she discussed how they could manage the changes and considered with them, what changes they could make to ensure they did not fall into arrears.

Barbara stayed in post until the end of September 2013 to advise and guide those needing assistance and did a great job in helping them to move or find help to cope with losing their benefits.

16 Thursday

17 Friday

18 Saturday

19 Sunday

20 Monday

ANNIVERSARY OF HAILE SELASSIE'S
VISIT TO JAMAICA

21 Tuesday

22 Wednesday

WORLD BOOK DAY
YOM HAATZMAUT

23 Thursday

24 Friday

25 Saturday

26 Sunday

27 Monday

28 Tuesday

29 Wednesday

30 Thursday



Heald Grove

**YEAR 1994
ARAWAK**63 family homes are
developed at Heald
Grove, Rusholme.

Kahina Court

**YEAR 1994
WALTON**Kahina Court is made up of 33 units
spread over Stanworth Close, Yarbrough
Street and Westerling Way consisting
of various family homes and flats.

Our commitment to our tenants affected by the reform was that we would:

- Work to optimise the income of our tenants.
- Support tenants to downsize where appropriate.
- Direct them to resources to facilitate employment and training.
- Refer them to other useful support agencies.
- Not allow unreasonable obstacles to be in the way of resolving the problem.

The association continues to provide information and guidance to all tenants about the changes.

AVERAGE ASSURED RENTS

Property Type	£
One bedroom	71.10
Two bedrooms	81.62
Three bedrooms	88.73
Four or more bedrooms	97.24

RENT COLLECTIONThe proportion of rent due collected
for the year was:

Peer group benchmark	99.9
Current Tenant Arrears at the end of March 2014 was:	5.93%

RENT INCREASES

Year	Arawak Walton	R.P.I. Inflation
April 2014	3.0%	3.2%
April 2013	2.5%	2.6%
April 2012	2.9%	5.6%
April 2011	3.9%	4.6%
April 2010	-0.9%	-1.4%
April 2009	3.28%	5.0%
April 2008	2.29%	3.9%

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MAY 2015

1 Friday

2 Saturday

BIRTHDAY OF GURU ARJAN DEV

3 Sunday

4 Monday

EARLY MAY BANK HOLIDAY

5 Tuesday

6 Wednesday

7 Thursday

LAG B'OMER

8 Friday

9 Saturday

10 Sunday

11 Monday

12 Tuesday

13 Wednesday

14 Thursday

ASCENSION DAY

15 Friday

INTERNATIONAL DAY AGAINST HOMOPHOBIA



Arawak Walton
Housing Association

YEAR 1994

Arawak Housing Association merges with Walton Housing Association, increasing stock by 98 homes of various types and sizes. 221 homes in management.

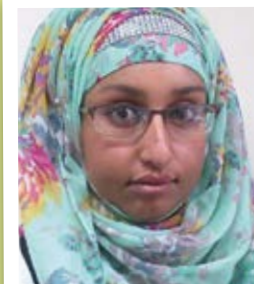


Julie Clifford

Staff & Board news

We have had a number of changes in our staff team over the past year. Whilst Bindu Pandya has been on maternity leave, **Monika Rahman**, our former Business Administration Apprentice, was asked to stay on until the Autumn to support the Business Support Team to cover parts of Bindu's role. Monika has flourished in the role and is enjoying the varied experience that she is getting since completing her apprenticeship with us.

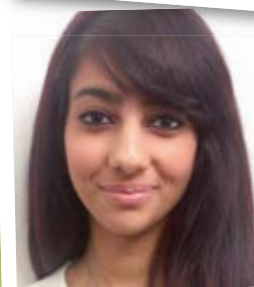
Unfortunately Jermain Thomas, Business Support Trainee, and Maynette Francis, Housing Officer left us this year, however we have been pleased to announce the appointment of three new staff members. **Vicky Massey** joined us as a Customer Advisor in July 2013, following Dee Williams' move to Housing Services. We have also created some brand new positions to help us to deliver on our aims and objectives. We've created a new apprentice position within our Finance + IT team, to help develop future talent. **Samaira Mahmood** took up this post in May 2014. Additionally, following the purchase of Sycamore Court in February 2014, Scheme Manager **Julie Clifford** transferred to us from Anchor Trust. **Paul Ridyard** also joined us in June as an additional Maintenance Officer. All of our new staff members are thoroughly enjoying their new roles at Arawak Walton.



Monika Rahman



Vicky Massey



Samaira Mahmood



Paul Ridyard

ISRA AND MI'RAJ

16 Saturday

ASCENSION DAY

17 Sunday

18 Monday

19 Tuesday

20 Wednesday

21 Thursday

22 Friday

23 Saturday

BIRTHDAY OF GURU AMAR DAS

24 Sunday

PENTECOST - WHITSUN

25 Monday

SPRING BANK HOLIDAY

26 Tuesday

27 Wednesday

28 Thursday

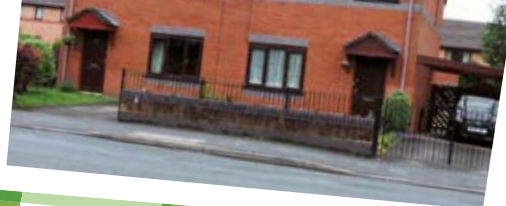
29 Friday

ASCENSION OF BAHU'U'LLAH

30 Saturday

31 Sunday

WORLD NO-TOBACCO DAY



Sinderland Road

YEAR 1995 379 HOMES

The Association manages its first homes in Trafford (Sinderland Road, Altrincham) and purchases its first shared ownership scheme, (Crammond Close, Newton Heath).



Eastpark Close

YEAR 1996 430 HOMES

An organisational review, new business plan and corporate strategy sets the scene for growth to the year 2006.

STAFFING

Ethnic Origin of Staff as at 31st March 2014

Black / Black British: Caribbean	6
Black / Black British: African	2
Black / Black British: Other	2
White: British	12
Asian / Asian British: Indian	2
Asian / Asian British: Bangladeshi	1
Mixed: White and Black African	1
Preferred not to say	3
Did not respond	1
Total paid staff	30

STAFF SALARIES

	Male	Female
£0 - £10,000	1	4
£10,001 - £15,000		2
£15,001 - £20,000		4
£20,001 - £25,000	3	4
£25,001 - £30,000	1	4
£30,001 - £35,000	1	3
£35,001 - £40,000		
£45,001 - £50,000		
£50,001 - £55,000	2	
£70,001 - £80,000		1

STAFF PER 100 DWELLINGS

2014	2.50
2013	2.67
2012	2.43
2011	2.75
2010	2.89
2009	2.56
2008	2.48

STAFF GENDER

Male	8
Female	22
Total	30
Total FTE	25.83

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JUNE 2015

LAILAT AL BARA'AH

1 Monday

2 Tuesday

3 Wednesday

CORPUS CHRISTI

4 Thursday

WORLD ENVIRONMENT DAY

5 Friday

6 Saturday

ALL SAINT'S DAY

7 Sunday

8 Monday

9 Tuesday

10 Wednesday

11 Thursday

12 Friday

13 Saturday

14 Sunday

15 Monday



Paddock Street

YEAR 1997
500 HOMES

In June 1997,
500 homes in
management.



CEO, Miss Cym D'Souza

YEAR 1998
555 HOMES

Barbara Quarless,
first director leaves
and Cym D'Souza is
appointed, the start
of a new era.

Flying the flag against homophobia



Arawak Walton proudly flew a rainbow flag to mark International Day Against Homophobia (IDAHO). The day is to highlight that hate crime against lesbians, gay men and transgender people is wrong. The association was one of more than 250 organisations throughout Greater Manchester to show support for the initiative.

BME National

BME
national

We are extremely proud to announce that our Chief Executive, Miss Cym D'Souza, as of May 2014 is the new Chair of BME National.

BME National is the umbrella organisation for over 60 BME housing associations operating within England. It acts under the auspices of the National Housing Federation (NHF) and, as well as collaborating with the Federation to influence national housing policy, it also provides a consultative and promotional platform for BME housing issues.

It aims to highlight the contribution BME housing associations make, to successful, vibrant and integrated communities while promoting equality and diversity in the delivery of housing and support services.

16 Tuesday

17 Wednesday

18 Thursday
RAMADAN BEGINS

19 Friday

20 Saturday
WORLD REFUGEE DAY

21 Sunday
JUNE SOLSTICE
FATHER'S DAY

22 Monday

23 Tuesday

24 Wednesday

25 Thursday

26 Friday

27 Saturday

28 Sunday

29 Monday
ST PETER AND ST PAUL'S DAY

30 Tuesday

CUSTOMER
SERVICE
EXCELLENCE



Customer Service
Excellence

YEAR 1999
603
HOMES

Arranged £7m loan facility to buy 149 homes. The four BME RSLs hold their first joint annual conference. We win Charter Mark, an award for excellent customer service for the first time.



St Gregory's Road - architects plan

Community Housing Associations (NW)

We are part of Community Housing Associations (NW) which represents the interests of member organisations. In the current economic and political environment our work is more important than ever.



The group has 18 members, all community based housing associations which operate in the North West of England. Member representatives meet quarterly.

Our current priorities include:

- Improving our services through collaboration and information-sharing;
- Sustaining and developing the community housing association sector; and
- Promoting the group's work.

We also have a number of subgroups which support our drive for Value For Money and allow for collaborative working in a number of areas: Training; Asset Management; Finance and Value For Money; Welfare Reform and Housing Management; Benchmarking.

YEAR 2000
620
HOMES

Largest development allocation in Manchester, St Gregory's School site will see 49 homes built with £2.8m allocation of Grant using "green" construction methods.



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SERVICE
EXCELLENCE



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JULY 2015

1 Wednesday

2 Thursday

3 Friday

4 Saturday

5 Sunday

BIRTHDAY OF GURU HARGOBIND

6 Monday

7 Tuesday

8 Wednesday

9 Thursday

10 Friday

11 Saturday

12 Sunday

LAILAT AL-QADR (NIGHT OF DESTINY)

13 Monday

14 Tuesday

15 Wednesday

ST SWITHIN'S DAY



Arawak Walton Head Office, Margaret House

YEAR 2001
669 HOMES

Bougainvillea Gardens is 10 years old. Visitors from Jamaica and the Yukon territory, Canada! Arawak Walton Head Office, Margaret House is purchased.

Arawak Walton Sponsors places on Self Esteem course

Last year the Association was pleased to sponsor two of the 14 places on a Self Esteem course, which helped participants develop a completely new way of being and acting in the world.

In May Natalie Teniola hosted the Completion Day for all those who had attended and successfully completed the 'More to Life' Self Esteem Course.

The course aids people in learning how to connect with their best personal qualities on a regular basis, so that they can access their most creative response to each new challenge that comes their way.

Here is the testimony from the two participants sponsored by Arawak Walton:

"This course has been a personal journey in which I have discovered new tools and methods to change and develop my self-esteem. I have discovered that significant events have an impact on my self confidence, self-esteem and self-worth. The course has now given me the power and knowledge to overcome the negative experiences from the past, now and for the future."

16 Thursday

17 Friday

18 Saturday

EID-AL-FITR

19 Sunday

20 Monday

21 Tuesday

22 Wednesday

BIRTHDAY OF GURU HAR KRISHEN
BIRTHDAY OF HAILE SELASSIE

23 Thursday

PIONEER DAY

24 Friday

25 Saturday

TISHA B'AV

26 Sunday

27 Monday

28 Tuesday

29 Wednesday

30 Thursday

31 Friday



Bellot Street

YEAR 2002 745 HOMES

Turnover tips over £2.2m with an asset base of £27m. First allocation in a new area, Cheetham Hill will see 14 homes being built around landmark St John's Church. We win Charter Mark for the second time.

"The course has now helped me gain my confidence back and self-esteem, both in my family life and working environment. This has impacted on my whole perception of who I am. It has also enabled me to learn new ways of finding my self-esteem, self-worth and using various tools such as topics and visual aids that includes the CD's which has encouraged me throughout the process to change. The course has opened my mind. I now have an understanding of how my mind works and how I can make a change from the negative within. I found the course inspirational and I also learnt that the only person responsible to heal myself is me! The teaching and support is phenomenal and this has been a memorable experience. Thank you, Arawak Walton, for your sponsorship."



ETHNIC ORIGIN OF APPLICANTS HOUSED by Arawak Walton 2013-14

Ethnic Origin - Head of Household	No	%
Black / Black British: African	11	14%
Black / Black British: Caribbean	8	10%
Asian / Asian British: Pakistani	9	11%
Asian / Asian British: Indian	0	0%
Asian / Asian British: Other	3	4%
Black / Black British: Other	6	7%
Mixed: White and Black African	2	2%
Mixed: White and Black Caribbean	7	9%
Arab	0	0%
Other Ethnic Group	6	7%
Total B&ME	52	64%
White British	28	35%
White Other	1	1%
Proffered not to say	0	0%
Total Rehoused	81	



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AUGUST 2015

1 Saturday

2 Sunday

3 Monday

4 Tuesday

5 Wednesday

6 Thursday

7 Friday

8 Saturday

9 Sunday

10 Monday

11 Tuesday

12 Wednesday

INTERNATIONAL YOUTH DAY

13 Thursday

14 Friday

15 Saturday

ASSUMPTION OF BLESSED VIRGIN MARY

Pioneers recognised in Plaque Ceremony



On 13th August 2013, Arawak Walton Housing Association celebrated the pioneering achievements of its founder members by unveiling a plaque at the Association's head office.

The plaque features the names of the founder members of Arawak and Walton Housing Associations and was unveiled by one of the founding members, Mrs Eloise Edwards.

Tony Lloyd, Police and Crime Commissioner for Greater Manchester was an honoured guest, together with founders, Mr Fred Frederick and Mr Richard Davis. Mr Tony Gordon, our acting Chair was pleased to welcome them and all our guests. All of them were staunch supporters of the association through its fledging years, as it strove to address the housing needs of initially African and Caribbean communities living in some of the most deprived areas of Manchester. Their support has continued as we have broadened our role to encourage community cohesion among the many diverse multi-cultural communities who now call Manchester their home.



Winsome Richbell-Brown

YEAR 2003 765 HOMES

Winsome Richbell-Brown becomes new Chair. First new development in Cheetham Hill is completed, the scheme is opened by Lord Mayor, Councillor Roy Walters. Bougainvillea Gardens, scheme manager celebrates 10 years in service.



BIRTHDAY OF MARCUS GARVEY

RAKSHA BANDHAN

SUMMER BANK HOLIDAY

16 Sunday

17 Monday

18 Tuesday

19 Wednesday

20 Thursday

21 Friday

22 Saturday

23 Sunday

24 Monday

25 Tuesday

26 Wednesday

27 Thursday

28 Friday

29 Saturday

30 Sunday

31 Monday



As sadly many of the founder members have passed on, we were pleased that many of their families and representatives were able to join us on the day.

Mrs Edwards told the gathering: *"It seems unbelievable to think that the ideas that started off in someone's front room over a cup of coffee have resulted in this financially strong organisation which owns almost 1,000 homes and houses over 4,000 tenants. The founder members would be extremely proud of where Arawak Walton has got to".*

Mr Lloyd commented: *"Whilst Arawak Walton's aim was to champion good quality housing for Black and minority ethnic communities, it was also about leading the way in how to deliver diverse, sustainable and vibrant neighbourhoods where people from all backgrounds want to live.*



St Gregory's Road

"The association is also a role model in showing that Black and minority ethnic businesses can flourish and grow to be multi million pound businesses in a very difficult economic climate."

Mr Gordon added: *"The founders were the ultimate pioneers when it came to showing the way to deliver quality housing for all and we are rightly proud to carry on delivering their legacy."*



YEAR 2005 800 HOMES

10 years since the merger. Our largest allocation to date, St Gregory's School, a mixed development of 49 homes is completed in the year. We are invited to compete for a Manchester stock transfer competition.

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CUSTOMER
SERVICE
EXCELLENCE



SEPTEMBER 2015

1 Tuesday

2 Wednesday

3 Thursday

4 Friday

5 Saturday

KRISHNA JANMASHTAMI

6 Sunday

7 Monday

8 Tuesday

BIRTHDAY OF BLESSED VIRGIN MARY

9 Wednesday

10 Thursday

11 Friday

ETHIOPIAN NEW YEAR

12 Saturday

13 Sunday

14 Monday

THE TRIUMPH OF THE CROSS
ROSH HASHANA

15 Tuesday



Andrew Forbes

YEAR 2006

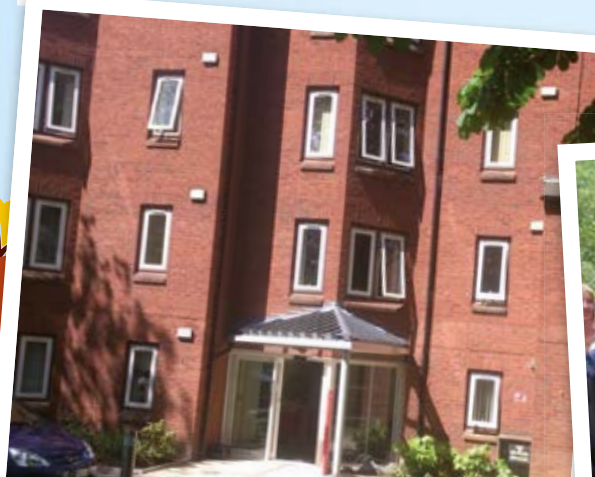
816 HOMES

Andrew Forbes takes over as Chair. We win Charter Mark for third time. We hold our first tenants' consultation event. We appoint our first in-house maintenance technician.

A new look for Daisy Bank Court

September saw residents, staff, board members, partners and other stakeholders gather at Daisy Bank Court to celebrate the formal opening of the refurbished scheme in Victoria Park. The Mayor of Manchester, Naeem Ul Hassan, performed the official opening ceremony, which was the culmination of 18 months of hard work by Arawak Walton staff and contractors DH Weltons.

Arawak Walton took over the development in late 2011 and in March 2012 began work to transform it into 28 one-bedroom flats and studio apartments designed for people aged 55 and over. The work entailed a makeover of all the tenants' rooms with new kitchens, walk in shower rooms and modern fixtures and fittings. The communal areas, including kitchen, lounge area, reception and gardens were also given a make-over to transform the Daisy Bank community into a safe, warm and homely haven for all tenants to enjoy and grow old in.



16 Wednesday

17 Thursday

18 Friday

19 Saturday

20 Sunday

21 Monday

WORLD ALZHEIMER'S DAY

22 Tuesday

23 Wednesday

ANNUAL CELEBRATION AND AGM
YOM KIPPUR

24 Thursday

EID-UL-ADHA

25 Friday

26 Saturday

27 Sunday

28 Monday

FIRST DAY OF SUKKOT

29 Tuesday

ST MICHAEL, ST GABRIEL AND ST RAPHAEL'S DAY

30 Wednesday



Blackbrook Road, Stockport



YEAR 2007

**826
HOMES**

Our tenant satisfaction survey confirms improved satisfaction rates in all areas with percentages in the top national quartile levels. We become BME lead RSL in Stockport. Our turnover tips over £3m.

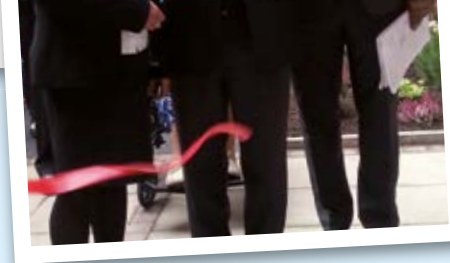


Golborne Avenue

YEAR 2008

**846
HOMES**

New homes on Golborne Avenue. 2 big family homes in Withington (new area) are handed over to tenants.



HOMES IN MANAGEMENT AS AT MARCH 2014

Homes to rent managed on behalf of others	44
Homes to rent owned by the association	943
Shared ownership	8
Total	995

Leasehold Units	8
Staff Unit	1
Grand Total	1004

DIRECT REPAIRS EXPENDITURE £

Cyclical and planned works	125,981
Day to day reactive	864,236

REPAIRS PERFORMANCE

	Response target in days	Repairs completed within target %	Peer Group Benchmark %
Emergency	1	99.6	99.30
Urgent	7	98.3	97.90
Routine	21	98.6	97.60

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OCTOBER 2015

	1	Thursday
INTERNATIONAL DAY OF NON-VIOLENCE	2	Friday
	3	Saturday
LAST DAY OF SUKKOT	4	Sunday
	5	Monday
	6	Tuesday
	7	Wednesday
	8	Thursday
BIRTHDAY OF GURU RAM DAS	9	Friday
WORLD MENTAL HEALTH DAY	10	Saturday
	11	Sunday
	12	Monday
NAVRATRI STARTS ST EDWARD'S DAY	13	Tuesday
	14	Wednesday
MUHARRAM/ISLAMIC NEW YEAR	15	Thursday

Complaints, Compliments and Anti Social Behaviour

We continue to receive feedback, both positive and negative, about our services. These include minor complaints/comments that we may not have received previously unless the situation escalated.

During 2013/14, we received 31 formal complaints, which is 4 less than last year. A comparison of complaints received since 2007/08 to 2013/14 is shown in the table below:

Year	Units	Complaints	Complaints	Acknowledgment on time	Response On time
2013/14	1004	31	3.0%	100%	90%
2012/13	944	34	4.0%	97%	97%
2011/12	942	26	2.8%	100%	100%
2010/11	904	18	1.9%	100%	100%
2009/10	866	31	3.5%	100%	84%
2008/09	847	38	4.4%	100%	92%
2007/08	838	29	3.4%	91%	89%

Analysis of the complaints received shows that:

- 14 Disrepair/condition of the property (41%)
- 6 Staff conduct (21%)
- 2 Rehousing/waiting list issues (7%)
- 4 Rent administration (14%)
- 3 Anti Social Behaviour (10%)
- 1 disputed water bill (4%)
- 1 Conduct of an eviction (4%)

WHAT WE DID

We reviewed our asset management strategy and have introduced a "like for better" policy to ensure that when we replace components e.g. kitchens, tenants get at least the same specification, if not better, than they currently have. We have incorporated annual refresher training on customer service for all frontline staff. Finally we have carried out a complete review of our complaints policy to ensure time scales for dealing with complaints is clear and ensures the complainant is kept informed of progress at all times.



Tenants Quality Panel

WORLD FOOD DAY

16 Friday

17 Saturday

18 Sunday

19 Monday

20 Tuesday

21 Wednesday

DUSSERA

22 Thursday

ASHURA

23 Friday

24 Saturday

DAYLIGHT SAVING TIME ENDS

25 Sunday

26 Monday

27 Tuesday

28 Wednesday

29 Thursday

30 Friday

HALLOWEEN

31 Saturday

YEAR 2009
842
HOMES

Tenants Quality
Panel is established.

Another avenue for informal complaints is the repairs satisfaction surveys where 132 informal complaints were captured (compared with 128 last year). These were all logged and resolutions were agreed with the tenant. We have introduced a monitoring system for these complaints to ensure each one is followed up to the tenant's satisfaction and this is regularly scrutinised by the Operations Director.

We received 142 informal compliments through the repairs satisfaction survey and these (compared with 124 last year) are fed back to staff at team meetings and contractors over the phone.

ANTI SOCIAL BEHAVIOUR COMPLAINTS

ANTI SOCIAL BEHAVIOUR CASES ANALYSIS

Number of new cases in 2013/14	40
Number of Active Cases	17
Number of Inactive Cases	23

Breakdown of Total Cases

Ethnic Origin of Complainants:

Majority BME:	19
Minority BME:	21

BROAD ISSUE

Noise	28
Verbal Abuse	3
Children Youths	2
Threats of Violence	1
Pet Management	1
Intimidation	1
Litter	1
Alcohol Misuse	1

ACTION TAKEN

Diary Notes	12
Warning Interview	10
Legal Action	1
Multi Agency Intervention	2
Mediation	6
Negotiation	1
Held on File	8

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NOVEMBER 2015

ALL SAINTS' DAY

CORONATION OF EMPEROR HAILE SELASSIE

GUY FAWKES DAY

REMEMBRANCE SUNDAY

DIWALI

WORLD DIABETES DAY

1 Sunday

2 Monday

3 Tuesday

4 Wednesday

5 Thursday

6 Friday

7 Saturday

8 Sunday

9 Monday

10 Tuesday

11 Wednesday

12 Thursday

13 Friday

14 Saturday

15 Sunday



Jayne Gouldthorpe

YEAR 2010
**857
HOMES**

Jayne
Gouldthorpe
takes over
as Chair.

Arawak Walton remembers its own history during Black History Month

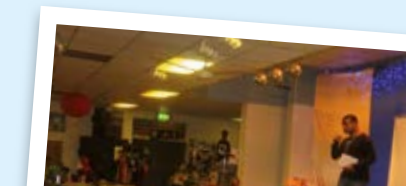
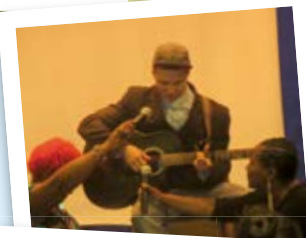
Black History Month is held every October in Britain and aims to promote knowledge of black history, culture and heritage; disseminate information on positive black contributions to British society and heighten the confidence and awareness of black people in relation to their cultural heritage.

The re-location of many people from the Caribbean (or West Indies as it would have been known then) to Manchester resulted in them facing such high levels of discrimination in terms of access to housing that they felt compelled to take action. In 1979 a group of like minded activists established Walton Housing Association to address the needs of young, single Black people working in Manchester. In 1986, others, seeing the success of Walton were galvanised into taking action for older Black people and Arawak Housing Association was born.

In 1987 Arawak Housing Association registered with the Housing Corporation and appointed its first chair, Mrs Louise DaCocodia. Anchor Housing Association supported the association initially to develop a sheltered housing scheme, Bougainvillea Gardens in Longsight.

In 1994, Arawak merged with Walton Housing Association to become Arawak Walton Housing Association. Walton Housing Association had named a few of its schemes after influential black people, particularly in the Whalley Range area e.g.

Mary Seacole Gardens Marcus Garvey Court
Nelson Mandela Court Kahina Court.



16 Monday

17 Tuesday

ST HILDA DAY

18 Wednesday

19 Thursday

INTERNATIONAL MEN'S DAY

20 Friday

21 Saturday

22 Sunday

23 Monday

24 Tuesday

MARTYRDOM OF GURU TEGH BAHADUR

25 Wednesday

26 Thursday

DAY OF THE COVENANT

27 Friday

28 Saturday

29 Sunday

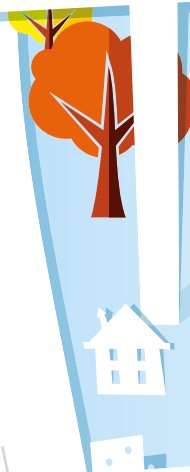
ADVENT SUNDAY

30 Monday

ST ANDREW'S DAY



Louise DaCocodia Court



YEAR 2011 927 HOMES

The Association celebrates its 25 year Anniversary and names one of its newbuild developments after its first chair Mrs Louise DaCocodia. Handover of Birch Court and Daisy Bank Court from Anchor.



Birch Court

YEAR 2012 947 HOMES

Grand opening of a newly refurbished Sheltered Scheme, Birch Court, by the Lord Mayor Councillor Elaine Boyes.

The association has grown and prospered over the years by offering an excellent, culturally sensitive and personal service to its very diverse residents.



In the year it reached over 1000 homes in management and to celebrate Black History month the association organised a number of events, including a charity football tournament, a community event at Westwood Street West Indian Centre and sponsorship of Black History Month on Radio Diamond 87.7 FM.

LETTINGS IN THE YEAR APRIL 2013 TO MARCH 2014 (TOTAL)

Sources of Applicant

Nominated by local authority	37	46%
Direct application to the association	38	47%
Transfers within stock	6	7%
Total	81	100%

ECONOMIC STATUS OF NEW TENANTS

Working Full Time	16	19.8%
Working Part Time	12	14.8%
Retired	8	9.9%
Job Seeker	13	16.0%
Not seeking work	12	14.8%
Full Time Student	0	0.0%
Long Term Sick	20	24.7%
Total	81	100%

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DECEMBER 2015

WORLD AIDS DAY

1 Tuesday

2 Wednesday

3 Thursday

4 Friday

ST NICHOLAS DAY

5 Saturday

FIRST DAY OF HANUKKAH

6 Sunday

BODHI DAY

8 Tuesday

9 Wednesday

HUMAN RIGHTS DAY

10 Thursday

11 Friday

12 Saturday

13 Sunday

LAST DAY OF HANUKKAH

14 Monday

15 Tuesday

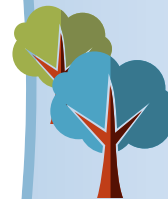


Founder Members
Plaque



YEAR 2013
**953
HOMES**

Evelyn Asante-Mensah becomes Chair. We appoint our very first Apprentice. Plaque unveiling at Head Office in honour of the Association's Founder Members.



Value for Money

At Arawak Walton achieving Value for Money in all we do is really important for us. It helps ensure that we can continue to meet the needs of our current tenants and can continue to grow to meet the needs of our future tenants.

Overall we believe we deliver our services at a lower cost than many other housing associations in England. Here are some of the things we have done over the last year to help ensure we get value for money:

A LOAD OF OLD BOILERS

We have continued to replace our old boilers with modern ones. These use much less gas - which saves our tenants money. They are a lot less likely to break down which saves them the inconvenience of being without heat and hot water and having to wait in for an engineer, and it saves us the cost of repairs. It's good for all of us because the new boilers produce a lot less carbon dioxide and are better for the environment.

SLOW GROW

We bought seven properties last year from another housing association. When we are making decisions about buying new properties, we look for properties where the rent will pay off the mortgage over 25 years. This means that we don't grow as quickly as some housing providers but we think this is a safer way to grow and ensures good value for the limited amount of money we have to invest in new properties.

IT'S A FIX!

We have fixed the interest rates on some of our loans at a lower cost than we had expected to be able to do. This means we have a much clearer idea of how much cash we will have available to deliver our services over the next few years.



16 Wednesday

17 Thursday

18 Friday

19 Saturday

20 Sunday

21 Monday

22 Tuesday

WINTER SOLSTICE

23 Wednesday

24 Thursday

CHRISTMAS EVE

25 Friday

CHRISTMAS DAY

26 Saturday

BOXING DAY

27 Sunday

28 Monday

BANK HOLIDAY

29 Tuesday

30 Wednesday

31 Thursday

NEW YEAR'S EVE



Cheetham Hill Road

YEAR 2014 1004 HOMES

Handover of
Sycamore Court
from Anchor, new
Manchester area.
Celebrating over 1000
homes in management.



BUY DIRECT

Over the year we have changed the way we buy some of the big items we need to make our homes modern and comfortable, like kitchens and boilers. This cuts out the middleman and means we can buy more for our money.

AT YOUR SERVICE

As everyone knows, the price of gas and electricity keeps going up and up. For some of our properties, we arrange to buy the gas and electricity and then include this cost in the tenants service charge. Over the year we have used the services of a specialist advisor to check the different offers on the market so we can get the best deal to save the Association and our tenants the most money.

SPEND TO SAVE

Many of our tenants will have been affected by Welfare Reform changes. Last year we employed a member of staff to speak to all the tenants we thought would be affected to help them understand what they could do and to put them in touch with other agencies that could help them. We also helped some tenants to move to smaller properties and to claim some special payments to help them adjust to the changes.

HOW WE SPENT EVERY £1 OF RENT OUR TENANTS PAID US

	2013	2014
Management	26	26
Maintenance	30	32
Bathroom, Kitchen, Boilers etc	24	25
Loan Interest	25	17
Total	£1	£1

Our full Value for Money Statement is available in our Annual Accounts for 2013/14 and on our website.

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Our Staff



Cym D'Souza
Chief Executive



Yemi Babalola
IT/Finance Officer



Sam Chen
Asset Manager



Jackie Graham
Scheme Manager



Chris Page
Operations Director



Susan Forbes
Management Accountant (P/T)



Paul Ridyard
Maintenance Officer



Lisa Jowrey
Housing Officer (Sheltered)



Darren Watmough
Finance Director



Samaira Mahmood
Finance and IT Apprentice



Andrew Tyczynski
Executive Director of Customer Services



Adrian Morris
In House Gardener



Kirsty Miller
Business Support Manager



Joan Bennett
Customer Advisor



Adelle Abdul
Domestic Assistant



Donna Morris
Scheme Manager (P/T)



Bindu Pandya
PA to Chief Executive (Maternity Leave)



Victoria Massey
Customer Advisor



Carolyn Bilsborough
Housing Officer (Temp)



Natalie Rowen
Housing Officer (P/T)



Pauline Flowers
Business Support Assistant



Maria Passman
Receptionist



Marcia Brown
Domestic Assistant



Dee Williams
Housing Officer



Monika Rahman
Business Support Assistant (Temp)



Jo Moon
Senior Customer Advisor



Julie Clifford
Scheme Manager (P/T)



Sandra McKenzie
Senior Housing Officer



Kola Akande
Finance Assistant



Janice Ashworth
Maintenance Technician



Millicent Finlayson
Scheme Manager (P/T)

Our Board



Ms Evelyn Asante-Mensah
OBE, DLtt, MA
Chair
Commissioner for the Equality and Human Rights Commission
Length of service: Since 2013



Mr Sylvester During
Deputy Chair
MSc, DMS
Director of IT and Facilities, Accrington College
Length of service: Since 1999



Ms Jayne Gouldthorpe
Housing Instructor/ Assessor, Runcorn College
Length of service: Since 2002



Mr Andrei Szatkowski
Chair of Remuneration & Selection Committee
Executive Director of Customer Services, Equity Housing Group
Length of Service: Since August 2008



Ms Gill Darling
Honorary Secretary
Chair of the Finance and Risk Committee
Head of Finance, City South Manchester Housing Trust
Length of Service: Since 2004



Ms Lorri Holding
Independent Living Service Lead, City West Housing Trust
Length of Service: Since 2008



Mr Mike Cartwright
Retired
Tenant Board Member
Length of Service: Since January 2010



Mr Charles Jarvis
Research Associate for the University of Manchester, working towards PHD (Previously, Director at the Homes and Communities Agency)
New Board Member



Ms Anita Patel
Community Empowerment Manager, Community Gateway Association
New Board Member



Ms Susan Taylor
MSc
Assistant Director Infrastructure and Quality, The Big Life Group
New Board Member



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