Arawak Walton Housing Association

Passionate About People

CELEBRATING

CELEBRATING 20 YEARS SINCE
THE MERGER BETWEEN
ARAWAK AND WALTON

-1994-

WALTON 1979

ARAWAK 1986

-2014-



ANNUAL REPORT

YEARS

Welcome

to our Annual Report 2014/2015

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.



A successful merger that's stood the test of time

1994 saw the merger of two small but highly successful housing associations, Arawak and Walton, each of which had already made a significant contribution to black and ethnic minority communities in Manchester. The merger provided the springboard for the new, combined association to harness joint strengths and establish itself as the driving force in providing quality homes for the diverse range of nationalities making their homes in this great northern city.

Today, Arawak Walton is proud to be managing more than 1,000 properties in Manchester, Trafford and Stockport, offering quality affordable homes in sustainable multi-cultural neighbourhoods.













Chairperson's Statement 2015

Welcome to our annual report for 2014-15. I am delighted to provide our customers and stakeholders with an overview of our achievements over the last year. I cannot believe that a year has gone by since my last report to you!

This year, we celebrate 20 years of the merger of two housing associations, Arawak and Walton in 1994 to create the organisation we see now. In challenging times that continue today, we are justly proud of providing quality housing to multi-cultural communities living in Manchester, Trafford and Stockport. Times may have changed but the ethos of the association remains true to the values of its founder members. I take this opportunity to pay tribute to one of our founder members, Fred Frederick, who sadly passed away in July 2015 after a long illness. It was through the hard work of individuals like Fred that Arawak was not only conceived but also achieved its status as a housing association.

This year has been a year of consolidation. We continued to manage in excess of 1,000 homes during 2014/15. We spent over £1m extensively modernising and refurbishing over 40 new properties we had brought into management towards the end of 2013/14. This included our newest scheme, Sycamore Court which provides housing for the over 55's. Taking advantage of stock rationalisation opportunities via our partners has provided a cost effective way to achieve 21st century standards for our customers. As a result, our asset base has increased to £58.5m (attracting £32m social housing grant) and our rental turnover has increased to £5.1m (2014: £4.8m). This gives us a sound financial base to continue to deliver our business plan objectives for future years.

This year we have agreed to adopt the CIH presidential commission's "Diversity in Leadership" challenge. As a result, you will see comparative information on our equality and diversity performance over the last three years for our Board and staff members.

Last year we carried out some in-house ethnicity research to look at who we are housing and importantly the geographical areas in which we should be working. As a result, we have acquired more homes in Gorton and Moston in Manchester and towards the end of the year in Stockport. We will continue to take opportunities offered via our housing partners' stock rationalisation plans to acquire more homes in these new areas where these deliver our business plan targets. Although challenging in the current economic environment, we believe it is important to endeavour to meet our customers' housing aspirations now and in the future.

Addressing the impact of Welfare Reform continues to be a top priority for us. We have kept our tenants informed of changes, including the introduction of universal credit. We have worked with those affected to alleviate potential hardship. Many of our tenants already work full or part time, so we have assisted by helping them improve budgeting skills or finding better paid employment. Sadly, sometimes the only option is to offer transfer opportunities to other landlords, as we do not have the range of smaller homes they need. It is good to know that during this period our arrears levels have improved to 5.64% (2014: 5.93%) and we had only 17 empty homes at the end of the year, i.e. 1.68% of our total homes in management which is great news from a financial perspective.

Our performance has improved in all other areas of our work. 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 and over the last 20 years 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. There are many challenges facing us, not least in relation to the Government's recent budgetary announcements. 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 2016 so enjoy looking at it over the next 12 months.



Evelyn Asante-Mensah OBE
Chair
Arawak Walton HA



JANUARY 2016

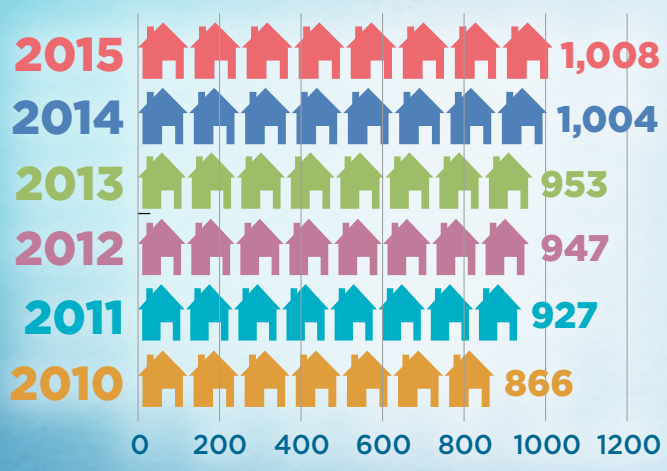
1 Friday	NEW YEAR'S DAY
2 Saturday	
3 Sunday	
4 Monday	WORLD BRAILLE DAY
5 Tuesday	BIRTHDAY OF GURU GOBIND SINGH
6 Wednesday	EPIPHANY (THEOPHANY)
7 Thursday	
8 Friday	
9 Saturday	
10 Sunday	
11 Monday	SEIJIN SHIKI (COMING OF AGE DAY)
12 Tuesday	
13 Wednesday	MAGHI
14 Thursday	MAKAR SANKRANTI
15 Friday	
16 Saturday	RELIGIOUS FREEDOM DAY
17 Sunday	WORLD RELIGION DAY
18 Monday	MARTIN LUTHER KING, JR. DAY
19 Tuesday	
20 Wednesday	
21 Thursday	
22 Friday	
23 Saturday	
24 Sunday	
25 Monday	TU B'SHVAT
26 Tuesday	
27 Wednesday	
28 Thursday	
29 Friday	
30 Saturday	
31 Sunday	BIRTH OF GURU HAR RAI

www.arawakwalton.com
24 hour repair line: 0800 389 4616

Growing futures

From our 'homelands' of Whalley Range and Longsight, we have gradually acquired properties in other areas of Manchester and also in Trafford and Stockport. We currently have 1,008 properties providing homes for over 3200 people.

Growth since 2010
including 8 properties in management





Heaton Properties Acquired

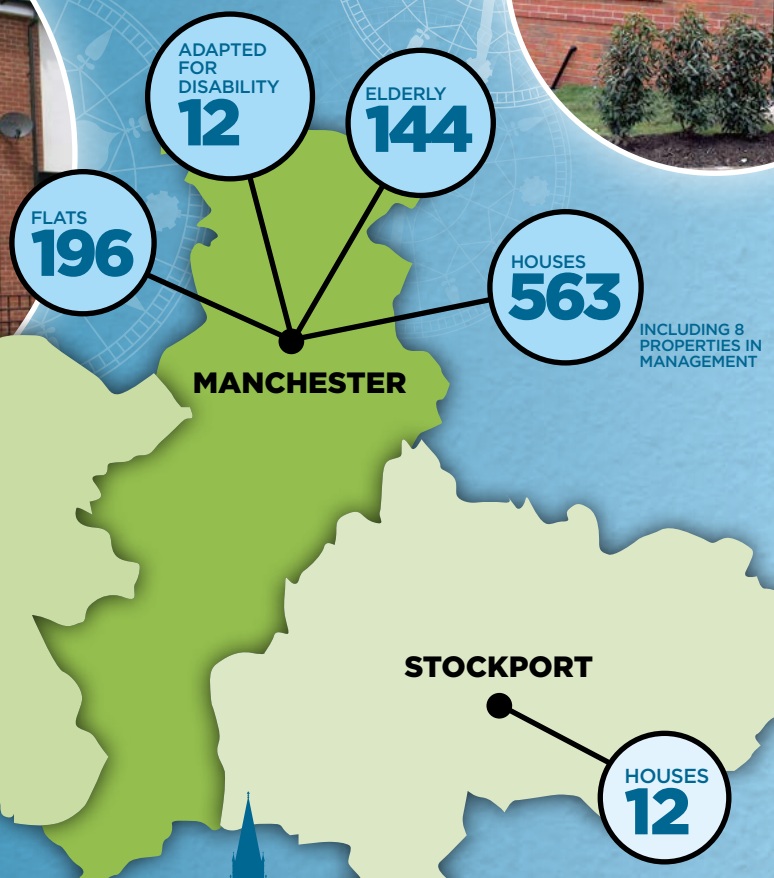
Arawak Walton extended its property portfolio in Stockport, with the addition of eight new properties on a brand new development, the Heatons.

These houses have been acquired by the Association as part of an innovative development partnership with Stockport Council, Equity Housing Association and Bellway Homes and are an important addition in providing more diversity in the Stockport social housing market.





Location of Stock



FEBRUARY 2016

1	Monday
2	Tuesday
CANDLEMAS (FEAST OF THE PURIFICATION)	
3	Wednesday
SETSUBUN	
4	Thursday
WORLD CANCER DAY	
5	Friday
6	Saturday
7	Sunday
8	Monday
CHINESE NEW YEAR	
9	Tuesday
SHROVE TUESDAY (PANCAKE DAY)	
10	Wednesday
ASH WEDNESDAY	
11	Thursday
12	Friday
DARWIN DAY	
13	Saturday
VASANT PANCHAMI	
14	Sunday
VALENTINE'S DAY	
15	Monday
PARANIRVANA (NIRVANA DAY)	
16	Tuesday
17	Wednesday
18	Thursday
19	Friday
20	Saturday
21	Sunday
22	Monday
23	Tuesday
24	Wednesday
25	Thursday
26	Friday
RARE DISEASE DAY	
27	Saturday
28	Sunday
29	Monday

Success from our merger

The creation of Arawak and Walton in 1994 combined the strengths of two small but highly successful housing associations focused on the needs of black and ethnic minority communities. Staying true to our roots, but with our ambitions set firmly on anticipating and meeting future needs, we are proud of our record of success.





Balance Sheet

As at 31 March 2015

	2014	**2015**
	£	**£**
Tangible fixed assets		
Housing properties at cost less depreciation	53,699,710	**54,421,295**
Less: Social Housing Grant	(31,890,514)	**(31,919,514)**
Net Book Value of housing properties	21,809,196	**22,501,781**
Other fixed assets	225,481	**200,000**
Total fixed assets	22,034,677	**22,701,781**
Current assets		
Debtors	354,365	**422,308**
Cash at bank and in hand	569,829	**1,444,204**
	924,194	**1,866,512**
Creditors: amounts falling due within one year	1,719,572	**1,953,244**
Net current liabilities	(795,378)	**(86,732)**
Total assets less current liabilities	21,239,299	**22,615,049**
Creditors: amounts falling due after more than one year	14,615,330	**14,894,441**
Capital and reserves		
Share capital	25	**27**
Designated reserves	168,415	**190,047**
Revenue reserves	6,455,529	**7,530,534**
	21,239,299	**22,615,049**

Income and Expenditure Account

For the Year Ended 31 March 2014

	2014	**2015**
	£	**£**
Turnover	4,799,029	**5,102,832**
Operating costs	(3,102,622)	**(3,416,435)**
Operating surplus	1,696,407	**1,686,397**
Surplus on sale of fixed assets	-	**7,642**
Interest receivable and similar income	1,676	**1,707**
Interest payable and similar charges	(646,258)	**(599,109)**
Surplus on ordinary activities for the year	1,051,825	**1,096,637**

This is an extract from the Association's Annual Accounts. A full set of accounts is available on the association's website (www.arawakwalton.com) or from our office.





MARCH 2016

1	Tuesday	ST DAVID'S DAY
2	Wednesday	NINETEEN-DAY FAST (START)
3	Thursday	WORLD BOOK DAY
4	Friday	
5	Saturday	
6	Sunday	MOTHER'S DAY
7	Monday	
8	Tuesday	INTERNATIONAL WOMEN'S DAY MAHA SHIVARATRI
9	Wednesday	
10	Thursday	
11	Friday	
12	Saturday	
13	Sunday	
14	Monday	COMMONWEALTH DAY CLEAN MONDAY – BEGINNING ON LENT
15	Tuesday	
16	Wednesday	
17	Thursday	SAINT PATRICK'S DAY PALM SUNDAY
18	Friday	
19	Saturday	
20	Sunday	OSTARA (SPRING EQUINOX) NINETEEN-DAY FAST (END)
21	Monday	JAMSHEDI NORUZ INTERNATIONAL DAY FOR THE ELIMINATION OF RACIAL DISCRIMINATION WORLD DOWN SYNDROME DAY
22	Tuesday	
23	Wednesday	HOLI TA'ANIT ESTHER
24	Thursday	HOLA MOHALLA PURIM (FEAST OF LOTS)
25	Friday	GOOD FRIDAY
26	Saturday	HOLY SATURDAY KHORDAD SAL
27	Sunday	EASTER SUNDAY
28	Monday	EASTER MONDAY
29	Tuesday	
30	Wednesday	MAHAVIR JAYANTI
31	Thursday	

Stability

Whilst a core objective is to help as many people as possible find a home, ensuring a stable foundation on which to grow remains a business imperative. We aim to invest around £900,000 each year to fulfil our planned acquisition programme of around 10 properties annually. We will invest in an ever wider variety of properties to offer more flexible living options within local communities and ensure families who wish to can remain in the same locality.





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.

After the July 2015 budget announcement, most of our tenants (except those in sheltered schemes) will get even better value for money as rents will fall by 1% a year for four years starting in April 2016!

Overall we believe we deliver our services at a lower cost than many other housing associations in England (overall in 2014/15 £88 per property). Our rents also save our tenants and (for those of our tenants who receive housing benefit) the taxpayer money. Our rents are between £19 and £37 less than the market rates in the three local authorities in which we operate, and are set to fall further.

Here are some of the things we have done over the last year to help ensure we get value for money.

Last year we replaced almost 100 of 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 our tenants time, and 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.

We bought 3 properties last year from other housing associations and replaced the warden's flat at a sheltered scheme with 2 new flats for tenants. We have grown over the last few years without new government grants, saving the taxpayer money and also enabling us to keep all our rents at social rent levels, rather than having to increase some of our rents to the higher "affordable rent" levels.

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.

Over the year we have continued to buy some of the big items we need to make our homes modern and comfortable, like kitchens and boilers, direct from the suppliers. This cuts out the middleman and means we can buy more for our money. We have reduced the costs of both boiler and bathroom installations by almost a quarter over the last three years.

Last year our tenants newsletter had a number of features called "Saving you money", which identified ways in which our tenants could help make their money go further. We also helped our tenants move into properties that were more appropriate for their needs, sometimes avoiding the "bedroom tax".

Our full Value for Money Statement is available in our Annual Accounts for 2014/15 and on our website.

Hulme Community Clean-up Day

Arawak Walton joined forces with Adactus Housing Group, City South Housing Trust, Greater Manchester Fire and Rescue Service, Manchester City Council and Greater Manchester Police for the annual Hulme Community Clean-up Day.



How we Spent every £1 of rent our tenants paid us



APRIL 2016

1	Friday	
2	Saturday	WORLD AUTISM AWARENESS DAY
3	Sunday	
4	Monday	
5	Tuesday	
6	Wednesday	
7	Thursday	WORLD HEALTH DAY
8	Friday	HANAMATSURI UGADI/YUGADI
9	Saturday	
10	Sunday	
11	Monday	
12	Tuesday	
13	Wednesday	VAISAKHI
14	Thursday	BIRTH OF GURU NANAK
15	Friday	RAM NAVAMI
16	Saturday	
17	Sunday	
18	Monday	BIRTH OF GURU TEGH BAHADUR & GURU ANGAD DEV
19	Tuesday	
20	Wednesday	
21	Thursday	
22	Friday	HANUMAN JAYANTI
23	Saturday	ST GEORGE'S DAY PASSOVER (STARTS)
24	Sunday	PALM SUNDAY
25	Monday	WORLD MALARIA DAY
26	Tuesday	
27	Wednesday	
28	Thursday	GREAT THURSDAY
29	Friday	GREAT FRIDAY
30	Saturday	ST JAMES THE GREAT DAY PASSOVER (ENDS)

Canvassing Opinion

Providing comfortable, secure homes for our tenants is at the heart of our operation. By conducting regular research, we gain valuable insights into how our properties perform for the residents living in them and what we can do to make them even better. We actively encourage input from our residents and ensure we respond and communicate accordingly.

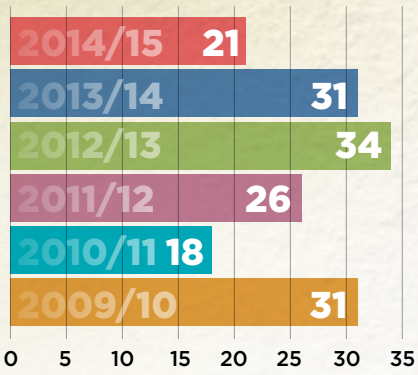


Complaints, Compliments and Anti Social Behaviour

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.

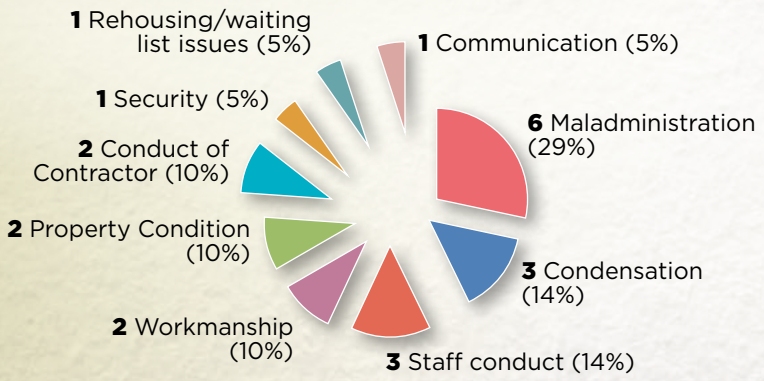
During 2014/15, we received 21 formal complaints, which is 10 less than last year.

Number of complaints





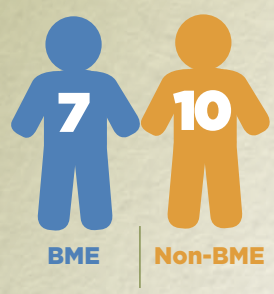
Analysis of the complaints received



Compliments

We received **210 INFORMAL COMPLIMENTS** through the repairs satisfaction survey and these (compared with 142 last year) are fed back to staff at team meetings and to contractors over the phone.

Ethnicity Origin of Complainants:



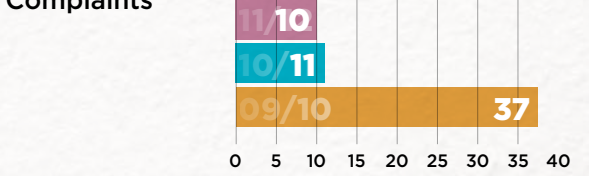
Issues of complaints



Anti Social Behaviour Cases Analysis

- 17 new cases in 2014/15
- 16 Active Cases
- 136 Inactive Cases

Anti Social Behaviour Complaints



Action taken

- 5 Counts of Multi Agency Intervention
- 2 Counts of Legal Action taken
- 5 Mediations
- 3 Warning Interviews
- 1 Warning Letter issued
- 12 Diary Notes
- Counts of Noise or CCTV Equipment used 2

Help Us Drive Quality Forward

We are always keen to encourage more of our tenants to join our Tenants Quality Panel. Open to any of our tenants, this group meets on a quarterly basis, to take an in-depth look at certain areas of the service we provide.

Currently there are 10 members of the Panel and their input has been responsible for us changing the way certain services are delivered.

Most recently, the Panel has been looking at the range of choice offered to tenants for items such as boilers, kitchens and bathrooms. If you would like to join our Tenants Quality Panel please contact the office on **0161 272 6094**.

MAY 2016

1	Sunday	BELATANE
2	Monday	EARLY MAY BANK HOLIDAY BIRTH OF GURU ARJAN DEV
3	Tuesday	
4	Wednesday	
5	Thursday	ASCENSION DAY YOM HASHOAH
6	Friday	
7	Saturday	
8	Sunday	
9	Monday	AKSHAYA TRITIYA
10	Tuesday	
11	Wednesday	YOM HA'ATZMAUT
12	Thursday	
13	Friday	
14	Saturday	
15	Sunday	PENTECOST
16	Monday	
17	Tuesday	
18	Wednesday	
19	Thursday	
20	Friday	
21	Saturday	VESAK (BUDDHA DAY) WORLD DAY FOR CULTURAL DIVERSITY FOR DIALOGUE AND DEVELOPMENT
22	Sunday	TRINITY SUNDAY
23	Monday	BIRTH OF GURU AMAR DAS
24	Tuesday	
25	Wednesday	WORLD AFRICA DAY
26	Thursday	FEAST OF THE BODY OF CHRIST LAG B'OMER
27	Friday	
28	Saturday	
29	Sunday	ASCENSION OF BAHA'U'LLAH
30	Monday	SPRING BANK HOLIDAY
31	Tuesday	WORLD NO-TOBACCO DAY



www.arawakwalton.com
24 hour repair line: 0800 389 4616

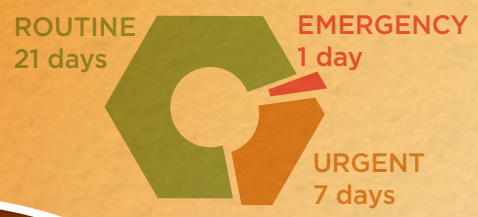
An Innovative Approach

By listening to our residents and acting on their contributions we have been able to adopt an innovative approach to property management. Our aim is always to improve the quality of our homes, offering 'like for better' improvements, accelerating our fixtures and fittings replacement policy and investigating new technologies to ensure the continued desirability of our properties.

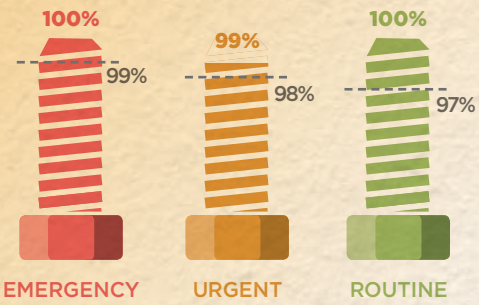


Repairs Performance

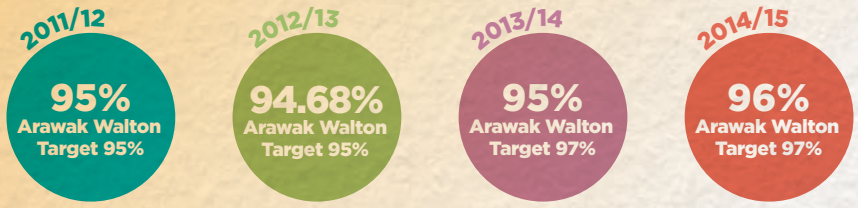
Response target in days



Repairs completed within target



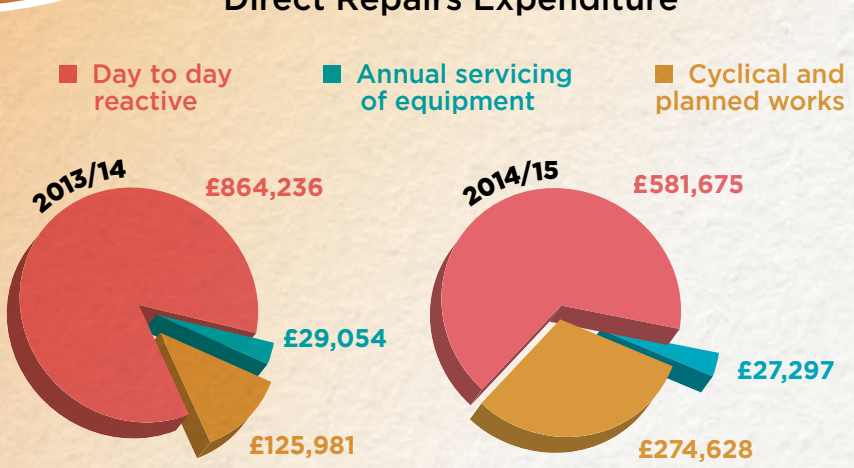
Overall Satisfaction with repairs service



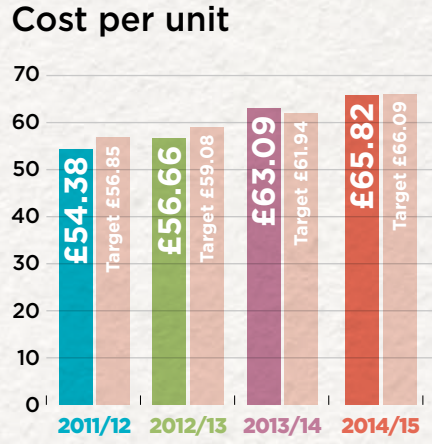
Weekly Revenue Repairs Spend per unit



Direct Repairs Expenditure



Weekly Operating Cost per unit



Blu Gen Technology delivers energy savings to our residents

Thanks to a forward thinking refurbishment programme at Sycamore Court and Daisy Bank Court, residents are able to reap the benefit of energy saving technology. Blu Gen units have been installed at both locations, which enable excess heat to be captured from gas fired boilers and used to provide hot water and electricity for residents. The units' efficiencies are such that they provide all the heating and hot water free for communal areas and this also means reduced energy costs for individual residents.



JUNE 2016

1	Wednesday
2	Thursday
3	Friday
4	Saturday
5	Sunday
6 Monday	RAMADAN (STARTS)
7	Tuesday
8	Wednesday
9	Thursday
10	Friday
11 Saturday	SHAVUOT
12 Sunday	RACE UNITY DAY
13	Monday
14 Tuesday	WORLD BLOOD DONOR DAY
15	Wednesday
16 Thursday	MARTYRDOM OF GURU ARJAN DEV
17	Friday
18	Saturday
19 Sunday	FATHER'S DAY
20 Monday	LITHIA (SUMMER SOLSTICE)
21	Tuesday
22	Wednesday
23	Thursday
24	Friday
25	Saturday
26 Sunday	ALL SAINT'S DAY
27	Monday
28	Tuesday
29	Wednesday
30	Thursday

Improving Communication with Technology

Keeping tenants informed about the issues that matter to them is vital for peace of mind. We constantly invest in technological innovations that help us communicate with our clients more easily. For example, our website is interactive, we provide tablets for our Housing Officers and Maintenance Staff to keep them up to date and contactable even when on the move and we offer multi payment options for rent due.

Percentage of current health and safety risk assessments completed

2011/12	2012/13	2013/14	2014/15
100%	99.9%	100%	100%

Empty Properties 31st March 2015

7 (0.69%) **Vacant and available for letting**

10 (0.99%) **Vacant and unavailable for letting**



Percentage of properties with a current Gas Safety Certificate

2011/12	2012/13	2013/14	2014/15
100%	99.9%	99%	100%

Average number of days taken to re-let a property

2011/12	2012/13	2013/14	2014/15
36	32	27	23
Target: 30	Target: 25	Target: 30	Target: 25

National Average 2014/5	**23**
Peer Group Benchmark 2014/5	**26**

Tablets Make Life Easier for all

Andrew Tyczynski, Maintenance Officer, and Stephen Birss, Housing Officer, are two of the Arawak Walton team who have seen huge benefits to their working efficiency since being provided with tablets. One of the greatest gains is the amount of paper saved during pre and post tenancy inspections. The details can be viewed on screen by both our staff and the tenant and any amendments made at the time rather than on return to the office.

Explained Andy: "During inspections, I make notes straight on to my tablet as I go through the property. I can write a work description there and then, and send it straight to the office for an order to be raised. The tenant knows for sure that the job has been ordered and I save time in travelling back to the office to get the process started. I can also file stock condition surveys straight onto our central system whilst I'm still on site."

Added Stephen: "On my visits I take my tablet and it has been a great asset on many occasions whilst carrying out viewings. If the tenant accepts the property offered, I can straight away book office sign ups and also report any defects straight to our maintenance team."







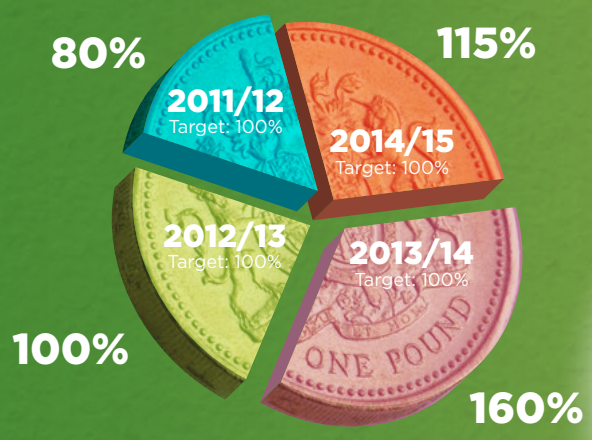
JULY 2016

1	Friday	LAILA AD-QADR (NIGHT OF POWER)
2	Saturday	
3	Sunday	
4	Monday	
5	Tuesday	EID AL-FITR BIRTH OF GURU HARGOBIND
6	Wednesday	
7	Thursday	
8	Friday	
9	Saturday	
10	Sunday	
11	Monday	
12	Tuesday	
13	Wednesday	
14	Thursday	
15	Friday	
16	Saturday	
17	Sunday	
18	Monday	
19	Tuesday	ASALHA PUJA (DHARMA DAY)
20	Wednesday	
21	Thursday	
22	Friday	
23	Saturday	BIRTH OF GURU HAR KRISHEN BIRTH OF HAILE SELASSIE
24	Sunday	PIONEER DAY
25	Monday	
26	Tuesday	
27	Wednesday	
28	Thursday	
29	Friday	
30	Saturday	
31	Sunday	

Empowering Young People

Young people living in our homes today are our potential tenants of tomorrow. We are committed to creating environments that encourage them to thrive, to strive and be the best they can. We do this by ensuring our properties are well maintained and that, where possible, families are accommodated in properties that best suit their individual requirements. We also support initiatives within local communities, to encourage young people to experience a wide range of activities, to make friends and develop a sense of belonging to their local area.

Community Sponsorships Spend (of Budget)



Number of seconds taken to answer calls (seconds):





Girls become a 'Whiz' at Thai boxing thanks to support from Arawak Walton



The Association has been pleased to support the Whiz Youth Project in Whalley Range with funding to start up their girls group again. The first activities organised were Thai boxing sessions to offer an environment in which the girls could claim as their own. Explained Project Manager Alison Chisholm: "For some time we recognised that although we already have well established Thai boxing sessions, they are very much male dominated. We wanted to provide an environment exclusively for girls, but until Arawak Walton stepped in, we had no way of funding this important project."

It was no surprise to Alison that the girls' Thai boxing sessions got off to a flying start, with around 12 girls attending the class, with an age range from 11 years to 23 years.

Here's what a couple of the participants have said:

"I decided to start Thai Boxing because I was interested in improving my fitness. Whiz offers Thai boxing/fitness sessions on other nights that are very popular with males, which I found a bit off putting... so, an all girls night was very appealing to me. The group has come together very well, especially when supporting each other in sessions." **Olivia, 21**

"I started Thai Boxing because it's something new that I haven't tried before which will be fun. I really enjoy myself when I come to the session. I love the fact that it's an all girls session because it makes me feel more comfortable when I am taking part." **Imarni, 16**

AUGUST 2016

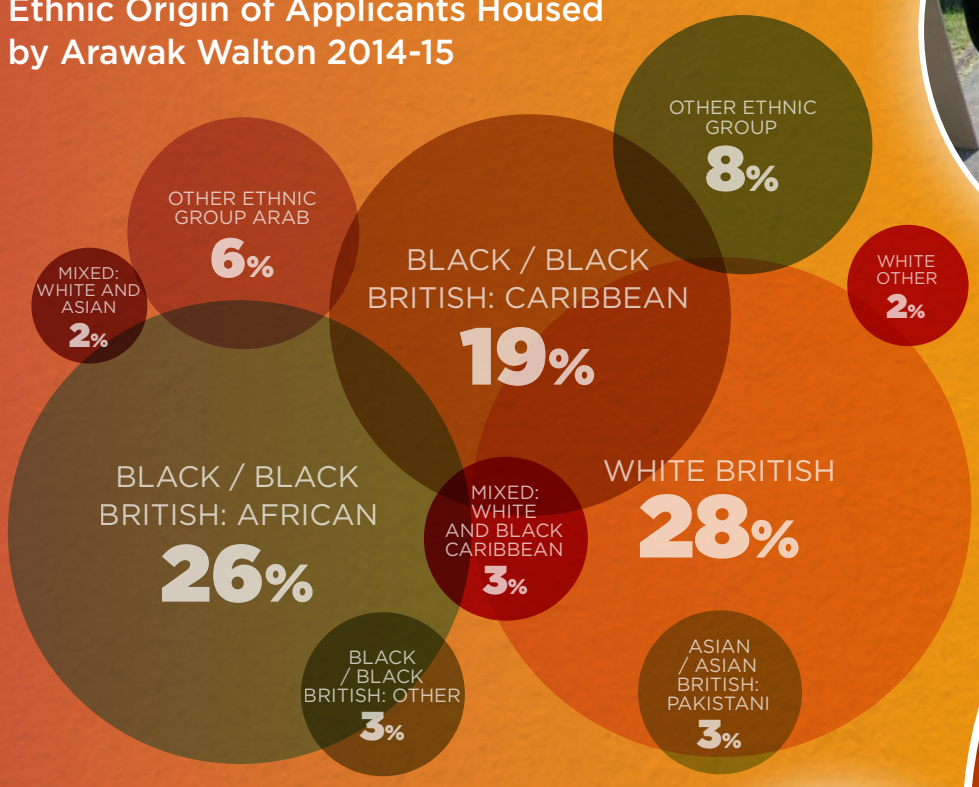
1 Monday	LAMMAS (LUGHNASADH)
2 Tuesday	
3 Wednesday	
4 Thursday	
5 Friday	
6 Saturday	
7 Sunday	
8 Monday	
9 Tuesday	INTERNATIONAL DAY OF THE WORLD'S INDIGENOUS PEOPLES
10 Wednesday	
11 Thursday	
12 Friday	
13 Saturday	
14 Sunday	TISHA B'AV
15 Monday	
16 Tuesday	
17 Wednesday	BIRTHDAY OF MARCUS GARVEY
18 Thursday	RAKSHA BANHAN
19 Friday	
20 Saturday	
21 Sunday	
22 Monday	
23 Tuesday	
24 Wednesday	
25 Thursday	KRISHNA JANMASHTAMI
26 Friday	
27 Saturday	MANCHESTER PRIDE BIG WEEKEND
28 Sunday	
29 Monday	SUMMER BANK HOLIDAY
30 Tuesday	
31 Wednesday	

Looking after Families

We embrace the diversity of today's family units in the same way as we celebrate cultural diversity. Whether our properties are home to Mums, Dads, children and grandparents, single mothers, single fathers, gay couples with children or foster families, all are treated with consideration in allocating homes that best suit their needs, working on census information and our internal knowledge. Our acquisitions policy is to secure new properties to meet the needs of the people we serve.

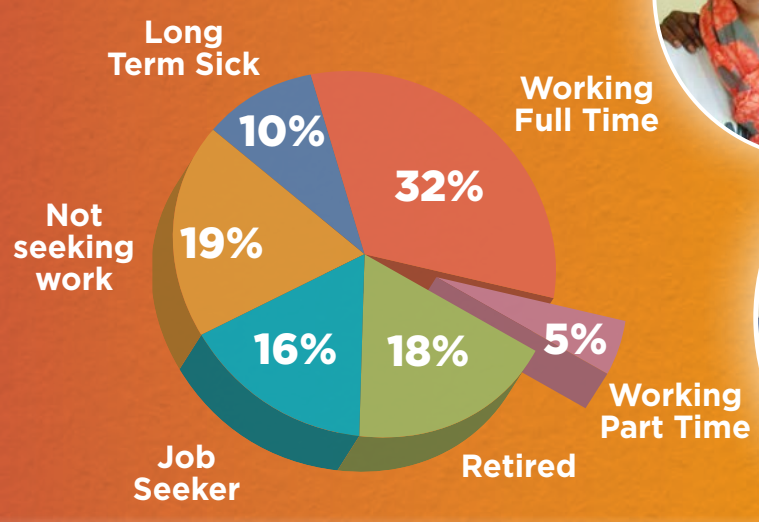


Ethnic Origin of Applicants Housed by Arawak Walton 2014-15





Economic Status Of New Tenants









A family affair for some generations

Arawak Walton is proud that some of its younger tenants have spent most of their lives in our properties.

For example, single Mum Susan Carty, became a tenant of Walton Housing Association in 1990, when she moved into a three bedroom house at Marcus Garvey Court in Whalley Range. Since then her two grown-up daughters have become tenants. Rachel, who works at Debenhams, moved to a two bedroom flat in Nelson Mandela Court, also in Whalley Range, with her young child in 1999, while youngest daughter, Vicky, an accountant, lives in a two bedroom house in Moss Side with her two children.





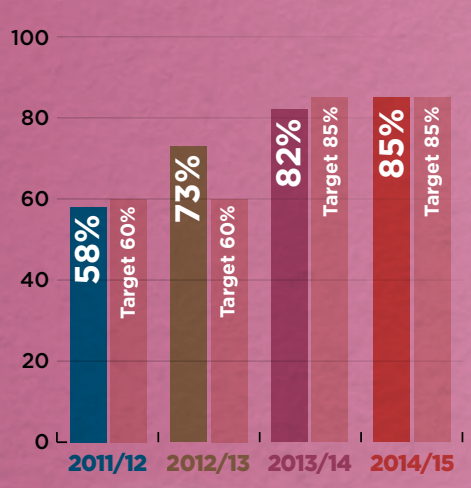
SEPTEMBER 2016

1	Thursday
2	Friday
3	Saturday
4	Sunday
5	Monday
GANESH CHATURTHI	
6	Tuesday
7	Wednesday
8	Thursday
INTERNATIONAL LITERACY DAY	
9	Friday
10	Saturday
11	Sunday
EID AL-ADHA (FEAST OF SACRIFICE)	
12	Monday
13	Tuesday
14	Wednesday
TRIUMPH OF THE CROSS	
15	Thursday
16	Friday
17	Saturday
18	Sunday
19	Monday
20	Tuesday
21	Wednesday
WORLD ALZHEIMER'S DAY	
22	Thursday
23	Friday
24	Saturday
25	Sunday
26	Monday
27	Tuesday
28	Wednesday
TEACHER'S DAY	
29	Thursday
30	Friday

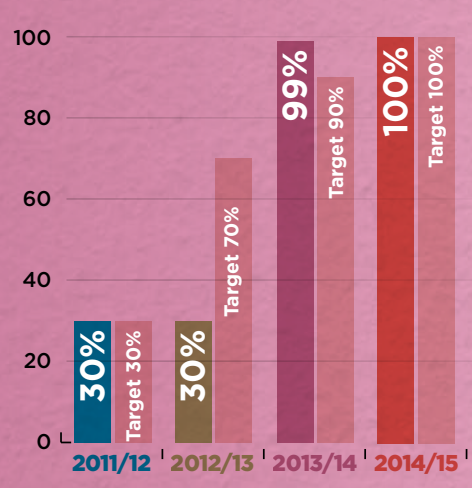
Young at Heart

The years go by, families grow, children leave the nest and housing requirements change. Recognising the need to cater for people aged 55 and over, we now have a number of developments designed for this age group. Birch Court, Daisy Bank and, most recently, Sycamore Court have all been extensively redesigned and refurbished to provide luxury modern homes that are easy to manage for those who work full time as well as for those who are retired. Each development has a Scheme Manager working on site who can keep a watchful eye on more vulnerable residents, if necessary, and the properties can be adapted to suit those who may need extra facilities as they grow older.

Percentage of tenants with Customer Profile survey completed



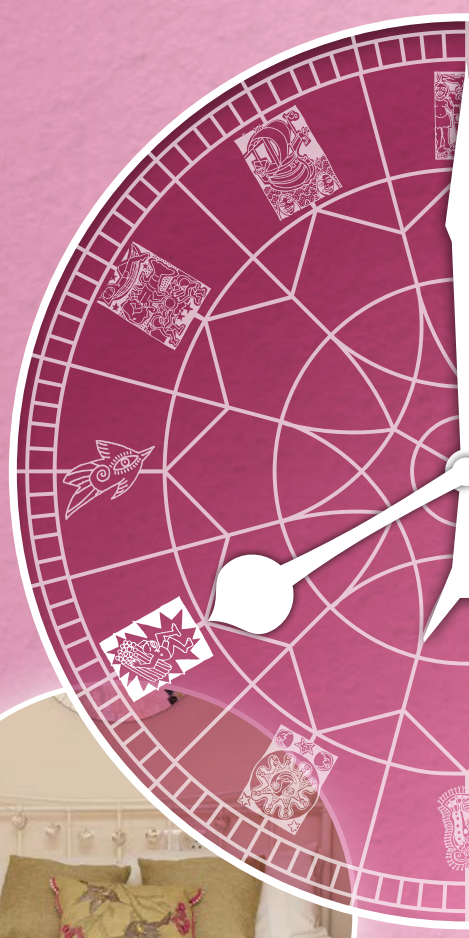
Percentage of "at risk" welfare advice interviews completed











Transforming Sycamore Court

Arawak Walton purchased Sycamore Court for £240,000 in February 2014 and has since invested £900,000 in upgrading the development. A total of 40 homes have been created, comprising studio and one bedroom apartments, to cater for people from the age of 55 upwards. With an average cost of £28,000 per property, we have found this is a really cost effective, value for money way of growing the association's housing portfolio.

In order to encourage our silver surfers and reduce isolation, all residents benefit from free Wi-Fi throughout the building and there is also an internet cafe, a communal lounge and kitchen area and communal gardens surround the property. There is also a shower room fitted to cater for wheelchair users, plus a guest room for visitors. The site has a Scheme Manager on duty five days a week. We're proud to have provided safe and secure homes in a friendly and convivial environment for our more mature residents.



OCTOBER 2016

BLACK HISTORY MONTH (FULL MONTH) NAVARATRI (STARTS)	1	Saturday
FEAST OF GUARDIAN ANGELS INTERNATIONAL DAY OF NON-VIOLENCE	2	Sunday
ROSH HASHANAH	3	Monday
	4	Tuesday
FAST OF GEDALIAH	5	Wednesday
	6	Thursday
	7	Friday
	8	Saturday
NAVARATRI (ENDS) BIRTH OF GURU RAM DAS	9	Sunday
WORLD MENTAL HEALTH DAY	10	Monday
ASHURA DURGA PUJA	11	Tuesday
YOM KIPPUR	12	Wednesday
	13	Thursday
	14	Friday
	15	Saturday
	16	Sunday
FIRST DAY OF SUKKOT	17	Monday
	18	Tuesday
	19	Wednesday
	20	Thursday
	21	Friday
	22	Saturday
LAST DAY OF SUKKOT HOSHANAH RABBAH	23	Sunday
SHEMINI ATZERET (EIGHTH DAY OF ASSEMBLY)	24	Monday
SIMCHAT TORAH	25	Tuesday
	26	Wednesday
	27	Thursday
	28	Friday
	29	Saturday
DIWALI	30	Sunday
HALLOWEEN HINDU NEW YEAR	31	Monday

Upholding Values

Everyone involved with Arawak Walton including our stakeholders, embraces our values, which puts people at the heart of what we do.

We listen and respond to the needs of all involved in the organisation.

We aim high, continuously improving the quality of our services.

We remain true to our roots, celebrating diversity and providing homes, not houses, to create communities with hearts.

We move with the times, staying alert to changing circumstances and responding with imagination and innovation.

We rely on teamwork, looking for partners and associates who can help us achieve our aims.

We are keen financial managers, recognising that sound finances underpin and expand our work.

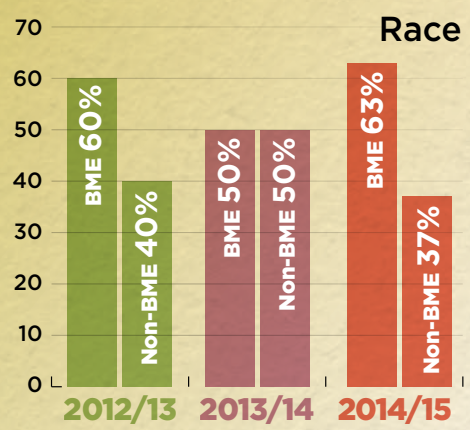
We are open and accountable, providing user-friendly information about our performance.



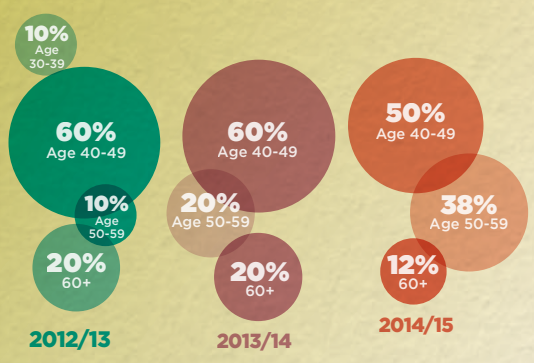




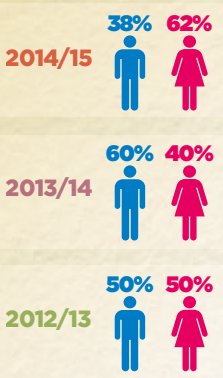
Equality & Diversity data for Board



Age group



Gender



Religion

Christian

2012/13	2013/14	2014/15
70%	50%	50%

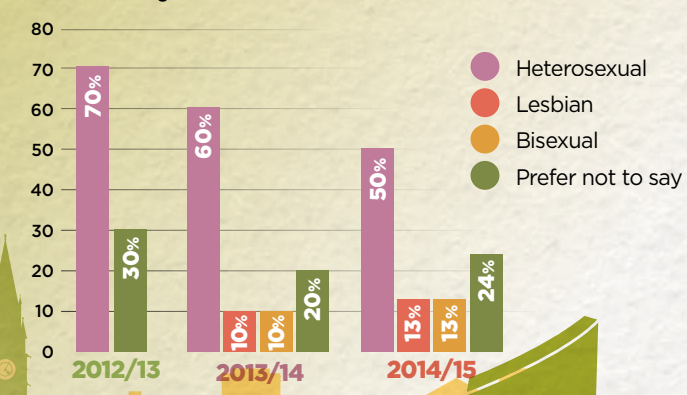
Hindu

2012/13	2013/14	2014/15
0%	10%	13%

Not religious

2012/13	2013/14	2014/15
30%	40%	37%

Sexuality



Disability

Considers themselves to have a disability

2012/13	2013/14	2014/15
30%	20%	26%

Not Answered

2012/13	2013/14	2014/15
10%	0%	0%

NOVEMBER 2016

1	Tuesday	ALL SAINT'S DAY
2	Wednesday	ALL SOULS' DAY CORONATION OF HAILE SELASSIE
3	Thursday	
4	Friday	
5	Saturday	
6	Sunday	
7	Monday	
8	Tuesday	
9	Wednesday	
10	Thursday	
11	Friday	
12	Saturday	BIRTH OF BAHA'U'LLAH
13	Sunday	REMEMBRANCE SUNDAY
14	Monday	WORLD DIABETES DAY
15	Tuesday	
16	Wednesday	INTERNATIONAL DAY FOR TOLERANCE
17	Thursday	
18	Friday	
19	Saturday	
20	Sunday	
21	Monday	
22	Tuesday	
23	Wednesday	NIINAME FESTIVAL
24	Thursday	MARTYRDOM OF GURU TEGH BAHADUR
25	Friday	
26	Saturday	
27	Sunday	BEGINNING OF ADVENT
28	Monday	
29	Tuesday	
30	Wednesday	ST. ANDREW'S DAY

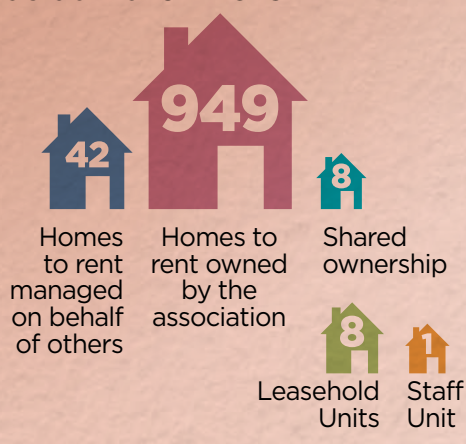
A Wider Influence



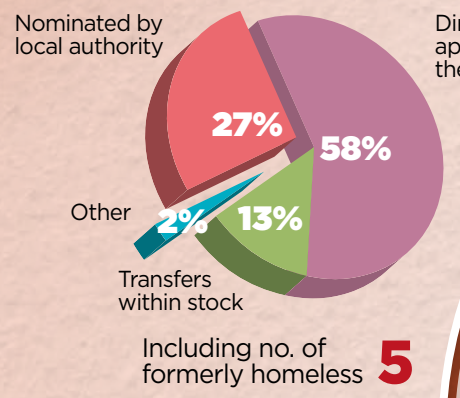
A source of ongoing pride for everyone connected with Arawak Walton is its high standing in the Housing Sector. Although a relatively small association, Arawak Walton's business model is highly regarded by many housing associations. In particular, our ground-breaking work with sheltered accommodation for older residents attracts visitors from all over the UK as housing staff learn the benefits our work has reaped in creating stable communities for older people.

The role of our Chief Executive, Cym D'Souza, as Chair of BMENational, which represents more than 60 BME housing associations catering especially for BME residents, keeps the spotlight firmly on our excellent progress over the years.

Homes in Management as at March 2015



Lettings in the Year April 2014 to March 2015 (TOTAL)





Keeping our finger on the pulse

As well as our involvement in BMENational, we are a lead partner for the Manchester Housing Providers Partnership. We are also members of Stockport and Trafford housing partnerships, the Greater Manchester Housing Provider's Forum and the North West Community Housing Associations, where we play a major role in influencing housing strategy.

Our Chair and Chief Executive have both been recognised for their commitment to improving homes and communities. We were thrilled that our Chair, Evelyn Asante-Mensah, was recognised with the Change Maker in the Community Award at the annual Heroes and Sheroes Awards, which recognise the work of volunteers in the Manchester community, the unsung heroes who work quietly in the background without recognition, impacting lives and making positive changes.

And Chief Executive Cym D'Souza is currently ranked 28th in the 24Housing Power Players top 50 list, which recognises those who play a vital role in raising some of the issues facing the sector. Cym is also ranked 10th in the top 30 Chief Executives compiled by 24Housing magazine.











BME national

north west Community Housing Associations

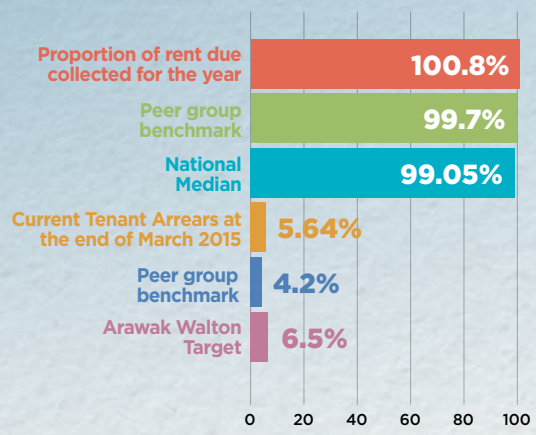
DECEMBER 2016

1	Thursday
WORLD AIDS DAY 2016	
2	Friday
3	Saturday
4	Sunday
5	Monday
6	Tuesday
7	Wednesday
8	Thursday
BODHI DAY	
9	Friday
10	Saturday
HUMAN RIGHTS DAY	
11	Sunday
12	Monday
MILAD AL-NABI	
13	Tuesday
14	Wednesday
15	Thursday
16	Friday
17	Saturday
18	Sunday
19	Monday
20	Tuesday
21	Wednesday
YULE (WINTER SOLTICE)	
22	Thursday
23	Friday
24	Saturday
CHRISTMAS EVE	
25	Sunday
CHRISTMAS DAY	
26	Monday
BOXING DAY	
27	Tuesday
28	Wednesday
29	Thursday
30	Friday

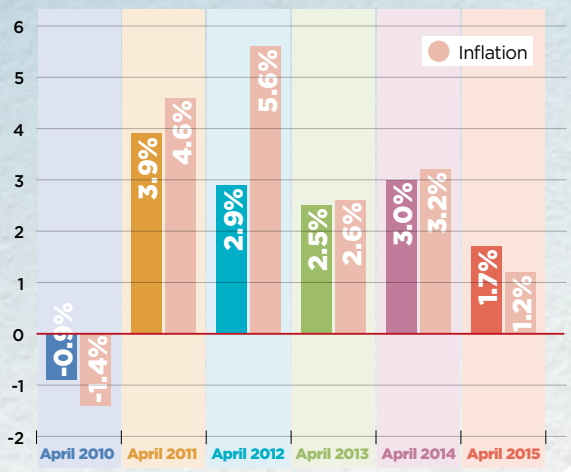
Looking forward

Moving with the times and keeping abreast of changing circumstances is a challenge we relish and our teams are constantly seeking improvements within the organisation, be that streamlining administration, improving communications channels or updating properties. A core aim for the coming year is to become even more involved at grass roots level, encouraging support for the many clubs and initiatives that form part of the rich tapestry of life in our local communities.

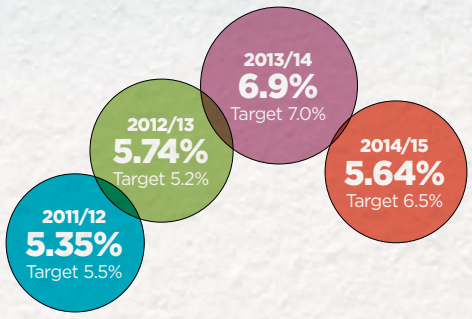
Rent Collection



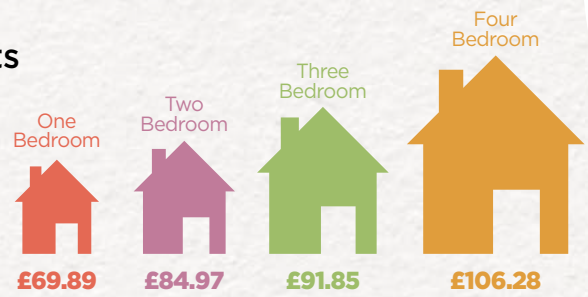
Rent Increases



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



Average Assured Rents





Committed to doing our best in the future... whatever it holds

The Chancellor's budget in July has brought many challenges for housing associations across the country. The 'right to buy' policy brings opportunities for people to purchase homes they previously rented, but challenges for housing associations who are constantly looking to build up their stock and need to replace homes lost through this policy for other people on their growing waiting lists.

Recently announced rent cuts over the next four years will require us to look even more closely at our value for money initiatives.

Our vision to provide the best quality housing across all ethnic groups remains undimmed and we are constantly striving for opportunities to improve our existing homes and also, within the limits of our budget, to extend our reach into the communities of Manchester, Trafford and Stockport.

We will continue to fight for this right with a passion.



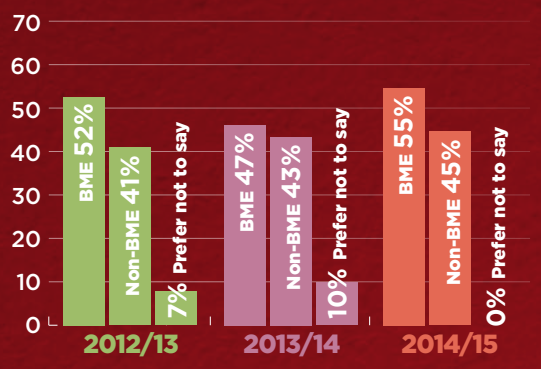






Equality & Diversity data for Staff

Race



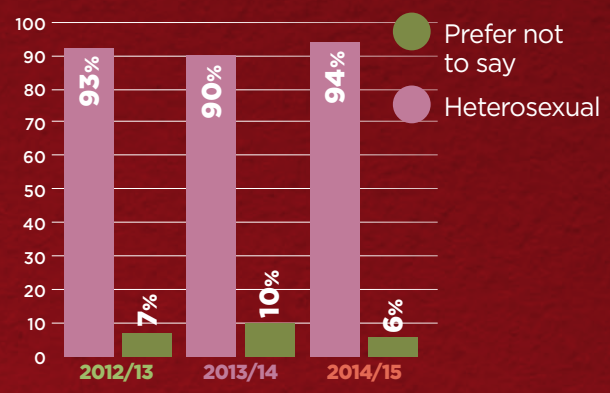
Staff per 100 Dwellings



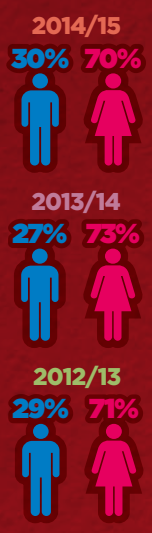
Religion

	2012/13	2013/14	2014/15
Christian	57%	61%	52%
Hindu	3%	3%	3%
Muslim	3%	3%	12%
Other	3%	0%	3%
Not religious	24%	23%	27%
Prefer not to say	10%	10%	3%

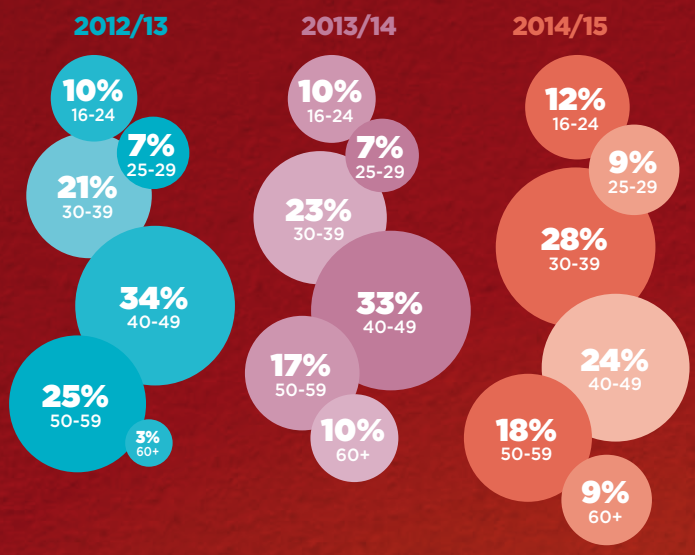
Sexuality



Gender

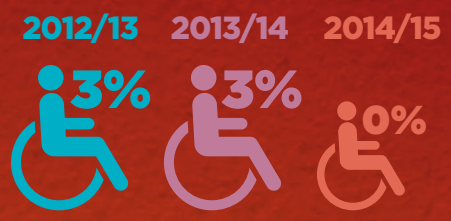


Age group



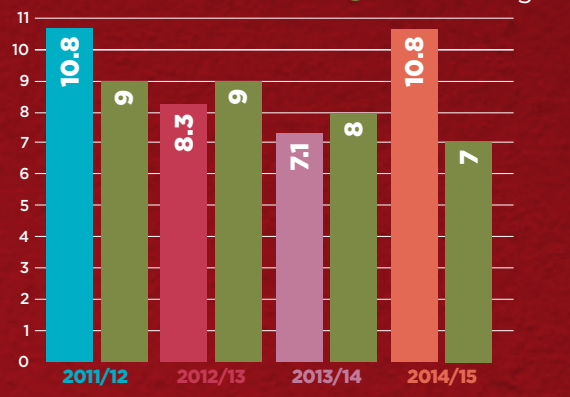
Disability

Considers themselves to have a disability



Not Answered	2012/13	2013/14	2014/15
	0%	3%	3%

Average number of sick days per employee



Staff Salaries



Overall Staff Satisfaction rate from annual survey

Smaller value (0) being better



Arawak Walton Housing Association Staff Structure 2015

Arawak Walton Housing Association

Board

Cym D'Souza
Chief Executive

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

Chris Page
Operations Director

- **Sam Chen**
  Asset Manager
  - **Andrew Tyczynski**
    Paul Ridyard
    Maintenance Officer (2)
  - **Janice Ashworth**
    Maintenance Technician
- **Sandra McKenzie**
  Housing Services Manager
  - **Natalie Rowen** (mat leave)
    Ann Flood
    Housing Officer P/T
  - **Stephen Birss**
    David (Dee) Williams
    Housing Officer (2)

Darren Watmough
Finance Director

- **Susan Forbes**
  Management Accountant (P/T)
  - **Samaira Mahmood**
    Finance and IT Apprentice
  - **Kola Akande**
    Finance Assistant
- **VACANT**
  IT & Finance Analyst

Kirsty Miller
Business Support Manager

- **Pauline Flowers**
  Business Support Assistant
- **Troy Tull**
  Project Assistant (temp)
- **Sarah Atta**
  Business Support Assistant (P/T) (temp)

- **Jo Moon** (mat leave)
  Tara Horner (mat Cover)
  Customer Services Manager
  - **Joan Bennett**
    Vicky Massey
    Customer Advisor (2)
  - **Maria Passman**
    Receptionist
- **Lisa Jowrey**
  Communal Services Manger
  - **Monika Rahman**
    Housing Assistant (temp)
    - **Jackie Graham**
      Julie Clifford
      VACANT
      Scheme Manager (3)
    - **Millicent Finlayson**
      (P/T)
      Scheme Manager
      Adrian Morris
      Gardener
    - **Marcia Brown**
      Adelle Abdul
      Domestic Assistants



OUR STAFF



Cym D'Souza
Chief Executive



Chris Page
Operations Director



Darren Watmough
Finance Director



Kirsty Miller
Business Support Manager



Jo Moon
Customer Services Manager (Mat Leave)



Tara Horner
Customer Services Manager (Mat Cover)



Sam Chen
Asset Manager



Sandra McKenzie
Senior Housing Manager



Lisa Jowrey
Communal Services Manager



Susan Forbes
Management Accountant (P/T)



Janice Ashworth
Maintenance Technician



Monika Rahman
Housing Assistant (Temp)



Bindu Pandya
PA to Chief Executive (P/T)



Kola Akande
Finance Assistant



Joan Bennett
Customer Advisor



Natalie Clayton
Housing Officer (Mat Leave)



Pauline Flowers
Business Support Assistant



Samaira Mahmood
Finance and IT Apprentice



Stephen Birss
Housing Officer



Ann Flood
Housing Officer (Mat Cover)



Sarah Atta
Business Support Assistant (P/T) (temp)



Victoria Massey
Customer Advisor



Dee Williams
Housing Officer



Jackie Graham
Scheme Manager



Troy Tull
Project Assistant (Temp)



Adrian Morris
In House Gardener



Andrew Tyczynski
Maintenance Officer



Maria Passman
Receptionist



Paul Ridyard
Maintenance Officer



Millicent Finlayson
Scheme Manager (P/T)



Julie Clifford
Scheme Manager



Marcia Brown
Domestic Assistant



Adelle Abdul
Domestic Assistant

Staff Resignations: **Yemi Babalola**, IT/Finance Officer, **Donna Morris**, Scheme Manager P/T, **Bilal Munir**, 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



Ms Gill Darling ACA , AMCT
Honorary Secretary
Chair of the Finance and Risk Committee
Head of Treasury & Financial Planning, One Manchester
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.
Chair of Tenant Quality Panel
Length of Service: Since 2010



Ms Anita Patel
MCIH
Specialist Clubs Manager, HouseMark
Length of Service: Since 2014



Ms Susan Taylor
MSc
Assistant Director Infrastructure and Quality, The Big Life Group
Length of Service: Since 2014



Mr Charles Jarvis
Research Associate for the University of Manchester, working towards PHD (Previously, Director at the Homes and Communities Agency)
Length of Service: Since 2014

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

Ms Nadia Fortune-Nesbit
Operations Manager, Cariocca Enterprises Ltd
Length of Service: Since 2015

Ms Hilda Kaponda
FCCA, MBA, BEng
Associate Director, Hilko Consulting Limited
Length of Service: Since 2015

Board Resignations:
Mr Sylvester During | Ms Jayne Gouldthorpe | Mr Andrei Szatkowski

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