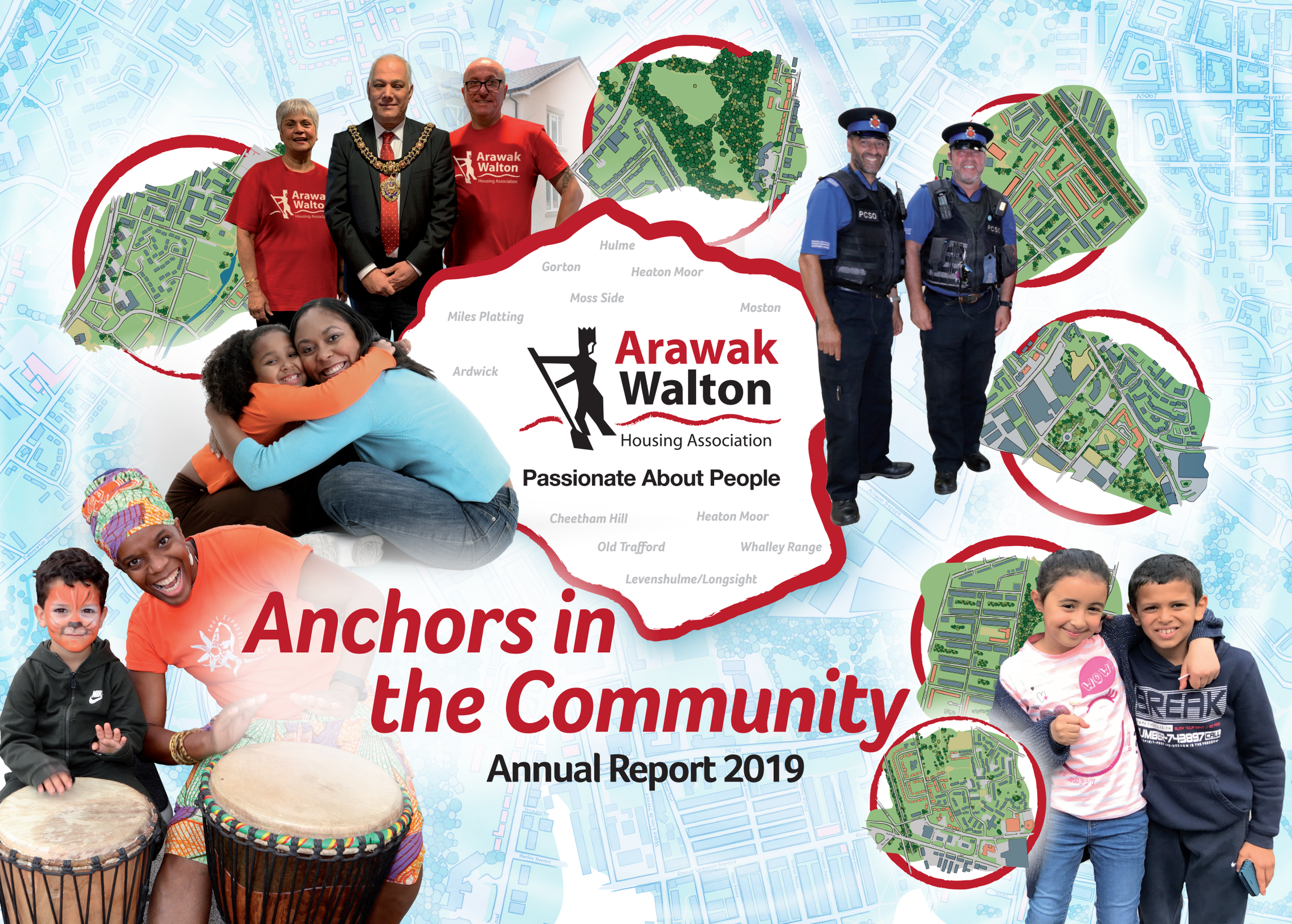

Hulme
Gorton
Heaton Moor
Moss Side
Moston
Miles Platting
Ardwick
Arawak Walton
Housing Association
Passionate About People
Cheetham Hill
Heaton Moor
Old Trafford
Whalley Range
Levenshulme/Longsight
Anchors in the Community
Annual Report 2019



Introduction

Arawak Walton Housing Association has been addressing communities' housing needs in Greater Manchester for 25 years. However, Black and minority ethnic communities in Manchester have been supported for almost four decades by the founders of Walton Housing Association, one half of the two associations that merged in 1994.

Arawak Walton was formed from two existing Housing Associations; Walton, founded in 1978 and Arawak, founded in 1987.

In those intervening years Greater Manchester has seen many changes in the makeup of its communities and in its housing policies, but throughout it all, Arawak Walton has remained true to its original intentions of providing high quality, truly affordable housing to those who need it most, encouraging social cohesion and facilitating regeneration in areas which have become neglected.

It is for this reason the theme of our annual report is Anchors in the Community.

Hulme
Gorton
Heaton Moor
Moss Side
Miles Platting
Moston
Ardwick
Arawak Walton
Housing Association
Passionate About People
Cheetham Hill
Heaton Moor
Old Trafford
Whalley Range
Levenshulme/Longsight

Arawak Walton Housing Association ***Staff Structure 2019***

Board

Cym D'Souza
Chief Executive

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

Chris Page
Operations Director

Ian Heppenstall
Asset Manager

Tracey Foster
Russell Gorman
Maintenance Inspectors

Tara Horner
Housing Services Manager

Sandra McKenzie
Ebi Wellington
Charmaine Hylton
Stephen Birss
Housing Officers

Jo Moon (P/T)
Customer Services Manager

Joan Bennett (P/T)
Natasha Daley
Dean Mooney
Customer Service Advisors

Candice Clarke
Trainee Customer Service Advisor

Lisa Jowrey
Communal Services Manager

Monika Rahman
Housing Officer (Communal Services)

Jackie Graham
Juliana Egbu
Sabrina Khan
Dwaliqua Brown (Mat leave)
Scheme Managers

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

Amanda Harris
Finance Director

Susan Forbes (P/T)
Finance Manager

Simon Gray
Trainee Management Accountant

Vacant
Assistant Accountant

Rashid Yaman
IT Analyst

Somayeh Shiri
Trainee Finance and Data Analyst

Kirsty Miller (P/T)
Corporate Services Manager

Sarah Atta (P/T)
Corporate Services Officer

Pauline Flowers
Victoria Benson (P/T)
Corporate Services Assistants

Chair's Statement 2019

Welcome to our annual report for 2018-19. It has been another busy and successful year for the Association and as always, I am delighted to provide our customers and stakeholders with an overview of our achievements over the last year.



Evelyn Asante-Mensah OBE
Chair Arawak Walton HA

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

Since crossing the 1,000 homes in management threshold in 2016 we are now monitored by the Regulator of Social Housing. We were delighted to be awarded the highest rating of G1/V1 for governance and financial viability at our first assessment in November 2017 and equally pleased that our stability check in November 2018 confirmed that we are still meeting the highest possible standards. This is an important reflection of the work of the Board and staff to provide outstanding service and very pleasing that it is officially recognised by this stringent regulatory body.

We now own and manage almost 1,100 homes. Most of our work is concentrated within the inner city areas of Manchester, which is our traditional heartland, but we have also spread our activities further afield in Manchester, to Moston and Gorton, as well as in Trafford and Stockport, taking advantage of opportunities to expand the variety of homes within our housing stock, particularly larger properties which remain in great demand. We remain true to our objective of acquiring properties in established neighbourhoods, refurbishing and upgrading them to provide comfortable affordable homes for those who need them most. Many of these opportunities continue to come from stock rationalisation opportunities presented by other housing partners. In excess of £2.2m has been spent this year on acquisitions and refurbishment within the inner-city areas of Manchester where we predominantly work, and these new homes are proving popular with tenants.

As a result, our net asset base has increased to £34.6m (2018: £32.2m) which represents a gross cost of circa £68m. Our rental turnover has increased to £5.16m (2018: £5.07m) largely due to our increase in properties and is despite being in the 3rd year of 1% rent cuts.

For another year, we have seen an increase in the roll out of Universal Credit. This impacts not only on the monies our tenants have to meet their living expenses but also their ability to pay their rent. Many of our tenants already work full or part time, but in low paid, uncertain employment. As a result, our current arrears have increased slightly in the year to 3.51% (2018: 3.07%), which we see as a reflection of the difficult circumstances facing many people on lower incomes. We continue to work hard to reduce arrears and support our tenants, offering assistance with budgeting and maximising income options.

Working in inner city areas, where there is always a desperate need for truly affordable homes in both the public and private sectors, we see at first hand the importance of quality properties that attract and retain tenants who can in turn contribute to the local community. People who have a place to call home then have a springboard to create a better life for themselves. A fixed address is the gateway to work, education, stability, self-esteem and a place in society, and we pride ourselves in our role as facilitators in creating those opportunities. Time and again, we hear that people aspire to live in an Arawak Walton property, as they know that they will be treated fairly and with respect, with repairs and maintenance carried out promptly and efficiently, to high standards. This, in turn, engenders a sense of pride and belonging, which permeates the wider community.



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

I am proud to report that we have again retained our Customer Service Excellence Standard, remaining in the top 2% of organisations in the country. This is a reflection of the commitment of every single person connected to Arawak Walton Housing Association to maintain the highest standards and aspirations set by our founders. We continue to be grateful to our founders, many of whom still retain an active interest in our work, and also our Board members, partner organisations, staff and tenants whose contributions and support help us continue to strive for even greater success.

In addition to this, in June 2019 we have been awarded with the prestigious 'Investors in People Gold' accreditation. We are incredibly pleased and proud of this award, which recognises our commitment to staff and our desire to give even better service to our tenants and local communities.

Although we are relatively small in size, we believe we punch well above our weight in the influence we have in the areas in which we operate, leading the way in showing how community cohesion across all ethnic groups really works to transform areas historically considered unappealing, into vibrant and sustainable neighbourhoods bursting with community pride and spirit.

It is for this reason we have themed this year's annual report 'Anchors in the Community', as we believe that this is our role. This year's annual report highlights some of the people who live and work in those communities and their inspirational stories reflect the part that Arawak Walton plays in helping to make their lives complete. I hope you will enjoy reading about their experiences as well as reviewing our performance over the last year. As always, the Annual Report also doubles up as a calendar for 2020 for you to enjoy over the next 12 months.



Evelyn Asante-Mensah OBE
Chair
Arawak Walton Housing Association

Our Mission

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



Cym D'Souza - Chief Executive
Arawak Walton Housing Association



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.



Our Values

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

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

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

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

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

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

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

January

1	We	*New Year's Day*
2	Th	*Birthday of Guru Gobind Singh* *Bodhi Day*
3	Fr	
4	Sa	*World Braille Day*
5	Su	
6	Mo	*Epiphany*
7	Tu	*Fast of 10 Tevet*
8	We	
9	Th	
10	Fr	
11	Sa	
12	Su	
13	Mo	*Seijin Shiki (coming of Age Day)*
14	Tu	*Makara Sankranti*
15	We	*Maghi*
16	Th	*Religious Freedom Day*
17	Fr	
18	Sa	
19	Su	*World Religion Day*
20	Mo	*Martin Luther King Day*
21	Tu	
22	We	
23	Th	
24	Fr	
25	Sa	*Burns Night* *Chinese New Year*
26	Su	
27	Mo	
28	Tu	
29	We	*Vasant Panchami*
30	Th	
31	Fr	

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A pioneering approach



Arawak Walton stays true to its roots, continuing to work in its heartlands of Whalley Range and Ardwick, whilst also branching out into other areas to encourage regeneration there, too.

We put our tenants housing needs at the heart of all our plans, including when and where we acquire additional properties. Our policy of supporting those most in need of truly affordable, decent homes continues to be at the forefront of all we do and where we need to, we will invest extra monies in properties that ensure we deliver those plans. For that reason, we continue to purchase properties in established neighbourhoods and invest in programmes of modernisation to create attractive and affordable homes where our customers want to live, from sole tenants to large families.

As a result, in recent years we have widened our geographical presence, purchasing and renovating properties in Gorton and Moston.

This not only offers greater choice and opportunities for our tenants, but also, as a result of seeing our communities move into new neighbourhoods, helps regenerate areas which have become run down and neglected.

Our pioneering approach means we seize opportunities to work in collaboration with other organisations to help deliver the widest possible support to those who need it most. For example, our involvement in the Manchester homeless property project has enabled us to purchase properties with four or more bedrooms to enable us to help larger families who have difficulty finding homes with four or more bedrooms at truly affordable rent levels.

As a result of purchasing houses through the homeless property project, Syrian refugees Mr Najib Edel and his wife Mrs Asmahan Alatrash have finally been able to rebuild their lives after moving into their four-bedroom property in Moston. Both distinguished medics in their own country, Mr Edel was a consultant urologist, whilst Mrs Alatrash was a consultant gynaecologist; the couple were forced to flee with nothing after violent attacks on their hospital and neighbourhood. In 2014, Mr Edel was invited to London to a conference about human rights



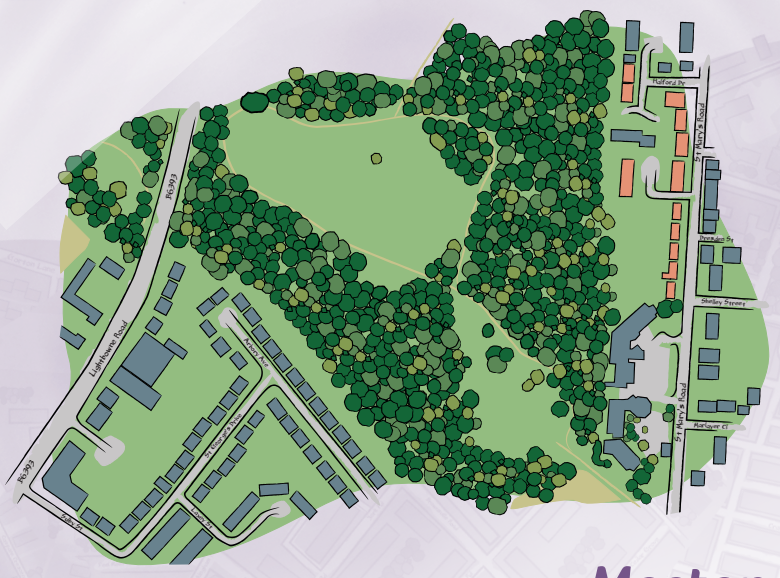
"We feel very safe here and are blessed with very kind neighbours,"

Mr Najib & Mrs Alatrash, Moston

and whilst there, he sought asylum. Meanwhile, his wife and children had fled to Turkey. After two long years, the family was finally reunited, and a very small property was found for them by Manchester City Council in Moss Side.

Today their four children live with them. The family has cultivated a flourishing flower and vegetable garden and Najib and Asmahan are working hard to perfect their English and study for the examinations that will enable them to practice medicine here in the UK. "We feel very safe here and are blessed with very kind neighbours," they say.





Moston

February

1	Sa	
2	Su	*Candlemas (Feast of the Purification)*
3	Mo	*Setsubun*
4	Tu	*World Cancer Day*
5	We	
6	Th	
7	Fr	
8	Sa	*Nirvana Day* *Thai Pusam*
9	Su	*Tu B'Shvat*
10	Mo	
11	Tu	
12	We	
13	Th	
14	Fr	*Valentine's Day*
15	Sa	
16	Su	
17	Mo	
18	Tu	
19	We	
20	Th	
21	Fr	*Shivaratri*
22	Sa	
23	Su	
24	Mo	
25	Tu	*Shrove Tuesday*
26	We	*Lent (begins)* *Ash Wednesday*
27	Th	
28	Fr	
29	Sa	*Rare Disease Day* *Nineteen Day Fast Start*

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A safe and comfortable place to call home



Somewhere to live is a most basic human right, as it forms the springboard from which to grow and flourish.

We ensure our homes are of high quality and affordable to those who need them most.

Because we want to continue working in the inner city, we work closely with partners where they are looking to increase capital receipts through stock rationalisation but who do not want social housing to be lost to the city. Wherever possible they work with us to deliver effective acquisition solutions and in the past year we have purchased 16 additional properties in Moss Side, Rusholme, Cheetham Hill, Moston and Newton Heath.



"I'm really enjoying the bigger space in a property which is still in the same community as I lived previously"

Elizabeth, Whalley Range



Elizabeth and her Rhodesian Ridgeback dog, Ming, found themselves sofa surfing after their previous private landlord accommodation did not work out. Elizabeth, a freelance TV and film prop and set designer, was pointed towards Arawak Walton by Manchester Move and she was on the waiting list for four months before being offered her one bedroomed flat.

"I feel like I have landed on my feet. Arawak Walton really listens, and they care about tenants as individuals. When I was allocated decorating vouchers I felt as if I was finally breaking free from the constraints of 'Landlord magnolia' and I've finally been able to create my own sanctuary," says Elizabeth, who now feels she wants to give something back, so has joined the Tenants Quality Panel.

Sonia, a healthcare assistant, asked to join the Arawak Walton waiting list after her previous private accommodation was sold to a new landlord. She moved into her current home in Moston in March and is delighted to have more space for her five children, aged between 9 years and 17 years.

"I'm really enjoying the bigger space in a property which is still in the same community as I lived previously," she says.





Whalley Range

March

1	Su	*St David's Day*
2	Mo	
3	Tu	
4	We	
5	Th	*World Book Day*
6	Fr	
7	Sa	
8	Su	*International Womens Day*
9	Mo	*Commonwealth Day* *Ta'anit Esther* *Holi*
10	Tu	*Purim*
11	We	*Shushan Purim*
12	Th	
13	Fr	
14	Sa	
15	Su	
16	Mo	
17	Tu	*St Patrick's Day*
18	We	
19	Th	*Nineteen Day Fast End* *Naw Ruz*
20	Fr	*Spring Equinox* *International Day of Happiness*
21	Sa	*International Elimination of Racial Discrimination Day* *World Down Syndrome Day*
22	Su	*Mothers Day* *Isra and Miraj*
23	Mo	
24	Tu	
25	We	*Ugadi*
26	Th	
27	Fr	
28	Sa	*Guru Angad Dev*
29	Su	*Day Light Saving Starts*
30	Mo	
31	Tu	

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Putting the customer at the heart of what we do

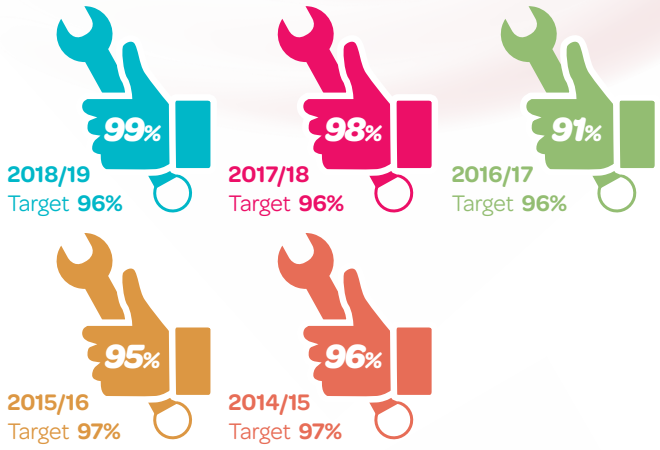


Our tenants' needs are our first priority in all our activities, from acquiring new housing stock to our ongoing maintenance and improvement programmes.

We value the feedback we receive from our tenants via customer satisfaction surveys and the work of the Tenants Quality Panel assists us greatly in tracking areas that require attention to maintain high standards.

One example of acting on feedback has been the robust action taken in tackling the issue of fly tipping and the failure of some tenants to recycle properly. We have taken robust action, with one tenant being recharged £168 for the removal of dumped household waste.

Overall Satisfaction with repairs service



The association has made the improvement of the repairs service a focus of its service improvement reviews and was helped by an exercise carried out by the Tenants Quality Panel in 2017 to streamline our service offer. This has been evidenced in the levels of increased satisfaction since the initial drop in 2016 highlighted the need for an urgent review.

Brendan Harkin moved into Sycamore Court in April this year and it has already transformed his life. A council tenant for 19 years, he became a victim of the bedroom tax when he lost his job through ill health and could no longer afford to pay his rent. He was evicted in April 2014 and initially stayed with friends before moving to a hostel for the homeless. "It's a beautiful place to live and I've already settled in here," he said. Brendan likes spending time in the communal lounge and using the shared computer facilities to check his emails. He also likes helping in the community, using his skills to help repair and build bikes.



"It's a beautiful place to live and I've already settled in here"

Brendan, Miles Platting



Miles Platting

April

1	We	*April Fools Day*
2	Th	*World Autism Awareness Day* *Ram Navami*
3	Fr	
4	Sa	
5	Su	*Palm Sunday*
6	Mo	*Mahavir Jayanthi*
7	Tu	*World Health Day*
8	We	*Passover Starts* *Hanuman Jayanti*
9	Th	*Maundy Thursday* *Lent (ends)*
10	Fr	*Good Friday*
11	Sa	*Holy Saturday*
12	Su	*Guru Tegh Bahadur Jayanti* *Easter Sunday*
13	Mo	*Vaisakhi* *Easter Monday*
14	Tu	
15	We	
16	Th	*Passover Ends*
17	Fr	
18	Sa	
19	Su	
20	Mo	*Yom HaShoah*
21	Tu	
22	We	
23	Th	*Ramadan (Starts)* *St George's Day*
24	Fr	
25	Sa	*World Malaria Day*
26	Su	*Akshaya Tritiya*
27	Mo	
28	Tu	*Yom HaAtzmaut*
29	We	
30	Th	

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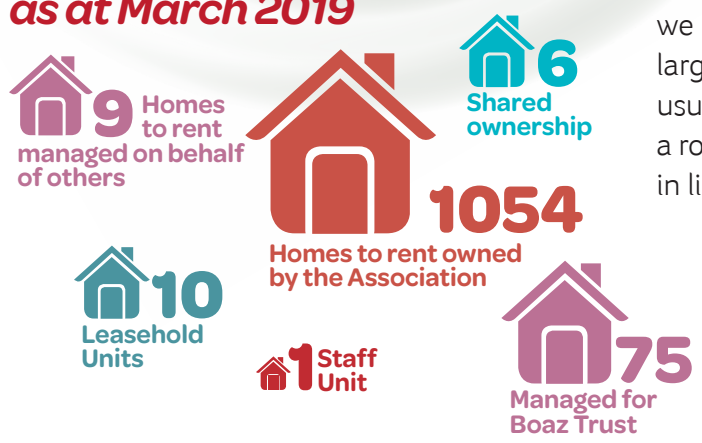
Supporting Larger Families



The Association is constantly seeking to support larger families and in recent years has purchased more 3 and 4 bedroomed properties to enable families to grow up in more appropriate sized homes.

Many of these have been in more geographically diverse locations, away from Arawak Walton's traditional roots in Moss Side and Whalley Range. By expanding our areas of operation, we have been able to purchase a number of larger homes and after upgrading them to our usual high standards they now provide not only a roof over families' heads but also a fresh start in life generally.

Homes in Management as at March 2019



Again, through the Manchester homeless property project the association has acquired larger family homes and helped tenants like Sarah who had been homeless, living in temporary accommodation for three years when she was offered her 4 bedroom house in Newton Heath 18 months ago.



"I've made friends here and after travelling a lot it's great to have a place to call home. Arawak Walton is really helpful"

Sarah, Newton Heath

She had been part of the travelling community in Ireland but came back to Manchester with her five children to be near to her Mum when her relationship broke down.

She has worked hard to transform her home and spends her days cleaning and decorating when she is not caring for her children aged 12, 9, 8,6 and 4. "I've made friends here and after travelling a lot it's great to have a place to call home. Arawak Walton is really helpful. They always come when I phone to report repairs," she said.



May

1	Fr	
2	Sa	
3	Su	
4	Mo	*Early May Bank Holiday (May Day)*
5	Tu	
6	We	*Birth of Guru Amar Das*
7	Th	*Vesak (Buddha Day)*
8	Fr	
9	Sa	
10	Su	
11	Mo	
12	Tu	*Lag B'Omer*
13	We	
14	Th	
15	Fr	
16	Sa	
17	Su	
18	Mo	
19	Tu	*Laila Ad-Qadr (Night of Power)*
20	We	
21	Th	*World Day for Cultural Diversity for Dialogue and Development Ascension Day*
22	Fr	
23	Sa	*Ramadan (Ends)*
24	Su	*Eid Al-Fitr*
25	Mo	*World Africa Day Spring Bank Holiday*
26	Tu	
27	We	*Ascension of Baha'u'llah*
28	Th	
29	Fr	*Shavuot Begins*
30	Sa	*Shavuot Ends*
31	Su	*World No-Tobacco Day Pentecost*

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It's a family affair

Families living in our homes feel a sense of belonging and become greatly attached to their local communities.

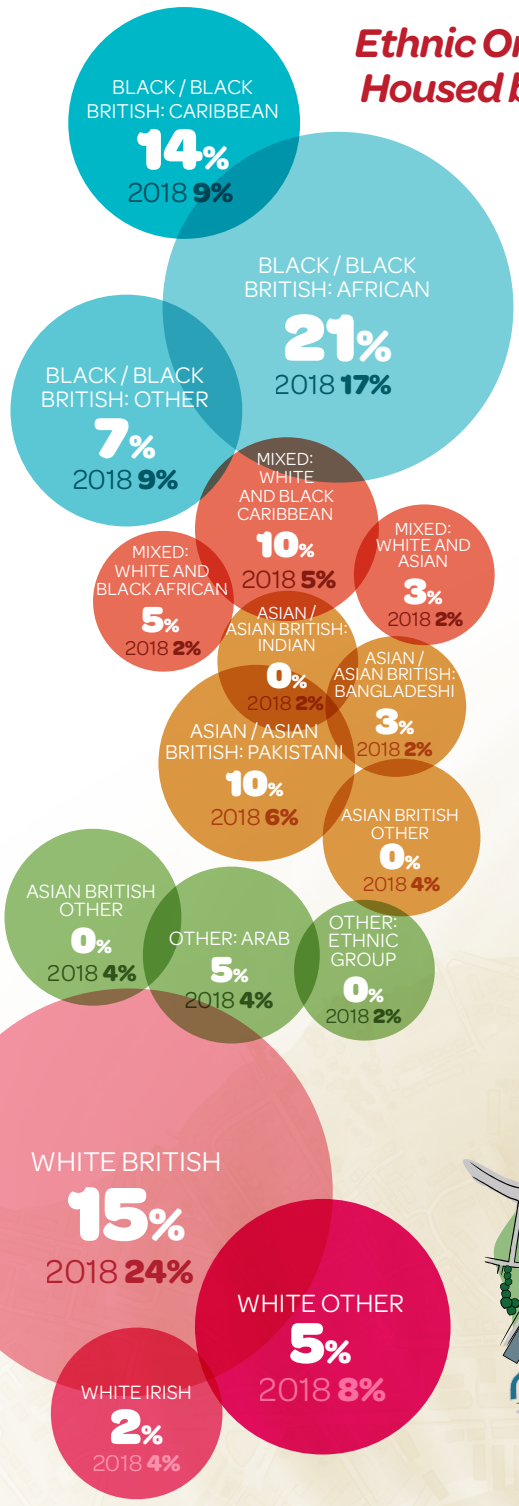
As the children grow up and start families of their own, they want to remain close by. Wherever possible, we support the children of our tenants in becoming independent and establishing their own homes.



Mr Ahmed first became an Arawak Walton tenant in 1996, initially in Palmerston Avenue. At the time, he and his wife had three children but as their family grew, their housing officer realised they needed more space and showed them the plot of land in Ardwick where Arawak Walton was planning on building new 4-bedroom houses. The family moved in 2001 and have lived there ever since, bringing up 4 boys and 2 girls.

Now three of Mr Ahmed's children are Arawak Walton tenants in their own right. Two of his sons and his daughter, Asli, are all married with children of their own and Mr and Mrs Ahmed are blessed with 9 grandchildren.

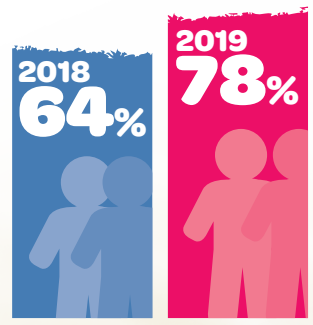
Ethnic Origin of Applicants Housed by Arawak Walton 2018-19



Total Numbers Rehoused



Total BME





Ardwick

June

1	Mo	
2	Tu	
3	We	
4	Th	
5	Fr	
6	Sa	
7	Su	*Trinity Sunday*
8	Mo	
9	Tu	
10	We	
11	Th	*Corpus Christi*
12	Fr	
13	Sa	
14	Su	*Race Unity Day* *World Blood Donor Day*
15	Mo	
16	Tu	*Martyrdom of Guru Arjan Dev*
17	We	
18	Th	*Birth of Guru Hargobind*
19	Fr	
20	Sa	*Summer Solstice*
21	Su	*Father's Day* *International Yoga Day*
22	Mo	
23	Tu	
24	We	
25	Th	
26	Fr	
27	Sa	
28	Su	
29	Mo	
30	Tu	

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A sense of belonging



"I love my job because I love helping people and being the face of the company. Being a tenant myself means that I can understand things from both perspectives"

Candice, Trainee Customer Service Advisor

Many of our tenants not only live in the local community, they also work or create businesses here.

We have taxi drivers, care home workers, car mechanics, nurses, catering staff, all of whom work locally, helping to ensure that income is generated and remains local.

Here at Arawak Walton we also employ a number of local people, some of whom are also our tenants.

Candice moved from Jamaica and lived with her Mum in an Arawak Walton property. She became a tenant in her own right earlier this year, moving into her own home with nine-month-old daughter, Savannah. In June she also started her dream job, working for the Association as a trainee customer service adviser. "I love my job because I love helping people and being the face of the company. Being a tenant myself means that I can understand things from both perspectives," she says.

Average number of days taken to re-let a property

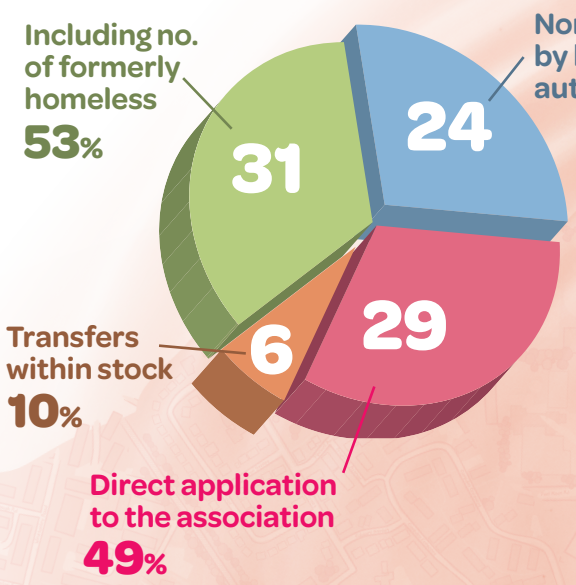


2014/15	2015/16	2016/17	2017/18	2018/19
Target: **25**	Target: **22**	Target: **22**	Target: **21**	Target: **17**

Housemark National Median 2017/18 **24.97**

Peer Group Benchmark 2017/18 **24.8**

Lettings in the Year - April 2018 to March 2019 (TOTAL)





Moss Side

July

1	We	
2	Th	
3	Fr	*Eid Al-Adha (Feast of Sacrifice)*
4	Sa	
5	Su	*Asalha Puja (Dharma Day)*
6	Mo	
7	Tu	
8	We	
9	Th	*Fast of 17 Tammuz*
10	Fr	
11	Sa	
12	Su	
13	Mo	
14	Tu	*Guru Harkishan Singh Jayanti*
15	We	
16	Th	
17	Fr	
18	Sa	
19	Su	
20	Mo	
21	Tu	
22	We	
23	Th	*Birth of Haile Selassie*
24	Fr	*Pioneer Day*
25	Sa	*St James the Great Day*
26	Su	
27	Mo	
28	Tu	
29	We	
30	Th	*Tisha B'Av*
31	Fr	

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A thriving community



Established neighbourhoods, where families put down roots and stay for many years create a strong and vibrant community spirit.

Local people get to know each other, learn to understand and respect each other's backgrounds and beliefs and to celebrate diversity. Working together to provide activities for adults, children and young people creates a strong sense of community which in turn attracts companies to invest and work locally.





Anthony's company has been operational for 20 years. With a factory based around the corner from Arawak Walton's head office, the company manufactures, supplies and fits window blinds, working mostly in Manchester city centre. The company also has a presence in Longsight market, where customers can view and select from a wide range of fabrics.

He works with housing associations as well as private landlords and has been a supplier to Arawak Walton for the last 5-6 years. "We've completed a range of projects for Arawak Walton, from the Chief Executive's new office to several of the refurbished sheltered housing schemes. We at Go Window Blinds enjoy working in partnership with Arawak Walton as they are a forward thinking company with great ideas!" he says.



Anthony, Go Window Blinds

Community Sponsorships Spend (of £13k Budget)





Gorton

August

1	Sa	*Lammas*
2	Su	
3	Mo	*Raksha Bandhan*
4	Tu	
5	We	*Tu B'Av*
6	Th	
7	Fr	
8	Sa	
9	Su	*International Day of the World's Indigenous Peoples*
10	Mo	
11	Tu	*Krishna Janmashtami*
12	We	
13	Th	
14	Fr	
15	Sa	
16	Su	
17	Mo	*Birthday of Marcus Garvey*
18	Tu	
19	We	
20	Th	*Islamic New Year*
21	Fr	
22	Sa	*Ganesh Chaturthi*
23	Su	
24	Mo	
25	Tu	
26	We	
27	Th	
28	Fr	*Manchester Pride Big Weekend*
29	Sa	*Manchester Pride Big Weekend*
30	Su	*Manchester Pride Big Weekend*
31	Mo	*Manchester Pride Big Weekend Summer Bank Holiday*

twitter.com/arawakwalton

facebook.com/Arawak-Walton-Housing-Association

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

www.arawakwalton.com

Keeping families together

Many of the families we help have been through difficult circumstances in order to create a fresh start in new surroundings.

We are proud of our track record in helping families who have been through harrowing situations to seek asylum in the UK and to help them rebuild their lives in high quality, secure accommodation.

Mr Abdalla, his wife and five children moved to a 4 bedroom house in Blackley in January. They came to the UK from Somalia in 2012 and had been in temporary accommodation. Mr Abdalla now works as a part time self-employed teacher. "We are gradually getting settled here, but it has been very hard," he said. "We left everything behind in Somalia and have had to start again. My wife was unable to return to Somalia to visit her Mother when she was dying which was very distressing, so it is good that we are now able to create a fresh start in our location.



"It is good that we are now able to create a fresh start in our location"

Mr Abdalla, Blackley



Haleema Khalid and Muhammad Bhatti were referred to Arawak Walton by Manchester City Council after experiencing many problems with their private landlord. They were living in a one bedroom basement flat which was damp and had mould growing on the walls. "I was pregnant and having a few problems, but the landlord was completely unsympathetic to our situation and refused to carry out work to rectify the problems. I became ill with all the stress and our baby arrived prematurely," Haleema recalled.

Arawak Walton offered them a newly refurbished two bedroom house in Moston and they moved in October 2018. "We're really happy here, if there are any issues with maintenance I can call and someone will come and sort them very quickly," says Haleema. Their son, Bilal Waseem, is now 19 months old and in much better health.

Percentage of "at risk" welfare advice interviews completed

2014/15	2015/16	2016/17	2017/18	2018/19
100%	100%	100%	100%	99%
Target: 100%	Target: 100%	Target: 100%	Target: 100%	Target: 100%

A small number of tenants preferred not to take up our offer of an advice visit this year.



Cheetham Hill

September

1	Tu	
2	We	
3	Th	
4	Fr	
5	Sa	
6	Su	
7	Mo	
8	Tu	*International Literacy Day*
9	We	
10	Th	
11	Fr	
12	Sa	
13	Su	
14	Mo	*Triumph of the Cross*
15	Tu	
16	We	*ARAWAK WALTON AGM*
17	Th	
18	Fr	
19	Sa	*Rosh Hashana Starts*
20	Su	*Jewish New Year*
21	Mo	*World Alzheimer's Day* *Fast of Gedaliah*
22	Tu	
23	We	
24	Th	
25	Fr	
26	Sa	
27	Su	
28	Mo	*Yom Kippur*
29	Tu	*Ashura*
30	We	

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Opportunities for Homeworkers

Once they have a secure home of their own, some of our tenants have the confidence to branch out and start their own businesses, working from home.



Lynette has lived in her house in Ardwick for six years, having moved after a house swap from a two bedroom to a three bedroom house to accommodate her three kids aged 15, 12 and 1. "I just love living here and having my own garden and driveway and it's great for the kids to have more space," she says. Lynette works as a self-employed childminder. Her business, Auntie Netta's childminding service, is licensed to look after six children.





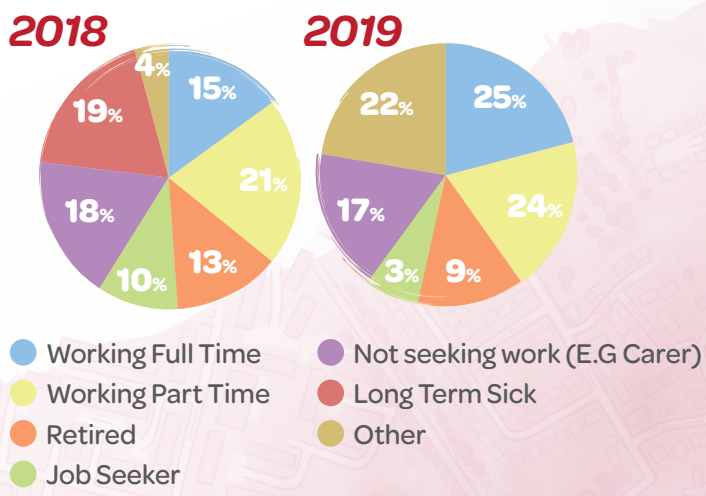
Ikem's housing situation was uncertain when he was offered his flat in 2000. He had returned to Manchester after studying at Liverpool University and a friend asked him to house sit. But after six months she came back and he needed to find alternative accommodation.

"This is a very generous place for a single person and I like to use my home as a platform for people in the community to visit and share their talents," said Ikem, who is an entrepreneur "People need stable places to live at a relatively low cost and Arawak Walton offers just that service."

"People need stable places to live at a relatively low cost and Arawak Walton offers just that service"

Ikem, Whalley Range

Economic Status Of New Tenants





Reddish

October

1	Th	*Black History Month (Full Month)*
2	Fr	*Feast of Guardian Angels* *International Day of Non-Violence*
3	Sa	*First Day of Sukkot*
4	Su	
5	Mo	*World Teacher's Day*
6	Tu	
7	We	
8	Th	
9	Fr	
10	Sa	*Shmini Atzeret*
11	Su	*Simchat Torah*
12	Mo	
13	Tu	
14	We	
15	Th	
16	Fr	
17	Sa	
18	Su	
19	Mo	*Birth of Baha'u'llah*
20	Tu	
21	We	
22	Th	
23	Fr	
24	Sa	
25	Su	*Day Light Saving Ends* *Dussehra*
26	Mo	
27	Tu	
28	We	
29	Th	*Milad Al-Nabi*
30	Fr	
31	Sa	*Halloween*

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Supporting local businesses

Our policy is to use local people and companies to help support our work.



Carl, CM Group Asset Management Limited

So, whilst we need to adhere to strict tender processes and protocols wherever possible we use local business.

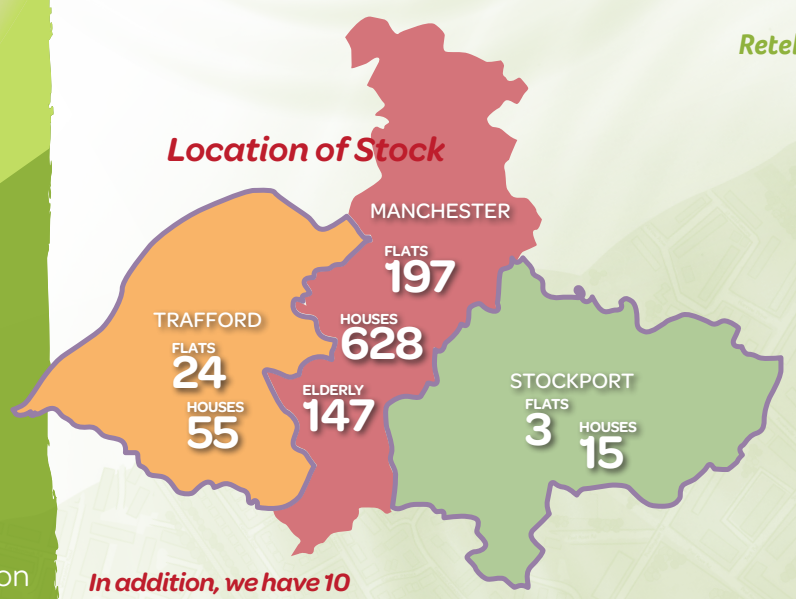
Carl's company is used by Arawak Walton to clear out empty properties and dispose of any waste responsibly. He has a waste licence for disposing of unwanted items and he also offers jet washing and garden services. He has been working for Arawak Walton for four years. "They are great to work with. Everything is very straightforward and there are no politics," he says.



For many years we have enjoyed a buffet provided by Ritz Catering, whose owner, Retel, has been working with Arawak Walton for more than 15 years. She was first asked to supply food for a meeting and now caters for most of our events. Her company specialises in supplying Caribbean hot food favourites such as jerk chicken and rice'n'peas as well as a range of delicious sandwiches and snacks.

"My business has been supported by Arawak Walton for many years now and we have built a great relationship together"

Retel, Ritz Catering



In addition, we have 10 leasehold & 1 staff unit. We also manage 75 homes on behalf of the Boaz Trust.



Old Trafford

November

1	Su	*All Saint's Day*
2	Mo	*Birth of Guru Ram Das* *All Souls' Day* *Coronation of Haile Selassie*
3	Tu	
4	We	
5	Th	*Guy Fawkes Night*
6	Fr	
7	Sa	
8	Su	
9	Mo	
10	Tu	
11	We	*Remembrance Sunday*
12	Th	
13	Fr	
14	Sa	*Diwali* *World Diabetes Day*
15	Su	
16	Mo	*International Day for Tolerance*
17	Tu	
18	We	
19	Th	
20	Fr	
21	Sa	
22	Su	
23	Mo	
24	Tu	*Martyrdom of Guru Tegh Bahadur*
25	We	
26	Th	
27	Fr	
28	Sa	
29	Su	
30	Mo	*St. Andrew's Day* *Birth of Guru Nanak*

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Putting the fun back into the local community

We pride ourselves in being at the heart of our local communities and helping to celebrate their diversity.



"We're there for the worst moments in people's lives, but we're also there in good times, too"

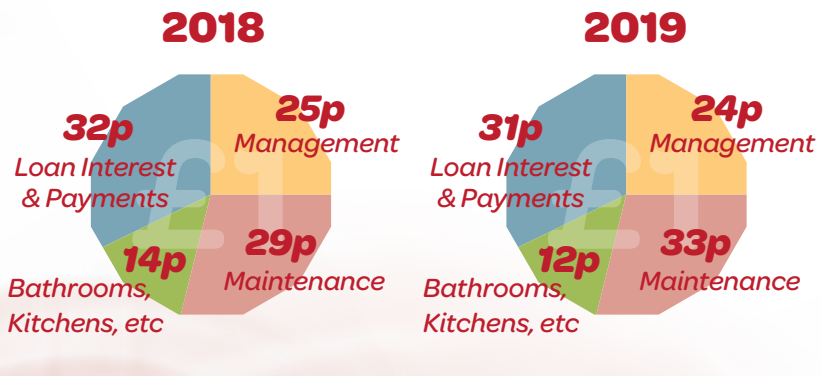
Martin, Neighbourhood Beat Officer

Our annual fun days are always well attended and are an opportunity for all our tenants and stakeholders to come together to celebrate as 'the Arawak Walton family'. It's always a joy to welcome old friends and new and come together to enjoy good company and conversation, together with delicious food and uplifting entertainment.

We also work closely with our local police officers, whose presence and visibility we value greatly. Everyone likes seeing a 'bobby on the beat' and it is great when local officers become involved in local community projects, taking part in celebrations such as Eid as well as litter clean-ups and our own community fun days. Neighbourhood Beat Officer Martin Herschell is one of 10 such officers working out of Longsight Police station. As well as their community roles, beat officers are often called to support more serious on-going incidents and investigations so their work is extremely varied. As Martin aptly describes his work: "We're there for the worst moments in people's lives, but we're also there in good times, too." Martin particularly enjoys getting out and about, inter-acting with the public and particularly local youngsters.



How we spent every £1 of rent our tenants paid us in 2018/19







Levenshulme/Longsight

December

1	Tu	*World AIDS Day 2020 Beginning of Advent*
2	We	
3	Th	
4	Fr	
5	Sa	
6	Su	
7	Mo	
8	Tu	
9	We	
10	Th	*Human Rights Day*
11	Fr	*First Day of Chanukah*
12	Sa	
13	Su	
14	Mo	
15	Tu	
16	We	
17	Th	
18	Fr	*Last day of Chanukah*
19	Sa	
20	Su	
21	Mo	*Yule (Winter Solstice)*
22	Tu	
23	We	
24	Th	*Christmas Eve*
25	Fr	*Christmas Day*
26	Sa	*Boxing Day*
27	Su	
28	Mo	
29	Tu	
30	We	
31	Th	*New Years Eve*

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Where we lead, others follow

Our Customer Service Charter is at the heart of our whole mission.

CUSTOMER SERVICE EXCELLENCE UK

The Government Standard

Every single person connected to our organisation is committed to honouring the nine protocols laid out in that charter. These are:

- To deal with you quickly, politely and fairly
- Give you useful and accurate information about the services we provide
- Provide a high-quality repair service
- Make it easy for you to question any of our decisions
- Provide information that is useful, accurate and easy to understand
- Ask you what you think of our service and act on what you say
- Keep you informed of our progress and performance
- Respect your confidentiality at all times
- Be positive in our efforts to serve you and the community you live in

Arawak Walton has had its Charter in place for many years. As part of a national framework, a Tenants Standard is being promoted by the National Housing Federation through it's "Together with Tenants" initiative for all housing associations, encouraging transparency and respect for all.





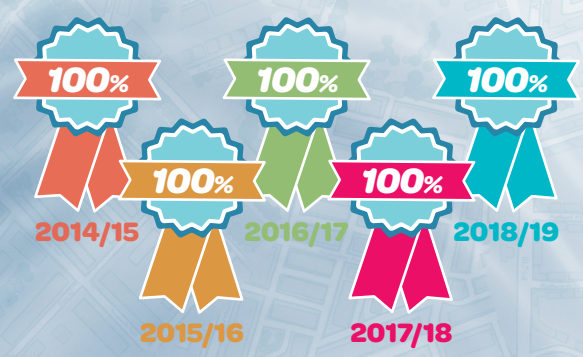
NATIONAL HOUSING FEDERATION

together with tenants

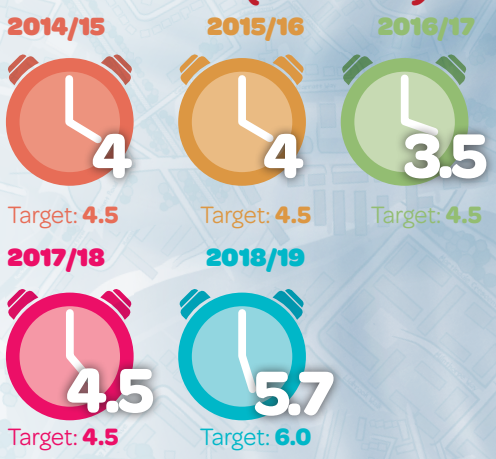
early adopter

Percentage of properties with a current Gas Safety Certificate

Arawak Walton Target 100%



Number of seconds taken to answer calls (seconds):



We have chosen to monitor this response time as we have found a prompt response to calls and direction to the right person, in a timely manner, is something our customers value when we ask them.



Heaton Moor

Compliments and Complaints

Compliments

We received 107 compliments in 2018/19.

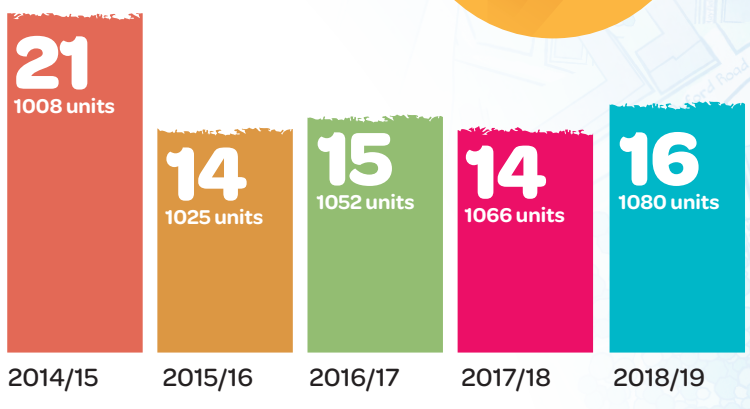
"The electricians were marvellous. Showed their badges. Nothing but praise for them"

"The contractor respectfully took his shoes off in respect of my religion. Thanks"

"Very happy. Thank you Team Arawak!"

"I've been a tenant for 13yrs and I'm very happy with the Association and my Housing Officer Ebi. Arawak are always smiling and patient"

Complaints



Analysis of the complaints received shows that 9 were about repairs/maintenance, 1 was about the level of service received from Arawak Walton staff, 1 was in relation to noise nuisance, 3 were about being refused a service that the association does not offer (for example the inability to purchase a 25% share of the property), 1 was a domestic dispute where the Association had no power in law to intervene, and 1 was a retaliation complaint where the complainant was complaining about the Association addressing them breaching their tenancy.

10 of the complaints were upheld and 6 were rejected.

Anti Social Behaviour Complaints

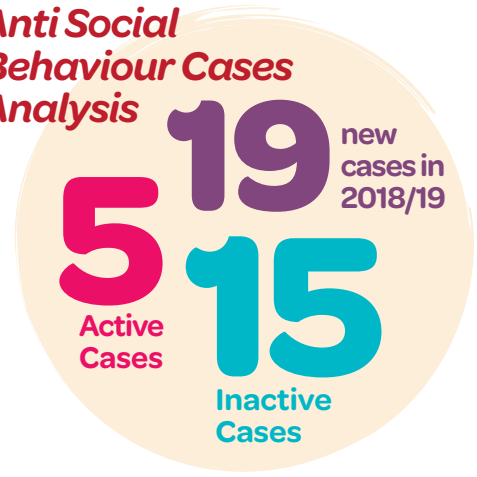
The number of recorded ASB cases is higher than last year. Our ASB Policy and procedures have been reviewed and updated this year and this resulted in a change to our reporting mechanism which accounts for the increase.

It became apparent that Housing Officers had been recording nuisance and ASB inconsistently. We have now standardised the definitions of both and undertaken a refresher workshop which included all of the Communal & Housing Services Teams. We have also begun to educate tenants as to what Anti-Social Behaviour is, and isn't. For example a neighbour staring at you is not ASB. Our definitions were drawn up following consultation with tenants via the Postal Survey and consultation with MCC's Anti-Social Behaviour Action Team, and they are now very much in line with the City's own Policy.

We expect that there will be a decrease next year, as we are now making the distinction between nuisance and ASB. However, this work has been undertaken over the course of several months during the 2018/2019 year. When we initially identified the fact that reporting had been inconsistent across the Team it resulted in them recording everything whilst the review was undertaken, hence the figure increased from last year.

Although the ethnic origin of complainants is mostly BME, there were no racially motivated cases.

Anti Social Behaviour Cases Analysis

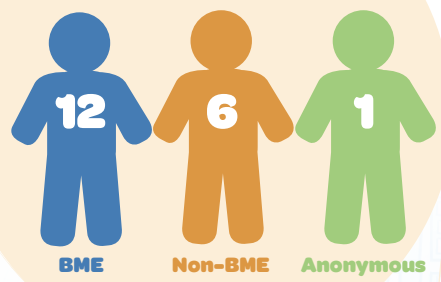


Note the total here adds up to one extra because we are still carrying an active case which was first reported in 2017/18. This is a complex case which tends to resurface and therefore requires long term monitoring.

Broad Issue



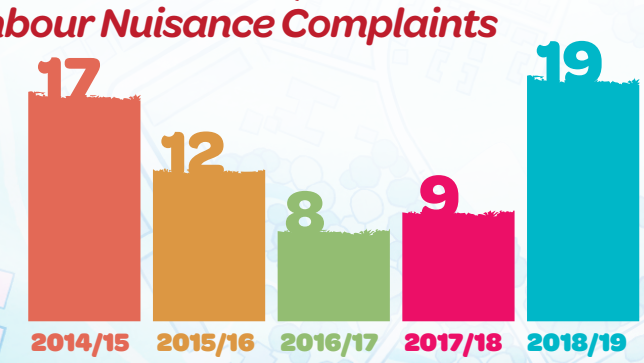
Ethnic Origin of Complainants



Action Taken (Closed Cases)



Anti Social Behaviour / Neighbour Nuisance Complaints



Repairs Performance

Weekly Operating Cost per unit

2018/19	£65.72	TARGET £67.52
2017/18	£64.25	TARGET £66.02
2016/17	£61.81	TARGET £67.11
2015/16	£62.86	TARGET £69.50
2014/15	£65.82	TARGET £66.09

Weekly Revenue Repairs Spend per unit



Arawak Walton is currently taking a pro-active approach in carrying out individual property condition surveys. This information is collected to update the current stock condition database.

The stock condition database ensures Arawak Walton has a robust 30 year business plan to carry out property component renewal (e.g. kitchens) when they reach the end of their predicted life cycle.

Any routine "day to day" repairs which have not already been reported are being recorded and consequently raised and completed once the surveys are undertaken, on an ongoing basis. It has also given us the opportunity to remind tenants through a face to face conversation of our responsibilities and theirs, which has proved very positive and served to increase satisfaction levels too.

This approach will inevitably increase the cost per unit during the survey programme period over the next 4 years, as to our surprise some of our tenants still fail to report repairs that are our responsibility, especially newer tenants coming from the private sector.

Empty Properties 31st March 2019

Total empty properties 2019: 12

- 4 — Vacant and **available** for letting **0.4%**
- 8 — Vacant and **unavailable** for letting **0.7%**

Total empty properties 2018: 15

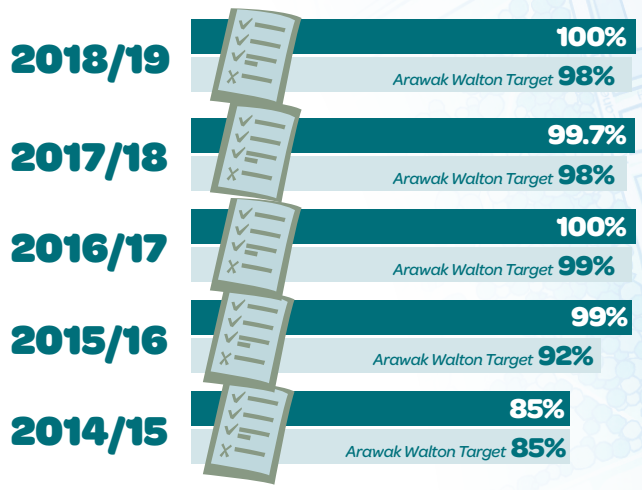
- 1 — Vacant and **available** for letting **0.1%**
- 14 — Vacant and **unavailable** for letting **1.3%**

Percentage of current health and safety risk assessments completed



Arawak Walton Target 100%

Percentage of tenants with Customer Profile survey completed



Repairs completed within target

ROUTINE (21 days) **98.07%** (target 98%)

EMERGENCY (1 day) **100%** (target 98%)

URGENT (7 days) **98.03%** (target 98%)



Direct Repairs Expenditure

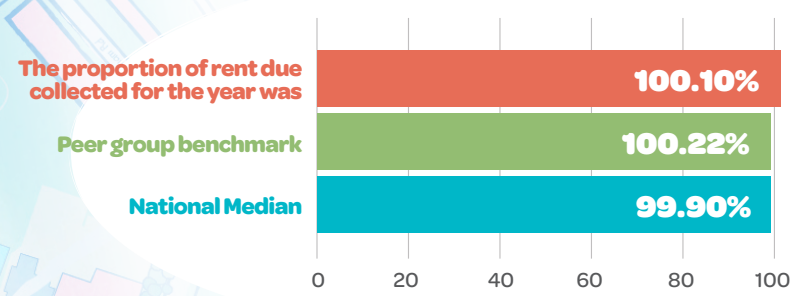
2018/19



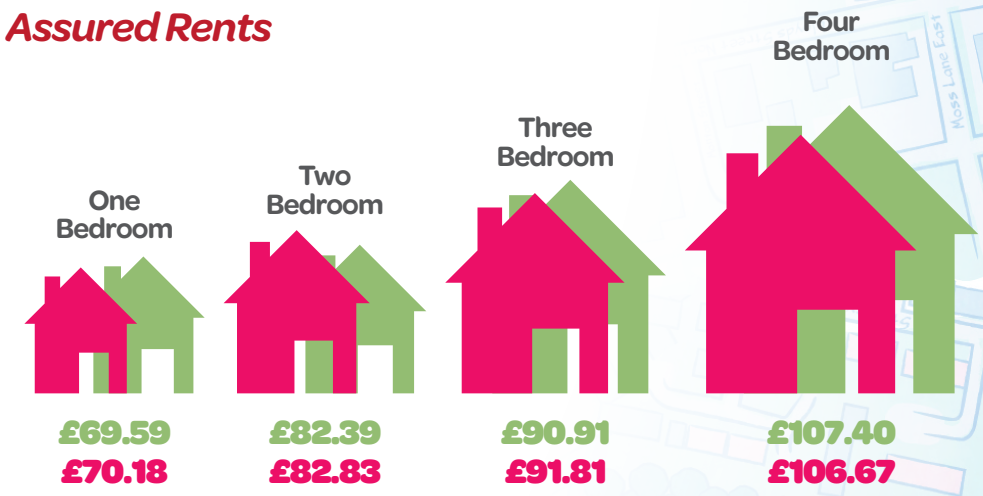
2017/18



Rent Collection



Average Assured Rents



Rent Increases

VFM Sector Scorecard

Number	Detail	AWHA 2018/19	Sector scorecard Median 2017/18	AWHA 2017/18
1	Operating Margin	28%	28%	30%
2	Interest Cover (EBITDA MRI)	2.94%	2.32	3.08
3	New Supply	0%	1%	0%
4	Gearing	46%	35%	47%
5	Reinvestment %	1%	5.8%	1.8%
6	Return on Capital Employed	4.4%	3.7%	4.8%
7	Cost Per Unit	£3,197	£3,450	£3,180

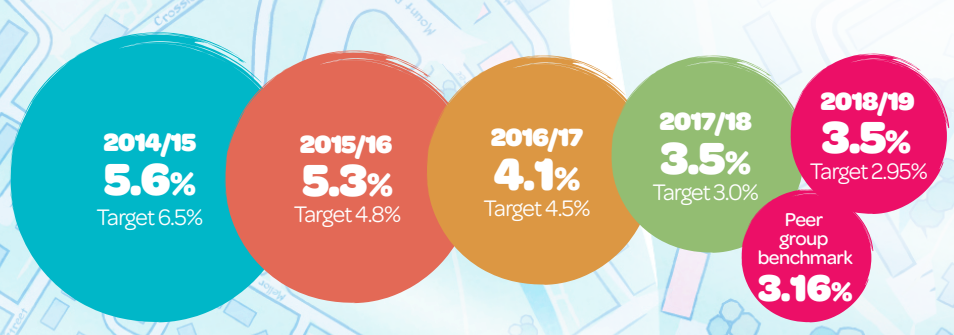
Equal to / better than our peers

Below / worse than our peers

New Supply – The Association has grown in 2017/18 and 2018/19 through a programme of property acquisitions from partner associations and from the open market. If these acquisitions were included within the New Supply category our performance would be 1.3% (2018/19) and 1.1% (2017/18).

Gearing – Our gearing percentage (loans as a percentage of fixed assets) appears higher than others due to a difference in accounting treatment for grant for some of our properties. To provide more comparable figures, if grant was treated the same for all our properties, our gearing would be below our peers at 26.4% (2018/19) and 26.7% (2017/18).

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



Equality & Diversity data for Staff

Religion

	2014/15	2015/16	2016/17	2017/18	2018/19
Christian	52%	47%	46%	47%	47%
Hindu	3%	3%	3%	6%	3%
Muslim	12%	15%	15%	13%	12%
Other	3%	3%	3%	0%	0%
Not religious	27%	29%	30%	31%	35%
Prefer not to say	3%	3%	3%	3%	3%

Staff per 100 Dwellings

2015	2016	2017	2018	2019
3.08	3.22	3.23	3.00	2.62

Gender

2014/15	2015/16	2016/17	2017/18	2018/19
30% 70%	26% 74%	22% 78%	28% 72%	26% 74%

Disability

	2014/15	2015/16	2016/17	2017/18	2018/19
Considers themselves to have a disability	0%	0%	6%	6%	3%
Do not have a disability	97%	97%	88%	94%	97%
Hidden Disability	0%	0%	6%	0%	0%
Not Answered	3%	3%	0%	0%	0%

Staff Salaries

	Male	Female
Senior Management £56,000 - £87,000	2	1
Managerial - £32,000 - £41,000	2	4.2
Officer -£23,755 - £28,987	3	5.78
Assistant*- £17,326 - £21,699	2	4.89
Trainee / Other - £16,380	0	3.46
	9	19.33

Total FTE = 28.33

*n.b. Figures include 1 employee on maternity leave

Staff Sexuality

2018/19	Heterosexual	100%
2017/18	Heterosexual	91%
	Prefer not to say	9%
2016/17	Heterosexual	96%
	Lesbian / Gay	2%
	Prefer not to say	2%
2015/16	Heterosexual	94%
	Prefer not to say	6%
2014/15	Heterosexual	94%
	Prefer not to say	6%

Age group

	2014/15	2015/16	2016/17	2017/18	2018/19
16-24	12%	12%	3%	3%	3%
25-29	9%	3%	9%	3%	9%
30-39	28%	29%	29%	28%	23%
40-49	24%	15%	20%	31%	32%
50-59	18%	32%	29%	19%	18%
60+	9%	9%	10%	16%	15%

Ethnicity

	2014/15	2015/16	2016/17	2017/18	2018/19
BME	55%	53%	49%	47%	53%
Non-BME	45%	47%	51%	53%	47%

Average of days sick per employee

	2014/15	2015/16	2016/17	2017/18	2018/19
Arawak Walton	10.8	10.3	4.21	10.15	13.75
Target	7	4	6	6	9

A small number of long term absences have had a disproportionate effect on our overall figure. There have been 10.8 days lost to long term sickness per employee in the year, but only 2.9 days lost to short term per employee.

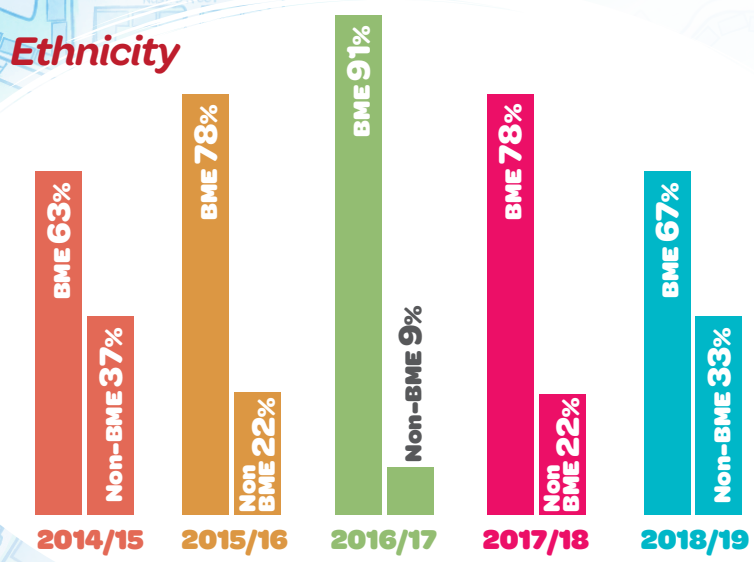
Overall Staff Satisfaction rate from annual survey

Smaller value (0) being better

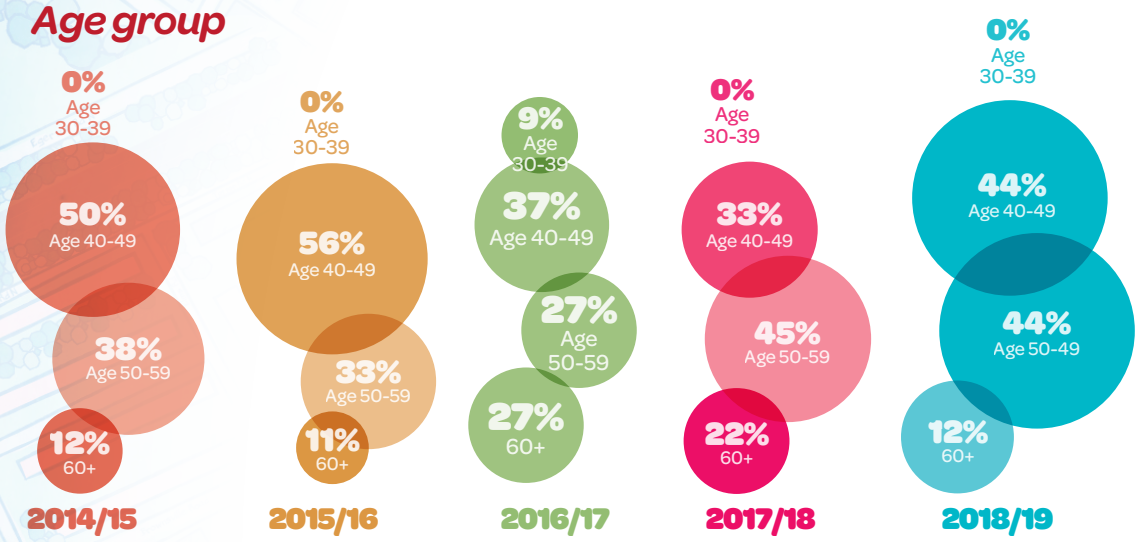
2014/15	2015/16	2016/17	2017/18	2018/19
1.8	2.0	2.0	2.2	1.9
Our target 1.5	Our target 1.5	Our target 1.7	Our target 2.1	Our target 2.1

Equality & Diversity data of Board

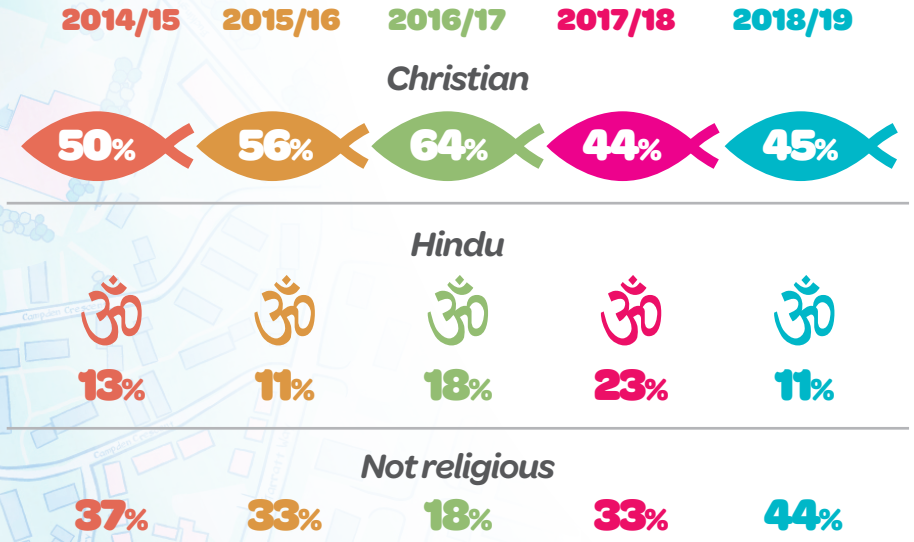
Ethnicity



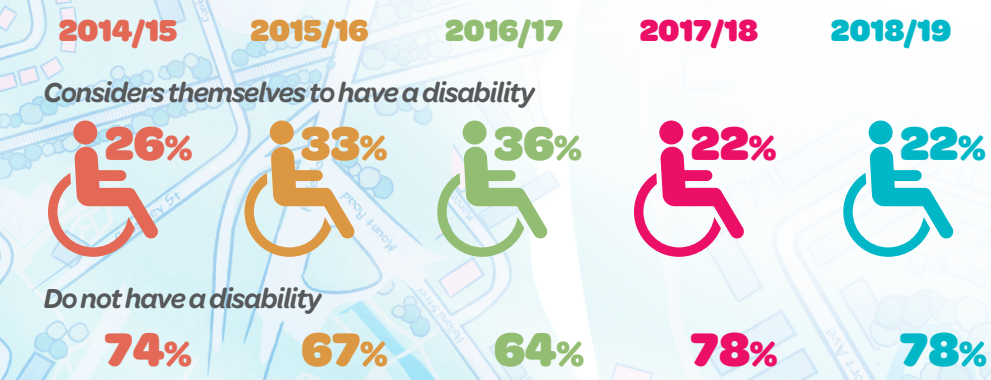
Age group



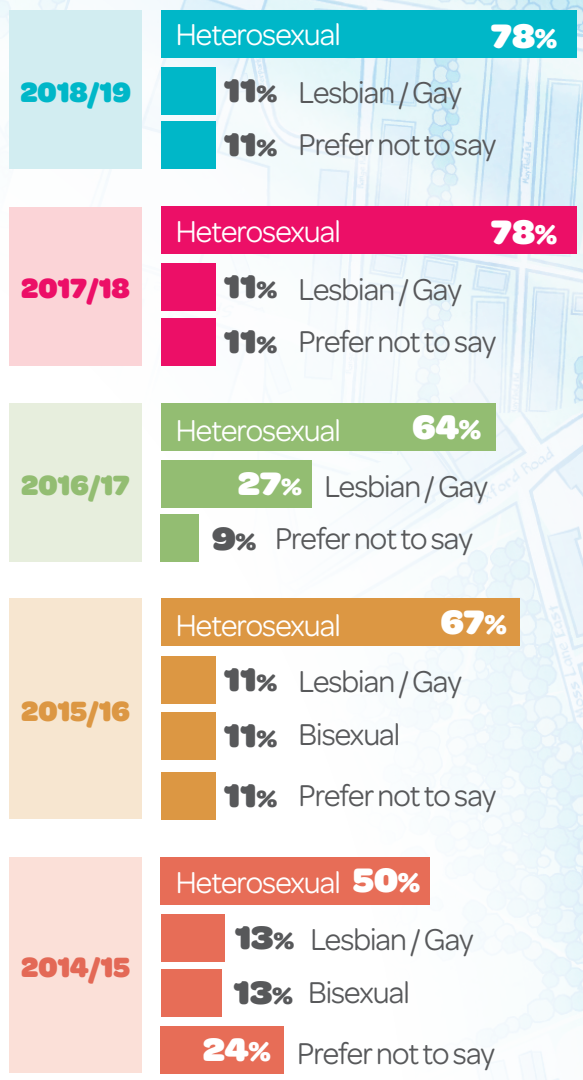
Religion



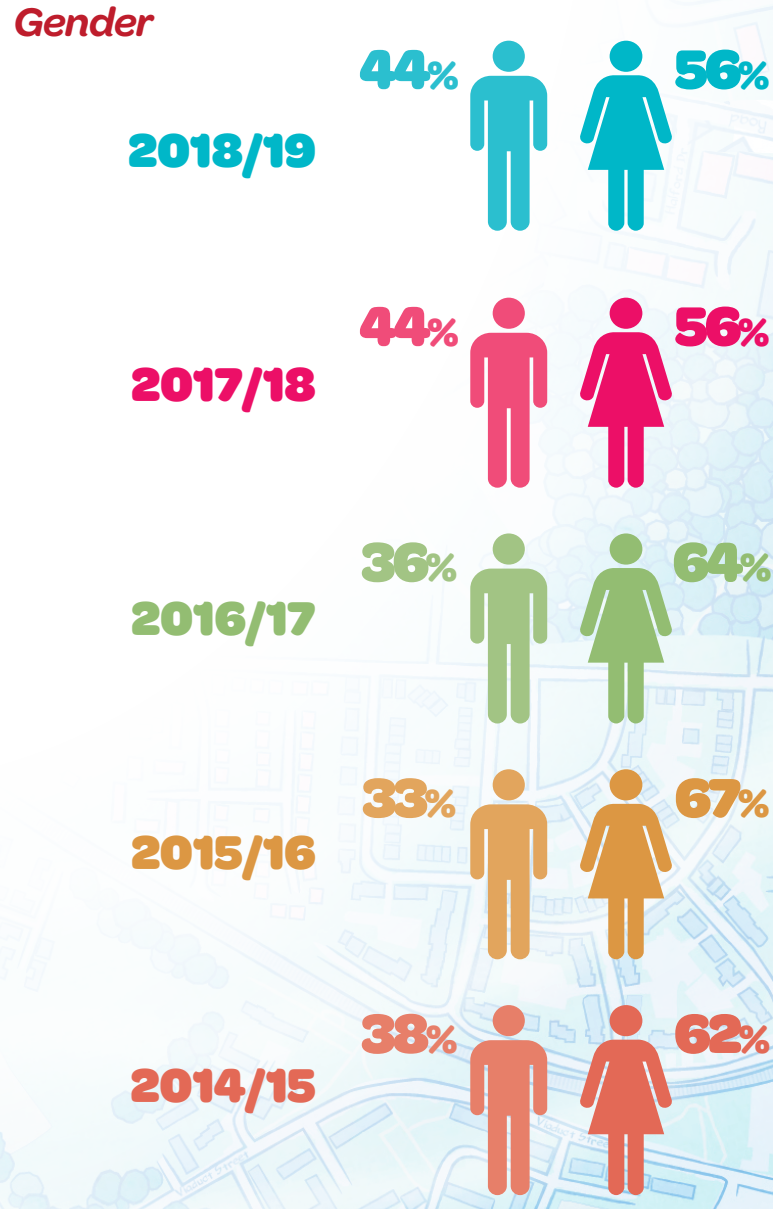
Disability



Board Sexuality



Gender



Our **Staff**



Cym D'Souza
Chief Executive



Chris Page
Operations Director



Amanda Harris
Finance Director



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



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



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



Tara Homer
Housing Services Manager



Susan Forbes
Finance Manager *(P/T)*



Rashid Yaman
IT Analyst



Ian Heppenstall
Asset Manager



Lisa Jowrey
Communal Services Manager



Pauline Flowers
Corporate Services Assistant



Candice Clarke
Trainee Customer Service Advisor



Sandra McKenzie
Housing Officer



Russell Gorman
Maintenance Inspector



Simon Gray
Trainee Management Accountant



Ebi Wellington
Housing Officer



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



Stephen Birss
Housing Officer



Victoria Benson
Corporate Services Assistant *(P/T)*



Jackie Graham
Scheme Manager



Tracey Foster
Maintenance Inspector



Joan Bennett
Customer Service Advisor *(P/T)*



Monika Rahman
Housing Officer *(Communal Services)*



Dwaliqua Brown
Scheme Manager (P/T) (Maternity Leave)



Natasha Daley
Customer Service Advisor



Sabrina Khan
Scheme Manager *(P/T)*



Somayeh Shiri
Trainee Finance and Data Analyst



Juliana Egbu
Scheme Manager



Dean Mooney
Customer Service Advisor



Charmaine Hylton
Housing Officer



Marcia Brown
Domestic Assistant *(P/T)*

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

Our **Board**



Ms Evelyn Asante-Mensah OBE, DLtt, MA
Chair
Chair, Pennine Care NHS Foundation Trust
Chair of Bridging the Gap Manchester (Manchester South Central Foodbank), Governor at Manchester Metropolitan University
Length of Service: Since 2013



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



Ms Hilda Kaponda, FCCA, MBA, BEng
Honorary Secretary & Chair of Audit Committee
Director of Corporate Services - South Lakes Housing
Executive Director – Hilko Limited
Length of Service: Since 2015



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



Dr Charles Jarvis PhD
Deputy Chief Executive, Liverpool Foundation Homes
Length of Service: Since 2014



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



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



Ms Sally Penni LLB (Hons) in Law, FRSA, C.C.M.I
Barrister at Kenworthy's Chambers, VC Association of Women Barristers & Non-Exec
Length of Service: Since 2017

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

Board Resignations:

Dr Kailash Chand

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