



Futures Strategy

Introduction

The Southway Futures Strategy was adopted by the Board in May 2010. The Strategy sets thematic priorities for the future.

Southway Housing Trust will remain focused on delivering the Transfer Promises to our tenants up to 2012/2013. During that time work will also begin on starting to develop and deliver the Futures Themes, and planning for the future, setting clear priorities for beyond the 2012/ 2013 date.

In 2010/11 wide consultation with tenants and residents, partners and other stakeholders will take place on the Futures Strategy to make sure that the thematic priorities have wide support.

More detailed work on developing the right targets, outcomes and actions to underpin the Futures Strategy themes will also take place during 2010/11.

The Strategy covers the following sections:-

- Section 1 Southway, what are we about?**
- Section 2 How do we fit into the wider strategies for our area?**
- Section 3 Who lives in our area?**
- Section 4 What are our Priorities for the Future?**
- Section 5 Who will we work with?**
- Section 6 How will our Future be funded?**
- Section 7 So this is what we will do...**

Section 1 Southway, what are we about?

Our unique selling point

Southway has a large stake in the success of 6 wards in the South Manchester area. We work to provide high quality services to nearly 6000 households living in Southway homes and to the neighbourhoods that they live in.

Southway is a community based organisation that is proud of the people and communities that we serve. Everything that Southway does is aimed at making sure our tenants and the residents in the area are able to have a good and improving quality of life.

We will use the benefits of the location that we are in, our resources, the skill and experience of our staff, and the enthusiasm and commitment of local people and our partner agencies to make sure we achieve our vision and objectives.

Our Values

The values of our organisation which shape what we do and how we do it are:-

- A clear focus on our customers
- Respect for Individuals
- Accountability to our customers and stakeholders
- Integrity in the way that we manage and operate
- Commitment and positive energy
- Trust and Fairness
- Diversity and Tolerance

Our Vision and Objectives

The Southway Vision and Objectives were set in June 2008 and have been used to shape, influence and direct the culture and strategic priorities of the organisation since then.

The same vision and values now underpin the Futures Strategy.

Our Vision

We will work in partnership with others to make South Manchester a place that people are proud of – a safe place where people choose to live, work and play.

We will

- Be warm, welcoming and accessible to every customer
- Provide excellent services
- Provide affordable, high quality secure homes

- Help to create a cleaner and greener environment

Our objectives

Confident communities	People are confident and proud of the community they live in. They respect one another and are encouraged to realise their potential.
Trusted and skilled staff	Our staff are trusted to do the right thing – they are enthusiastic, skilled and willing to go the extra mile for customers.
Respect for customers	Our customer services are excellent, and meet our customers' needs and expectations. We listen to and respect our customers, dealing with enquiries in a helpful and friendly way.
Partnerships	We care about our local communities. We develop strong partnerships to support them, helping to improve their neighbourhoods.
Listen and consult	We are open and accountable to our residents. We consult and involve them before we make plans and decisions, making sure they are involved from the start.
Efficient and effective	The organisation will be efficient and effective in the way that staff, services and functions are organised and delivered. We are financially viable and operate within the principles of good governance.

Section 2 How do we fit into the wider strategies for our area?

Southway takes seriously its obligations and recognises the opportunities that arise from working with others to deliver a set of wider strategic objectives. These are set nationally, across Manchester and locally within South Manchester.

Manchester City Council with key partners have set a vision for Manchester as a World Class City. The vision and what it means is set out in the Community Strategy and is summarised below.

Manchester – A World Class City



neighbourhood focus and includes an objective of creating sustainable communities. The delivery of this objective involves:-

- the economic base of local communities, that is, the amount of money circulating within the local area and potentially able to support shops, recreational, health and other community facilities;
- the quality of life of residents, measured in terms of educational provision, a safe and pleasant environment, good health, the absence of crime, and other factors which influence people's choices about where they live and work;
- the strength of local community networks and organisations, the support they give to residents and the extent to which they are valued by residents;
- the quality of public services at an everyday level, that is, the quality of management of local neighbourhoods; and
- the ability of all residents to access homes suited to their needs and aspirations.

Housing providers have a key role to play in delivering "neighbourhoods of choice" which includes:-

- Quality sustainable physical environment

- Safer communities
- Quality and choice of housing
- Developing locally focused services
- Encouraging and supporting cultural activities to promote local ownership of neighbourhoods
- Developing a sense of place and community pride
- Everyone making Manchester feel safer, cleaner and greener.

Locally, in South Manchester, the Community Strategy sets the overall objectives for the **South Manchester Regeneration Framework** (SRF). This was developed in 2007 to help continue and build on the success of the South Manchester area and provide a strong vision for the development of South Manchester over the next 10-15 years

The SRF is built around three themes:

Theme 1 – Delivering Popular Neighbourhoods

South Manchester is already an attractive place for many people. Making sure there is an available supply of attractive places to live is an essential condition for the continued, long-term success of Manchester.

This theme focuses on providing a healthy and successful housing market by offering better choice; improving the network of district and local centres; creating and maintaining a high-quality environment; making full use of the limited number of important development sites; and improving the transport network.

Theme 2 – Delivering full potential in education, skills and employment

One of the main aims of the SRF policy framework will be to further raise educational standards in the South Manchester area. This will be vital in making sure that young people can take advantage of the employment opportunities in the city and City Region. It will also make the area more attractive to workers who support economic growth in the city and provide greater opportunities for learning and access to work for those who need it, focused on particular neighbourhoods with higher levels of worklessness.

Theme 3 – Strengthening communities, individuals, families and neighbourhoods

This theme focuses on developing stronger communities which are safer, healthier and welcoming to people from a wide range of backgrounds.

This theme focuses on supporting diversity; helping students to become more fully involved in their communities; Reducing the opportunities for crime and nuisance; tackling health inequalities and encouraging people to have healthier lifestyles; Responding to the needs of older people (people over 50) and; meeting the needs of children, young people and families.

The Strategic context for housing is set in **Manchester City Council's Housing Strategy** – Building the Manchester Neighbourhood (2009). This focuses on three strands:

More Homes for More People- building new homes, 3500 per year, and improving existing stock. Using existing funding to redress the imbalance of over-crowding and under-occupation and increasing opportunities for home-buying.

Improving Homes and Neighbourhoods- investing in home improvement and regeneration schemes to ensure happy and safe communities. Support for older and vulnerable households. Reducing the carbon footprint of all the houses across the City.

Better Choices for Home Seekers- Improving housing options, and linking housing with financial support, homelessness, education and training. The Housing Strategy will contribute to the Community Strategy's objectives of raising self esteem and aspirations by providing a choice-based lettings scheme, working with providers to address worklessness, and strengthening measures to address homelessness.

The Futures Strategy has been developed taking into account the strategic priorities detailed above and identifying the ways in which Southway can contribute.

Section 3 Who lives in our area?

Introduction

This section provides a profile of the people that live in the areas covered by Southway.

It draws on data compiled from various sources including: the 2001 Census, Southway's customer satisfaction STATUS survey and the Index of Multiple Deprivation 2007 and highlights issues that arise from the profile.

Key Statistical Data from Census and STATUS Surveys

The Census figures suggest that the South Manchester population as a whole is very slightly older than the Manchester average. The area is more popular with adults cohabiting without children, and less popular with single adults without children. The STATUS survey, looking at the household composition of Southway tenants, shows some notable differences.

People aged over 60 are highly over represented in Southway homes, when compared to South Manchester as a whole and the rest of the city.

The STATUS survey shows a higher proportion of single parent families and a higher proportion of children aged under 16 than the rest of South Manchester and the city.

Just over 31% of Southway tenants reported themselves to be economically active compared with 67.7% in the South Manchester area (62.3% citywide) and there is a far higher proportion of retired people identified through the STATUS survey, compared to the census figures.

The STATUS survey indicates that there is a high proportion of Southway residents suffering from a long standing illness, disability or infirmity. This is in contrast to the Census figures that indicated that a large majority of residents in South Manchester (and Manchester as a whole) consider their general health to be good. This would indicate that Southway residents have greater and more complex health needs.

Southway areas are more ethnically diverse than the rest of South Manchester, though less so than the city as a whole.

Index of Multiple Deprivation 2007

The Index of Multiple Deprivation (IMD 2007) is based upon the idea of distinct dimensions of deprivation which can be recognised and recorded separately. These dimensions are experienced by individual people living in certain areas. It is possible, and likely, that individuals will experience more than one of these types of deprivation.

The IMD 2007 measures deprivation in small geographical areas called Lower Super Output Areas (LSOA). These have between 1000 and 3000 inhabitants. Smaller than wards, they are useful in identifying small pockets of deprivation. In the 7 wards covered by Southway there are 56 LSOA's.

Of these 56, 43 are in the top 50% most deprived areas in England, 20 are in the top 25% and 11 are in the top 15%.

Taken at a ward level, it is possible to identify three South Manchester areas that consistently score highly in the IMD 2007. These are Chorlton Park, Old Moat and Burnage.

Within these, and all of the South Manchester wards, the IMD 2007 allows identification of more localised 'pockets' of deprivation. One particular LSOA in the Chorlton Park ward (covering a large section of the Nell Lane / Arrowfield Road estate and subject to an ongoing focused improvement effort) appears in the top 50 most deprived LSOAs in Manchester in 4 of the 7 domains, and in both the sub-domains. It is currently ranked 37th most deprived LSOA in Manchester.

When taking account of the ranking of other LSOAs in wards currently covered by Southway, in the top 50 most deprived areas in Manchester, the relative sparseness in relation to LSOAs from different regions of Manchester is encouraging.

However, the IMD 2007 has highlighted the instances where LSOAs in more affluent wards are experiencing some forms of deprivation, particularly areas of Didsbury West and East.

Summary of population profile

The conclusions that can be drawn from the information gathered contribute to an impression of South Manchester as a varied and diverse area.

The Census data informs us that the population is older, affluent, and with high levels of education and qualifications.

The STATUS data implies a markedly different vision. Southway areas are shown to have a population that is at risk of polarisation between the young and the older generations. Levels of economic activity are half of the regional average within these areas. Similarly, nearly 60% of the respondents to the STATUS survey claimed that they suffered from a Long Term Limiting Illness.

This contrast suggests that 'pockets' of deprivation exist in the areas covered by Southway Housing Trust that are currently being missed in regional statistics.

This is mirrored in the findings from the IMD 2007. The areas identified as consistently high scorers in the IMD 2007 for South Manchester are all within the Southway boundaries.

There is a strong risk that underprivileged neighbourhoods in South Manchester will be denied access to funding for improvement due to their proximity to other more successful areas.

A challenge that Southway faces is highlighting the problems that are concentrated in the areas it covers and using its role and influence as landlord, neighbourhood manager and 'place shaper' to bring about the necessary improvements.

Section 4 What are our Priorities for the Future?

Southway Housing Trust wants to make a real difference in the neighbourhoods where we work.

By 2012/13 all Southway Homes will meet the Decent Homes standard, following an investment programme of over £100 million in our first 5 years. We will also have improved our services to our customers and delivered all the promises made to our tenants as part of the housing stock transfer from Manchester City Council.

The Futures Strategy identifies 9 themes which will be our priorities alongside delivering the transfer promises and then beyond 2012/13.

These themes are outlined in the pages that follow and are supported by a three year action plan.

The themes are:-

- 1. Provide an asset management service that makes best use of resources and meets tenant's reasonable expectations**
- 2. Deliver excellent landlord services**
- 3. Shape our services to better meet the needs of our vulnerable customers**
- 4. Improve the quality of life of our older tenants**
- 5. Increase the supply of and access to affordable housing options**
- 6. Be an exemplary landlord in the way we support and promote our communities**
- 7. Achieve Environmental Sustainability Targets**
- 8. Southway will contribute to the place shaping of our neighbourhoods as a key stakeholder**
- 9. Achieve Value for money**

Theme 1

Provide an asset management service that makes best use of resources and meets tenant's reasonable expectations.

Southway owns and manages nearly 6000 homes. 72% (4256) of homes are family houses with the balance being 3% (167) bungalows and 25% (1483) cottage style flats. The majority of the properties, some 86 % (5117) were built before 1930.

We believe that every household living in a Southway property has the right to a decent home. When works are carried out they should be completed to a high quality, with a choice of products and providing tenants with a home to be proud of. Our tenant's needs should be up most in our minds in the way we plan and deliver works, and we should always aim to achieve the best possible value from the money we spend.

Between late 2007 and early 2013 all homes will benefit from a £110 million Home Improvement Programme which will bring all properties up to the Decent Homes standard. All non traditional homes, totaling 537, will also benefit from external cladding, improving both the appearance and thermal qualities of the homes. During the same time period, a further £10 million will be spent on improving the environment.

Beyond 2013 the annual investment in improvements and planned works to Southway properties will be around £5 million a year for the following 5 years. An updated stock condition survey will be carried out in 2011/12 which will be used to inform the development of a new Southway Homes Standard in agreement with our tenants, which will be used to shape repairs and improvement services in the future. A better understanding of how asset management works can be used to meet the specific needs or future life changes of tenants will also be developed which will influence the approach to procurement of products.

Southway provides a high quality repairs service to its customers, achieving high performance standards and good levels of customer satisfaction. The service is well used with over 28,000 individual repairs completed in 2009/10, an average of 4.8 repairs for every home.

The repairs service will remain a high priority and is likely to continue to operate at current levels of service demand. Improvements in productivity and value for money, introducing regular home audits to inform the planning of the repairs service, and provision of new services, including offering services to other local residents and services to respond to the needs of older and vulnerable tenants will be considered.

Theme 2

Deliver excellent landlord services

Southway provides core landlord services including housing, tenancy and estate management as well as income collection, debt recovery and a range of support services.

Providing high quality, excellent landlord services that meet our tenants' expectations and result in high levels of customer satisfaction will remain as a core objective for Southway. Our customers will be able to influence what we do and how we do it and will have clear information on what to expect and what to do if things go wrong or are not of an acceptable standard.

Between late 2007 and early 2010 all customer services have been reviewed and service improvements or improvement plans have been put into place. This was an early priority for Southway, reshaping services to get the best out of our biggest strength: that we are a community based organisation with a growing understanding of the needs, priorities and preferences of the people living or wanting to live in our area.

Delivering the existing service improvement plans, which cover neighbourhood services, income management services, property services and Customer Involvement will remain a priority. Taking a firmer and proactive approach to resolving and preventing anti social behavior, with the support of our partners and the nuisance issues that affect our customers day to day quiet enjoyment of their home will be a key priority.

Further improvements will be delivered to make sure that we achieve our aim which is to be rated by our customers as excellent, well above the average ratings we received in the STATUS survey 2008, and to achieve upper quartile performance on core KPI's by no later than 2012/13 in all services.

Our Connect service is improving and provides an easy and accessible way for our customers to contact us. A new website, greater use of email and electronic modes of communication, and a strong emphasis on dealing with service requests at the first point of contact will underpin our approach to developing the Connect service further. This will be supported by a programme of "Listening Locally" events which means that we go to our neighbourhoods, rather than the customer having to come to us.

Setting and delivering high standards, being accountable to our customers, and listening and responding to their views about how we could do better will be central to our approach. Local Standards and a Local Service Offer will be developed and agreed with our customer's making sure our services are flexible to the needs and demands of individuals as well as communities.

Theme 3

Shape our services to better meet the needs of our vulnerable customers

Customers living in Southway homes are more likely than other people living in South Manchester to need some support or help to manage their homes and to get the most out of their lives.

We believe that everyone should have the opportunity to achieve their full potential, and that a stable and comfortable home in a desirable neighbourhood is a good starting point to achieve this. We also believe that we should take some responsibility to make sure our more vulnerable customers have access to advice and signposting and that they receive the services and support they require.

Our staff have contact with many of our tenants every year in their homes, at events in their neighborhood, in the office or by telephone. A key priority for us is to make sure staff understand how to deliver their responsibilities for safeguarding children and vulnerable adults.

We also see increasing access to services and developing support services where there are gaps as a key priority. In the short term this includes putting in place a Family Intervention Service for those families at most risk of losing their home.

Southway accepts its responsibilities, along with Manchester City Council, to make sure that when our tenants need special equipment or adaptations to help them live comfortably, they have access to a timely service to assess and meet their needs.

Further work is needed to firm up priorities beyond 2010/11 in this service area. Understanding who our tenants are and what specific needs they have is a priority and plans are in place to improve the quality of our household profile records so that we can tailor services to meet identified needs.

Theme 4

Improve the quality of life of our older tenants

Southway aims to be an age friendly organisation that provides services that meet the needs of our older tenants and residents.

Approximately 43% of Southway households include people aged 60 or over. A high proportion of this group, and the 40 to 60 age group, also have a limiting illness or disability and are more likely than the rest of the South Manchester population to be living on a low income or to be dependent on benefits. As much of Southway's housing is family houses with 2 or 3 bedrooms, many older people are under occupying homes and are living in inappropriate accommodation, where they can become isolated.

The Manchester Valuing Older People Strategy identifies the aging population as a significant challenge facing the city. By 2031 it is projected that there will be a 147% increase in the numbers of older people.

Southway wants to make sure that older people have access to services that are designed to meet their needs. This includes building links with befriending services which can reduce isolation, well being and intergenerational projects and providing flexible service delivery models.

The equipment and adaptations service is to be reviewed and improved in 2010/11 to make sure the time waiting from referral to works complete reduces and that works take into account the ongoing and future needs of occupants.

Access to housing options is also a key consideration. Ways to increase housing built to meet the needs of older people and to make best use of the affordable housing stock that is already in the area, whether owned by Southway or other providers, are high priorities.

This is a challenging area and a key priority for Southway. During 2010/11 research will be carried out to identify the specific needs, aspirations and preferences of older people in our area and an Older People's Housing Strategy will be developed. The Strategy will include setting out a Local Service Offer for our older tenants.

Theme 5

Increase the supply of and access to affordable housing options

There are high levels of unmet housing need across the Southway area, with people waiting for homes, as applicants on the Manchester Housing register, for several years.

Southway is committed to making sure that the people in most need have access to housing that will improve their quality of life and life chances.

Southway is working with Manchester City Council and Wates Living Space to deliver our first new development on the Mersey Bank estate. The scheme, which will produce 12 new flats for rent and a library and community centre, will improve the area, increase access to services and provide high quality homes for the 40 to 60 age group.

Opportunities for further new development may be limited due to lack of land and cost, however during 201/11 a project will be carried out to properly assess the opportunities in the area and to draw up a clear plan about what can be achieved in the future.

Making best use of what stock already exists is another key strand of our approach. Working with Manchester City Council and other partners, the Housing waiting list and lettings service is to be relaunched as Manchester Move, improving access to information and providing more choice to applicants. Southway will also review our own Lettings Policy to make sure that the 300 plus homes we have available to let every year are let to the right people.

Theme 6

Be an exemplary landlord in the way we support and promote our communities

Southway will support and promote the neighbourhoods and communities that we work in. This means that we will respect and value peoples differences, encourage communities to work together for their common good, and make sure that we are helping to address some of the wider issues that can affect the success of our communities and the individuals within them.

The Southway Equality and Diversity Strategy was adopted in 2008 and sets out a clear set of objectives and targets. This will continue to be a key corporate document that all staff will be responsible for delivering.

A lot has been achieved through the Southway Community benefit Programme, getting added value from the investment we are making into our homes. In future years this approach will continue, including delivering employment and training targets across all Southway services and encouraging staff to play a role in supporting community initiatives.

The Financial Inclusion Strategy, adopted in early 2010, aims to reduce financial exclusion within Southway communities. The action plan to support this Strategy includes clear actions to achieve inclusion amongst our tenants.

Young people are a key part of our communities and we want to help to make sure that young people have the opportunity to achieve their potential and play a positive role in their community. During 2010/11 we will work with the Manchester Youth Offer to develop a Forum which will give young people a Voice and a say about the services they receive in this area. We will also work to promote volunteering opportunities and a sense of citizenship.

Theme 7

Achieve Environmental Sustainability Targets

Nationally and internationally governments, agencies and individuals are starting to take on the responsibility of reducing our negative impact on the environment. The British Government has set a target to reduce carbon emissions by 80% by 2050. Housing accounts for 27% of all carbon emissions. Southway can play a role in achieving this target by carrying out work to comply with the Carbon Reduction Emissions Target (CERT) and provide higher levels of thermal efficiency to achieve decent homes.

We will continue to make progress to help to reduce fuel poverty by carrying out works that provide affordable warmth to our tenants, and achieving the SAP ratings targets we have set ourselves. Tenants will continue to be provided with advice about measures they can take to reduce energy use and their fuel bills.

We will also pilot new approaches including renewable energy sources such as the fitting of solar panels and looking at alternative heating products such as ground source heat pumps, when building new homes. Future investment will have full regard for new initiatives including retrofitting of existing homes.

Any new build development will comply with the Code for Sustainable Homes, achieving at least Code 4 compliance,

When procuring work we will specify the use of environmentally responsible materials and products, set targets for the recycling of waste materials and aim to use locally sourced materials and supplies wherever practical, to reduce emissions through transportation and distribution.

A comprehensive Sustainability Strategy will be developed in 2011/12.

Theme 8

Southway will contribute to the place shaping of our neighbourhoods as a key stakeholder

Southway shares the objectives set out in the South Manchester Regeneration Strategy to promote popular neighbourhoods, achieve the potential of our people and strengthen communities.

Southway is a major home owner in the South Manchester area and a key stakeholder. Our investment in the area and the way we deliver our services can make a real and positive difference to our neighbourhoods and communities.

During 2010/11 we will continue to work on developing the Arrowfield Road Neighbourhood Plan, leading the process with our partners. What we learn during this process will inform how we then approach developing plans across our 3 bigger areas, covering broadly Chorlton / Chorlton Park, Burnage / Withington and Old Moat.

We will also put into place a Local Co-operation Agreement, as required by the TSA. This document will be developed in consultation with our partners in the area and will clearly set out what we see as our wider role in the area and what we can contribute to wider objectives.

Theme 9

Achieve Value for money

The final theme, achieving value for money, will influence and underpin the approach taken in all of the Futures Priority themes.

Southway is a medium to high cost organisation when compared to similar organisations in the sector. Understanding the drivers for this and making sure that the cost and performance are clearly aligned are key priorities and issues to be explored in developing the Value for Money Strategy in early 2010/11.

The Strategy will provide a set of objectives and efficiency targets for the business over the next 3 years.

A procurement Strategy was adopted in 2009 and will be fully implemented during 2010/11. This Strategy provides the framework for getting the most out of our procurement processes.

Our staff resource is essential to us as a people based organisation. Good, well motivated staff will generally provide better services and higher levels of performance. Developing an HR or People Strategy will make sure our staff know what is expected of them, and what they can expect from Southway in return. A staff satisfaction survey will form the basis of the Strategy, as well as recognising best practice and what it takes to be a top employer.

Section 5 Who will we work with?

Southway can only deliver its Futures Strategy if it works well with other stakeholders and partners in the Southway area.

Our key stakeholders are our tenants and their views, feedback and priorities will strongly influence the way the Futures Strategy develops. Our tenants will be involved in shaping and delivering some of our projects and will influence our service priorities and targets, providing scrutiny and challenge to make sure we are always trying to improve.

Other residents, including our leaseholders, people who live in properties bought under the right to buy and other residents living in our neighborhoods will also have a say in how we move forward and the projects and targets we focus on in each priority theme.

A wide range of partners are active in the area and play a significant role in place shaping, and building our communities. These include: many services in Manchester City Council, elected representatives, the Crime Reduction Partnership partner agencies, Community Associations and other community or special interest groups, other housing providers with properties in the area, and members of the South Manchester Regeneration Implementation Group. All these partners will be invited to discuss and contribute to the Futures themes.

We work with a number of contractors who provide services for us, to our residents and their neighbourhoods. These cover customer services such as our home improvement programme, specialist repairs, and our out of hour's emergency telephone service, grounds maintenance, concessionary gardening and tree maintenance. We also have contractors supporting our back office services including, for example, IT systems, payroll and insurance as well as staff training specialists covering management development and customer care. All these contractors have an interest in the future of the organisation and will be invited to contribute to the Futures Strategy themes.

Finally we have a number of formal partners including Barclays, our main funder, the Tenant Services Authority, our regulator, and the Homes and Communities Agency who help to fund investment in affordable housing. We will make sure these agencies are kept up to date on what we are doing and why we are doing it and will seek their approval and advice when needed.

Section 6 How will our Future be funded?

Southway's current Business Plan and funding are geared up to the specific purpose of supporting the Promises made at Transfer. As Southway starts to formalise different strategies around the newly agreed Futures' themes, a review and resetting of the Business Plan will be needed.

The current Plan is well funded, providing good contingency for managing risk. A key unknown at this stage is the extent to which the resources funding these contingencies, if not in the event required for that purpose, could be carried over into the revised "Futures" Business Plan.

The attitude of our funders, future government policy on rents and the outcome of the next Stock Condition Survey will all influence the amount of flexibility available in the plan to support new initiatives and high priority themes.

The level of available resource will also be influenced by the impact of the Value for Money Strategy and by decisions taken about service areas that should be reduced so that resources can be diverted to other priorities.

As part of developing the Futures Strategy to the next stage, during 2010/11, this review of the Business Plan will begin. The Futures Strategy Action Planning, Business Planning and Budgeting processes for 2011/12 and beyond will be integrated into one timeline and linked decision making process. Consultation with tenants and with other stakeholders will form a key part of this process.

In 2010/11 resources have already been made available to support some of the early Futures Projects. These include:-

- Research in to the needs of older people, to inform the Older Peoples Strategy
- Match funding for the Family Intervention Project
- Establishment of a Community Benefit Fund, with resources made available from savings on the Home Improvement Programme
- Resources allocated to carry out a customer satisfaction STATUS survey and Service Excellence Independent Review during the year.
- Confirmation that income from the sale of properties is held in a fund to support future development

Section 7 So this is what we will do...

Our Three Year Action Plan

This, the first version of our Futures Strategy, is a work in progress.

We have considered our area, looked to understand the priorities and identify what will make most difference.

We have set 9 broad themes which will shape what we focus on in the future.

But there is much more work to do to firm up the Strategy, to set clear short, medium and long term targets, to consult with our stakeholders and make sure we respond to their views and to then set out a detailed action plan to get us to our future goals.

The plan that follows is a 3 year Action plan, starting in 2010/11 and ending in 2012/13, which will be developed further as we do more work on each of the Futures Themes. The Action Plan identifies those high level, strategic projects which we know now will help us to achieve our vision and objectives and make progress on our Futures Themes.

Theme 1

Provide an asset management service that makes best use of resources and meets tenant's reasonable expectations.

Key Tasks	Why	Outcome	Year
Deliver the Home Improvement Programme	Offer Document promise Meet programme commitments made to customers, TSA, HCA and Funders National target to achieve 100% decent homes Increase levels of thermal comfort at homes and reduce heating bills.	Annual outcome targets achieved including number of packages complete, spend profile achieved, decent homes targets, and customer satisfaction	10/11 11/12 12/13
Deliver the Environmental Improvement programme	Offer Document Promise High tenant and resident priority Ensures investment in homes is supported by improvements in the environment helping to sustain communities.	Programme priorities delivered, on time and within budget Satisfaction with neighbourhoods increased	10/11 11/12 12/13
Set a 3 year Property Services Business Plan	To set clear objectives and targets for the service To identify how to improve productivity To expand the service into new areas	To stretch existing resources, and to generate additional resources which can be directed towards tenant priorities	10/11
Carry out a stock condition survey	To fully update stock records To inform consideration of future investment needs	Stock investment plan based on sound evidence and assessment of need	11/12
Set a products procurement plan based on customer needs	Understand specific needs of customers and what this might mean for materials and products used Develop a plan based on the life cycle of a tenancy which accommodates products that suit changing tenant needs	Customer satisfaction improved Properties better suit the needs of tenants Products have a built in adaptability to give a longer useful life in a greater number of cases	11/12
Agree a post Decent Homes Property Standard with our tenants.	To understand and give priority to our tenants expectations about the quality and amenity of their homes To underpin our future approach to asset management planning, strategy and service provision.	Promise made to tenants about future standards Resourced plan in place for years 6 to 10	12/13

Theme 2

Deliver excellent landlord services

Key Task Examples	Why	Outcome	Year
Agree a Local Offer with our customers	To focus on what is important to our customers To respond effectively to the different priorities of groups or neighbourhoods To drive improvement targets To comply with TSA requirements	Promise made to tenants about the service they can expect Higher levels of satisfaction Better use of resources through targeting of resources of agreed priorities	10/11
Put into place a comprehensive range of customer satisfaction and feedback tools	Customer satisfaction and areas for improvement to be identified and acted upon across all core service areas	Customer satisfaction improved Information readily available and impact of feedback demonstrated	10/11
Increase access routes to make services more accessible	Services accessible to all groups including those that are hard to reach Flexible to customer needs	Higher tenant satisfaction Greater number of hits on the website and increases in interactive services usage "Listening locally" events increase service requests and feedback from hard to reach groups	10/11
Achieve improved anti social behaviour service	Expectations and feedback from customers are low Partners reasonable expectations of our role not always achieved Community cohesion key priority and impacts directly on quality of life Safeguard and promote the good reputation of our areas	Increased reporting of ASB Increased activity rates in taking appropriate actions Increased rate of case resolution within target times Increased satisfaction of victims with how their complaint was dealt with	11/12
Achieve the objectives set out in the	Current priority Links to Manchester Move and Allocations Review	Higher levels of customer satisfaction Impact of core services improved	11/12

Neighbourhood Services Best Value Review	ASB service improvements required Better use of staff resources	Staff spending up to 70% of their time providing a visible local presence Negative tenancy turnover reduced	
Achieve upper quartile performance on core KPI's	Improve efficiency Maximise rental income Achieve greatest possible impact from core service delivery Motivates staff Good inspection result	Upper quartile performance in voids, repairs, rents, lettings and ASB Upper quartile performance on tenant satisfaction ratings	12/13
Plan for future service delivery and community support model agreed	Services designed to get the most from the resources and skills available Services designed around a better understanding of local needs and priorities Services complement contributions of other service providers	Value for money targets achieved	12/13

Theme 3

Shape our services to better meet the needs of our vulnerable customers

Key Task Examples	Why	Outcome	Year
Meet Safeguarding responsibilities	Clear legal and moral obligation Current low levels of awareness amongst staff low MCC and national push on clarifying responsibilities of RSL's	Clear policies and procedures in place covering children and vulnerable adults Vulnerable people identified and appropriately referred Tenancies sustained	10/11
Introduce a Family intervention service	Improves quality of life Links to respect agenda and responsibilities under the Crime and Disorder Reduction Strategy	Tenancies sustained Children at risk less likely to be involved in ASB / nuisance Improved school attendance and achievement	10/11
Deliver a high quality equipment and adaptations service	Strong policy priority for the organisation, reflecting the customer and property profile Standard expected of an excellent landlord Moral obligation	Partnership agreement with MCC allows demonstration of value for money Service standards achieved Waiting time from referral to works complete reduced	10/11
Increase the level of accurate and up to date household profile information held on our tenancies	Allows better understanding of the customer base Supports improved planning and prioritisation of services Allows us to shape services to meet specific needs of tenants	Database 95% accurate and up to date Impact of data on shaping services and refocusing budgets demonstrated	11/12
Develop links with local care and support structures	Allows better understanding of what services are available in the area Opportunities for Southway to add value / better join up services Allows us to shape new services to fill gaps in the existing offer Increase access to existing services for our tenants	Higher levels of engagement with statutory and voluntary services Impact on shaping services demonstrated	11/12

Plans for further service development in place	Services tailored to meet the specific needs of vulnerable tenants Response to customer profile	Specific services development plans developed and resourced	11/12
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Theme 4

Improve the quality of life of our older tenants

Key Task Examples	Why	Outcome	Year
Put in place an Older Peoples Strategy and Local Service Offer	Builds on Manchester wide Valuing Older People Strategy Response to profile of tenants and aging population Research required to learn more about the needs and preferences of older people	Higher levels of satisfaction amongst older tenants Improved quality of life / less isolation	10/11
Develop links with local groups and services	Range of providers already in place and can achieve added value from joining up services Increase access to services for our tenants	Higher levels of engagement amongst our older tenants	10/11
Set up intergenerational projects	Builds on existing city wide priority Response to customer profile pointing to 'polarisation' between younger and older generations Isolated bungalow schemes could be targeted Link to environmental programme	Reduced loneliness and isolation amongst older tenants Engagement of younger people Greater understanding between generations	11/12
Set up and / or provide support for social interest / cultural projects	Builds on existing citywide priority – proven effective in tackling loneliness and isolation Isolated bungalow schemes could be targeted Links to the Westcroft Road Community Centre priority of providing adult education services	Reduced loneliness and isolation amongst older tenants Links with community and voluntary groups including befriending schemes and informal adult education Westcroft Road Community Centre well attended for informal adult learning	11/12
Build a partnership with other social housing providers in the Southway area with housing stock suitable for older people	Aim to make best use of existing stock so the people who would most benefit have access to it Share good practice Share information and knowledge of older people's needs in the area	Social and community networks in place between sheltered schemes. Older people in need accessing accommodation Numbers of under occupied family houses reduces as older people access housing options	10/11

Theme 5

Increase the supply of and access to affordable housing options

Key Task Examples	Why	Outcome	Year
Deliver the Mersey Bank Scheme	Priority for South Manchester Regeneration Team and MCC Support of local community Impact on the neighbourhood	12 flats for rent linked to an employment and training initiative 12 family homes released for waiting list Improved community facilities and reputation of the area	11/12
Assess land assets across the area	Identify opportunities Develop knowledge and understanding within the organisation	Hit list of sites drawn up	10/11
Develop 5 year plan	Identify priorities Gain support of local people and MCC Link into grants funding programme timetables Identify how the plan can be funded Link to longer term Asset Management Plan	Plan in place and agreed with key agencies	12/13
Deliver improved housing allocations and lettings service	Strategic lead from MCC to improve the waiting lists management and choice based lettings arrangement Southway allocations policy requires review Better service for applicants unlikely to receive a housing offer required	Manchester Move in place New Southway allocations policy in place Numbers of applicants finding non social rented housing following prospects advice increases Number of tenant exchanges increases Number of staff trained to provide housing/ employment/ other issues prospects advice increased	10/11

Theme 6

Be an exemplary landlord in the way we support and promote our communities

Key Task Examples	Why	Outcome	Year
Engage young people	Hard to reach group Key priority for tenants and residents Remove potential for low level nuisance Support young people in achieving their potential	Numbers of young people engaged increases Numbers of young people volunteering increases Young people's Voice Forum established and evidence of influence identified Low level nuisance complaints reduce in "hot spot" areas	10/11 11/12 12/13
Deliver the Financial Inclusion Strategy	Strategy approved by Board Identified need amongst tenants and residents	Targets and outcomes set in the strategy achieved	10/11
Deliver employment and training places	Ongoing commitment Employment Charter in place National and local worklessness agenda Makes a real difference	Number of places per year achieved Level of funding into the area increased Level of unemployment in target groups decreased	10/11 11/12 12/13
Support delivery of services through local community associations	Build on existing partnerships Value for money Play to local strengths	Westcroft Road achieves agreed outcomes Levels of engagement increased Low level nuisance issues reduced	11/12
Develop a Staff in the Community programme	Make use of staff enthusiasm and skills Demonstrate commitment of the organisation	All staff encouraged to devote 1 day a year to a community project	10/11
Set and deliver a Community Benefit Programme	Builds on work delivered 2007 to 2010 in partnership with Impact contractors Make best use of 1% HIP savings community benefit fund Make best use of Procure Plus community approach Achieve added value from investment	Number of people benefitting achieves annual target Satisfaction with projects high Additional resources secured as match funding Investigate opportunities to fund a Small Business Advisor post	10/11 to 12/13

Theme 7

Achieve Environmental Sustainability Targets

Key Task Examples	Why	Outcome	Year
Develop a sustainability Strategy	Under developed area currently Wide range of opportunities to make a difference Potential efficiency gains	Targets set in key areas e.g. reduction in CO2 emissions	11/12
Deliver sustainable energy pilot projects	Piloting new technology reduces risk Promote interest and engagement of tenants Identify best options to feed into strategy development	Measurable benefits achieved through pilots Pilots evaluated including cost, environmental impact and benefits to tenants	10/11 11/12
Achieve SAP ratings targets	Built into HIP targets Delivers benefits for tenants including affordable heating	SAP targets achieved Efficient fuel use amongst tenants increased Heating service charge savings for tenants achieved through more efficient energy usage	10/11 11/12 12/13
Support Action for Sustainable Living Project	Lottery funded 3 year project targeted on our area Overlapping objectives Focus on engagement and helping communities do things for themselves	Levels of engagement increase Sustainability projects in place across the area reflecting local priorities	10/11 11/12 12/13

Theme 8

Southway will contribute to the place shaping of our neighbourhoods as a key stakeholder

Key Task Examples	Why	Outcome	Year
Put in place Local Area Co-operation agreements	Manchester wide priority and TSA requirement Focus on neighbourhood management	Promise to tenants about our role Improved outcomes from partnership / multi agency working	10/11
Deliver the Arrowfield Road Neighbourhood Plan	Multi agency planning process commenced 2009/10 Most disadvantaged neighbourhood in the Southway area with lowest levels of tenant satisfaction Priority area for partners including Community Safety and social care	Tenant satisfaction increases ASB and reported crime decrease Empty properties decrease	10/11 11/12
Develop Area Plans in 3 main communities	Shared priority with South Manchester Regeneration Team Builds on a neighbourhood management approach Added value from identifying shared objectives with other service providers	Targets set to reduce levels of deprivation Appearance and reputation of areas improved Access to services improved	10/11 11/12

Theme 9

Achieve Value for money

Key Task Examples	Why	Outcome	Year
Strengthen the VFM Strategy and approach	High costs Focus resources on agreed priorities and themes	VFM targets set for 3 year period Evidence of resources targeted on priorities /balance changed	10/11
Complete Housemark Benchmarking	Ongoing review and tracking of VFM and performance Inform on gong development of efficiency targets	Efficiency targets in place	Annually
Implement the Procurement Strategy	Strategy adopted 2009 Opportunities to achieve VFM through good procurement processes Maximise opportunity of Procure Plus arrangement and other procurement options	All relevant staff trained Procured in place Standing orders and tendering processes reviewed VFM benefits identified as achieved as a result of procurement processes	10/11
Human Resources Strategy in place with staff support	Value and recognise staff Link to improving performance and customer satisfaction Cost of staffing structure high compared to sector	Staff satisfaction increases year on year Sickness levels reduce Competence levels increase	10/11