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## **Futures Strategy 2020 – 2025**

**Covid Recovery version – updated March 2021**

### **Inspired by our Communities**

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## 1. **Who we are and what we do**

Southway Housing Trust is a community based social business established in 2007.

- We are a trusted landlord and provide good quality affordable rented homes for around 6000 households in and around south Manchester.
- We invest over £1million every year in strengthening our communities and supporting the people who live there.
- In the 10 years up to 2026 we will have built around 1600 new homes, the majority of being affordable homes for rent and low cost home ownership.
- Over the next 6 years we will create £3.5m of profit in our commercial subsidiary Southway Plus, ring-fenced to subsidise the cost of new affordable homes in the higher value areas of south Manchester.
- Our interest is in People, Homes, and Neighbourhoods. We take our role as a key stakeholder seriously, working in partnership with others to achieve more than we can alone.

This strategy is our long term vision and sets strategic priorities for the 5-year period 2020 to 2025.

Adopted in March 2020, a number of updates were added in March 2021 to make sure the Strategy is fit for purpose following a 12-month period defined by the Covid Pandemic. Whilst the vision and strategic priorities are unchanged, a number of specific areas have been strengthened or refocused to support the recovery and post Covid periods.

## 2. **Our Vision -Thriving Communities**

Our long term vision is of Thriving Communities

A thriving community is a place that people are proud of; Homes are secure and good quality, and the neighbourhood is safe, clean, ~~and~~ green and sustainable.

People choose to live in a thriving community because it has a sense of place and belonging. People of all ages can access what they need to have a healthy and fulfilled life. Equality and diversity is valued.

People lookout for each other.

We will track our direction of travel towards this vision. Over the next 10 years we expect our thriving communities to be characterised by: -

- Levels of child poverty reducing.
- Levels of loneliness and isolation in all age groups reducing,
- Higher levels of employment and social connectedness,
- A supply of homes that is closer to meeting needs,
- A smaller carbon footprint
- And higher levels of satisfaction with our communities as a place to live.

### 3. **Our Mission**

The way we do things is determined by our values.

We are **Caring, Committed** and we will be **Successful Together**

We have a clear sense of purpose: -

- We provide and build homes that people on below average incomes can afford. We understand our role as a “Steward” on behalf of our local communities.
- We are community based. Our focus on South Manchester, and areas nearby, means we understand our neighbourhoods and with our tenants and residents, we know what works.
- We care about the people who live in our homes. We build trust and confidence and believe we can achieve success together.
- We use our skills and resources to address inequality, reduce poverty and improve lives in our diverse communities. We support, advise and enable people to achieve their potential and live well.
- Our services provide value for money. We are creative in solving problems and we use our financial strength effectively. We work with others to create greater outcomes.
- We will promote what we are good at, if that helps others, and make profit for the purpose of building more affordable homes in South Manchester.

During 2021 we have an additional mission which is to recover from Covid. We will Build Back Better, taking opportunities to improve our business and our services and work with other agencies to support the recovery in our communities.

### 4. **Respect and Trust**

We are a community organisation and we care about the people, homes and neighbourhoods where we operate. We want this relationship to be based on mutual respect and trust.

People have an emotional attachment to their home and a strong sense of identity with where they live. This strategy is underpinned by our belief that we are stewards and we hold our homes in trust for the community.

To make this real we- have committed to an approach that is Inspired by our Communities and we will;

- Have a social heart, finding ways to collectively problem solve, fixing things together, and doing it in a way that is kind.
- Listen to what our communities tell us and make sure people have what they need to be able to take part, whether that's skills, access to space, or practical support.
- Encourage new forms of community leadership and find new ways to share power and decision making.

## 5. The people, homes and neighbourhoods where we work

Since our last Strategy was produced in 2015 Southway has started to develop and acquire homes in a range of tenures across Greater Manchester and East Cheshire and we now manage a small number of homes in Stockport, Trafford and Tameside.

The bulk of our Housing Stock however is found in the seven South Manchester wards, which we call our Core Area.

Homes in the wards of Burnage, Chorlton, Chorlton Park, Didsbury East, Didsbury West, Old Moat and Withington account for 98% of our affordable homes (not private or market rent), with almost 85% of this concentrated in the three wards of Chorlton Park, Old Moat and Burnage.

Manchester as a City ~~enjoyed is enjoying~~ a period of sustained growth, concentrated around the City Centre ~~before Covid hit~~. ~~However, this increase in prosperity has~~ not ~~necessarily~~ trickled down to all of Manchester's citizens. According to ONS data from 2019 Manchester contains ~~more~~ areas of deprivation than any city outside of London.

The Covid period has brought to the fore an awareness of inequalities and a greater understanding of the impact that poverty has on the day to day lives of many people.

Our vision is of Thriving Communities. We want the people who live in our homes to enjoy the benefits and opportunities of living in a modern cosmopolitan city. The problem is particularly acute in South Manchester with pockets of poverty and deprivation alongside areas of significant wealth. ~~As a general rule, the higher the percentage of Social Housing Stock in a Ward the worse the deprivation.~~

One of the issues in South Manchester is that the relative affluence of much of the community masks the relative poverty of others, ~~which is only revealed at a lower level~~. ~~Raising awareness of the challenges~~ ~~Challenging misconceptions about the level of need in~~ the south of the city and of the levels of need is an important role for Southway.

### **Poverty**

Manchester City Council ranks its 32 wards using an Index of Deprivation, with one being the worst and 32 least deprived. Initial analysis suggests that South Manchester is less deprived. None of the seven wards are in the top half. Burnage is the highest at 19. However, even pre Covid 24.3% of children in Burnage live d in low income families. This compares to 17% for England as a whole and 10.9% of the more affluent neighbouring ward of Didsbury East. The situation is even worse in Old Moat. There, 31.3% of children live d in low income families, compared to just 6.5% in neighbouring Didsbury West.

During the Covid period the impact of food poverty, on families with children and vulnerable single people, was a significant concern, and reveals an underlying issue that will be a focus for this Strategy.

~~A good indicator of a household's relative wealth is fuel poverty (whether they are left with a residual income below the poverty line when they have paid fuel costs).~~

~~Burnage at 20.7% and Old Moat at 23.8% both have much higher rates of fuel poverty than the City average of 17.9% and the national average 10.9%.~~

### Employment

In Manchester, pre Covid, 11.9% of people of working age claim some sort of work related benefit. In the Southway area only Burnage is higher than this at 13.3%, although Chorlton Park (10.7%) and Old Moat (9.9%) are both above the national average of 8.2%. Chorlton, Didsbury East, Didsbury West and Withington are all below 6%, again highlighting the disparity within the areas where Southway owns homes.

The Covid period has thrown many more people out of work or into situations where they are living on a lower income. A priority in this Strategy is to deliver an employment offer that responds to this challenge.~~In 2017 just over a quarter (27.2%) of residents earned less than the Living Wage.~~

### Health and Well Being

One of the main barriers to securing employment is ill health. The rate of incapacity benefit claimants amongst over 16s in Manchester ~~was~~ 5.7% pre Covid. Burnage is higher than this at 6.2% but both Chorlton Park (5.5%) and Old Moat (4.5%) are above the National Average of 3.7%.

Life expectancy within the Southway area is almost 4 years less than the National Average.

Covid has impacted on everyone, but the longer term wellbeing impacts are greater for some groups. For example, older people and people who are clinically vulnerable will take time to recover from a year of isolation. Supporting those who have been most affected -is a priority in our Covid recovery plan.

### Housing Demand and Supply and Homelessness

Housing Demand, and the lack of affordable supply is a serious issue across Manchester. This is particularly the case in South Manchester, where few people can afford to purchase properties on the open market and the rate of increase in prices is one of the highest in the country.

~~Pre Covid According to statistics~~ Manchester had ~~a~~ rate of 5.7 rough sleepers per 10,000 households, compared to 2 per 10,000 households in the rest of the country.

In the year to Dec 2018, 2897 homes were completed in Manchester, but just 15% of these were affordable homes for rent. This compares to a city wide waiting list for affordable rented homes of over 15,000.

Southway is developing homes for shared ownership, affordable and social rent and will continue to target a significant level of funding at this priority during the period of this Strategy.~~Southway has started to develop housing for Shared Ownership as a lower cost alternative for those who cannot afford to buy a property outright. In order to deliver this, we have developed in other areas of the City. Our largest Shared Ownership scheme is in Gorton. This is an area of the city with higher rates of~~

~~poverty, incapacity benefit claimants and in-work benefit claimants than any of the wards in South Manchester~~

**Other areas**

Whilst the majority of our housing stock is in Manchester, we are starting to work in other areas, as set out in our Development Strategy. Wherever we work we want to understand the area and what is important to local people and make sure that we take our social objectives seriously. This will grow in importance to us during the period of this strategy.

## 6. Strategic Priorities

Our priorities are aligned to our interest in People, Homes and Neighbourhoods and making sure we are a strong and effective ~~as a social business~~ and employer.

~~This is covered in the following sections:~~

## 7. People

**We will provide homes that are affordable for the people who most need them.**

Our definition of affordability is that nobody should have to pay more than 30% of their annual income on housing costs.

In South Manchester the homes that we provide are often the only affordable option for people with a family, community or employment reason for wanting to live in the area.

Protecting these homes for the community now and in the future is a role we take seriously. We are also committed to making sure our tenants have the best chance possible to sustain their tenancies.

We will;

- Improve access to housing in the neighbourhoods where we work. This means continuing to work collaboratively with councils and other housing providers, promoting all housing options.
- Contribute to preventing and reducing homelessness.
- Target new homes in our core area at specific groups including smaller households and older people wishing to right-size, releasing family homes from our existing stock for people on the waiting list.
- Regularly review our Rent Policy and Debt Recovery Policy to make sure we understand local income levels, have kept service and other charges as low as we can, and are proactive in reducing the risk of tenants getting into debt.

**Our tenants and other customers will be at the heart of our services. We will be flexible, treat people as individuals and communicate effectively.**

We are proud of our commitment to the Excellence in Customer Service standard and will continue to use this framework to deliver continuous improvement.

We are a community based social business that has the interests of our residents and communities at the centre of what we do. Ease of access to our services is important for our customers so ~~we~~ have a local base in the middle of our core area which is open to our communities. We also provide a high quality telephone service, digital access routes, and ~~access to~~ home visits when this is our customers preference.

The Covid period has revealed the extent of digital exclusion across the city. We will ~~provide~~ more digital routes to our services, and also will extend access by, ~~whilst making sure work with~~ our tenants and other agencies also have to provide access to the equipment and support they need to get on line.

We out-perform the Regulator of Social Housing's consumer standards, which we take as a starting point, and will continue to do this as the regulatory regime evolves.

We actively seek the views of our customers, local residents and partners and listen ~~and act on~~ ~~to~~ their feedback.

We work together with our tenants. Our approach to customer involvement, Inspired by our Communities, means our tenants and residents have a voice, and are able to influence our services.

Our tenants and people with local knowledge are key members of our Board and Committees. This means they understand what is important in our neighbourhoods when taking decisions.

We know we can always do more, and want to be sure that our tenants and other customers trust us, can see that we treat them as individuals, and that as a group they have direct influence over what we use our resources for and the standards we set.

We will;

- Work hard to improve services where we are below the top 25% performers as benchmarked in our bi annual STAR (tenant satisfaction) survey
- Design our Digital Access Strategy to meet the needs of our communities, with a clear vision of the future service model, addressing digital exclusion as well as building on the growth in use of digital services arising from the Covid period.
- ~~Review our rent payment service, m~~ Makeing sure we have accessible rent payment and advice and support options for all tenants, and that we account to our tenants for how we achieve value for money from the income we collect.
- Use regular customer satisfaction feedback across all main areas of service to drive improvement.
- Look for new ways, as part of the Inspired by our Communities Strategy annual review of the Customer Voice Strategy, to increase engagement and feedback.
- Do more to share power and decision making with our tenants.

**We will invest in people and their communities to tackle poverty and promote opportunity and provide support and advice when it is needed.**

Our role as a community based social business meant we were able to respond quickly and effectively during the Covid period. This role continues to be important during the Covid recovery and post Covid periods.

We know that many of our tenants have been affected by the impact of Covid on income and opportunity, as well as welfare reform, unemployment or low paid work, and wages not keeping up with rising costs.

We also know that a relatively high proportion of the people living in our homes are affected by physical and mental health problems, including anxiety as a result of Covid, that affect their day to day life.



These problems are sometimes hidden in an area that also has affluent communities. In these same areas people can struggle and have to deal with the day to day effects of poverty.

We want to make sure that people in our neighbourhoods can access advice and support if they need it and have opportunities to live well, and share in the success of the wider area.

Our Community Investment Strategy states our priorities. Our overall aim is to reduce poverty.

We will;

- Invest at least £1m each year in community and social investment services and projects
- Target community investment at 54 main areas: financial inclusion; employment and skills; Food poverty; volunteering and community capacity building; and partnerships and place.
- Promote our approach to tenancy support and hoarding as a model of good practice, and secure external funding to increase the scale of impact.
- Promote our neighbourhoods and challenge stereotypes and prejudice about social housing, taking part in local and national campaigns
- Understand and respond to the issues facing young people living in our homes, particularly those negatively affected by the Covid period.

## 8. **Homes**

**We will maintain and improve our homes so that they are safe, secure and meet up to date standards**

Our first priority for resources is to maintain the homes that we own.

Our last major home improvement programme finished in 2012. Our homes are maintained to the Southway Standard, which is an enhanced version of the national Decent Homes Standard (as of 2020).

We know from our STAR surveys, completed every 2 years from 2008 to 2018, that the repairs and maintenance service is the most important one to our tenants. We need to make sure this is cost effective, that the 24,000 plus repairs we complete each year are done to the right standard and that our customer service is second to none.

We always put safety first. We have robust processes in place for all the 5 main areas of property compliance – including gas, electric, fire, legionella, and asbestos. This puts us in a good position as our property portfolio grows with a more diverse range of buildings.

Our in-house Property Services Operational Team do a great job, but we need to make sure they remain competitive and are able to deliver the service that our tenants expect.

We will;

- ~~Carry out stock condition surveys every 5 years, to make sure we have appropriate stock investment plans in place.~~
- ~~Update the Asset Management Strategy in 2021/22 to make sure resources are in place to meet property needs over the next 5 to 10 years including the commitment to be zero carbon by 2038~~
- ~~Make sure our homes are safe by implementing improvements including measures set out in the 2020 Social Housing White Paper.~~
- Use our Value for Money framework to measure and drive productivity, cost effectiveness and improvement in the Property Services Operational service
- Modernise our approach to staff and manager recruitment, retention, productivity and personal development in the Property Services team.
- Improve back office processes to ensure consistency, efficiency and timeliness in the delivery of repairs and maintenance.
- ~~Carry out stock condition surveys, in 2020 and 2025, to make sure we have appropriate stock investment plans in place.~~
- ~~Update the Asset Management Strategy in 2020/21 to make sure resources are in place to meet needs over the next 5 to 10 years.~~

**We will deliver our Carbon Reduction Strategy and make sure our homes are zero carbon by 2038**

The Greater Manchester Combined Authority [GMCA], Manchester City Council and the Manchester Climate Change Agency [MCCA] have all set targets to become zero carbon by 2038.

Southway has also adopted a Strategy to support this aim and has established a baseline position (as of 2019). The Trust emits 30,000 tonnes of carbon through its properties and operations

Investment plans will require a carbon reduction approach to future expenditure on assets; and our broader activities as a landlord, employer, business, and community organisation.

Over 99% of the organisation's emissions relate to the housing portfolio and the majority of these relate to space and water heating which are currently run by fossil fuels.

Whilst our carbon footprint for other activities is less than 1% of our complete asset portfolio, it is still vital that we adopt a cultural change to the way we run our business. For example, our staff generally rely on private cars for transport and we have a fleet over 40 diesel vehicles.

Our commitments are set out in the Zero Carbon 2038 Strategy - 2020 to 2025.

We will;

- Deliver a 5-year action plan, structured around 6 priority areas covering: strategy; operations; existing assets; new build; collaborating with others; and natural capital.
- As gas boilers become due for replacement, replace them with sustainable heating sources and effective insulation.
- Implement a model based on a Zero Carbon Community, to encourage behaviour change and community driven local action.
- Deliver 2 extra care schemes with ground source heating systems and at least one new approach to a zero carbon new build project.
- Raise awareness with ~~Support~~ staff, residents and Board members by providing training, support and encouragement to achieve behaviour change, reducing their own carbon footprint. ~~in moving to green transport options.~~

**We will build 675 new affordable homes by 2025, and generate cross subsidy from 150 private rent and sale homes delivered by Southway Plus.**

Southway is ambitious to significantly grow its level of development to meet housing need through a balanced and mixed range of tenure and property types.

We have a skilled team and a strong track record of development that means opportunities are available to us.

Our Development Strategy 2020 to 2025 sets out the scale and location of future development activity and identifies the types of development required.

The financial Business Plan outlines the capacity for delivery over the next 5 years, and how the asset strength of the organisation will be used to maximise the delivery of much needed new homes. It is a key Southway priority, within the life of the strategy, to return the level of social rented properties ~~within the Southway Core area~~ to those at the point of the stock transfer from the City Council in 2007.

Key to this will be the activities of Southway Plus which will develop market rent and open market sale properties to generate “profit for a purpose” thus supporting the charitable Trust in delivering its social objectives. This will allow us to cross-subsidise the affordable programme in our core high value South Manchester area, as well as access additional funding.

As part of our 2020-25 Development Strategy we will;

- Maximise opportunities from future Affordable Housing Programmes.
- Deliver over 250 new homes at social rent.
- Deliver over 400 homes in our core operational area.
- Deliver 150 market rent and outright sales homes and use surpluses to cross subsidise the development of affordable homes.
- Ensure our homes are of the highest quality, desirable, ~~and~~ energy efficient and with safety as a top priority.

## 9. Neighbourhoods

**We will work with partners and the community to make sure our neighbourhoods are desirable and safe places to live with accessible and integrated services.**

Our community focus, and sense of responsibility for the places where we work and the people we work with defines who we are and how we operate. We have strong partnerships in Greater Manchester, the city, and in all our neighbourhoods. We believe we can achieve more, and be successful, together with others.

The Manchester Strategy sets a vision for the city of Manchester “to be in the top flight of world-class cities by 2025”.

One of the ways this will be achieved is through the Our Manchester Approach for people and places, which is about 4 principles;

- Better Lives
- Listening
- Recognising strengths
- Working together

This approach sits well with our own vision and values, and helps to create a “team around the neighbourhood” aligning services. This can be applied in the city and all the neighbourhoods where we work.

We will;

- Play a lead role in integrated neighbourhood working where we are the main housing provider, working with health, Manchester city council and other public and voluntary sector partners.
- Improve satisfaction with our response to anti-social behaviour.
- Work closely with agency partners and residents to build confidence in community safety and preventing crime.
- Make sure we are place shapers in all our areas of operation in the city and other boroughs.
- Bring forward plans to make best use of the homes we own, including remodelling to provide homes for older people.
- Tackle focused regeneration projects in our core area where long term sustainability can be improved.

**We will make the most of the unique points of our neighbourhoods, including our green spaces.**

South Manchester ~~is a neighbourhood of choice, has a lot going for it~~ with good schools and transport links, local parks and accessible district centres. We want everyone who lives in the area to benefit from these facilities. Our homes are in high demand and we have stable communities, often with generations of families living in the same community.

We promote and support neighbourliness through our Beautiful South fund, and work closely with a range of strong and committed community and charitable organisations. Providing places where people can meet, take part in local events

and get to know their neighbours are an important part of communities and is something we can do as a business with a long term stake in neighbourhoods.

Our green spaces are very important and are one of the unique selling points of ~~our~~the neighbourhoods. Living through Covid has increased awareness of the health and wellbeing value of green spaces in urban areas. We maintain and continue to plant trees, and make sure our green spaces are attractive and useful for local people, as well as making a positive contribution to the natural capital of areas, ~~and the health and wellbeing of all residents.~~

We will;

- Fund community led projects that promote neighbourliness through our Beautiful South fund.
- Work closely with our community partners to make sure there are safe, attractive and well used places for people of all ages to meet.
- Promote Pride in Place, squashing the myths about our communities, promoting the positive things, and supporting volunteering and community leadership.
- Continue to promote and deliver our Green Strategy, which will be regularly updated, increasing activities and levels of engagement in local health and wellbeing projects, and achieving Green Flag standards on more of our green spaces.

**We will make sure our neighbourhoods are age friendly, and that we tackle loneliness and isolation**

Our Age Friendly work has been a cornerstone of our commitment to our communities since 2012. Southway commissioned the very first Age Friendly Neighbourhoods project in Old Moat which is now recognised by the WHO as a model of good practice and has been rolled out across Greater Manchester through the Ambition for Ageing Programme. Several years on we continue to deliver the action plan in Old Moat, working with our Age Friendly Champions, and have shared some of the most successful ideas in other areas including an ageing well programme in Burnage.

We have a high proportion of older people living in our homes and want to make sure our homes, neighbourhoods and services meet the specific needs and aspirations of older age groups. Our new extra care schemes in Gorton and Burnage and age friendly homes at Minehead will provide much needed affordable accommodation for older people. We will continue to look for new opportunities and come up with new ideas to increase the supply of homes for older people in the areas where they want to live.

We will also make sure our services to all our older tenants are designed with their needs in mind and that our communities are great places to grow old, with high levels of social connectedness and improving health and wellbeing outcomes.

~~We will;~~

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- ~~In 2020 we r~~Refreshed and relaunched our Age Friendly Strategy ~~in 2020~~ in partnership with our network of Age Friendly Champions and have put clear targets and outcome measures in place.

- We will:

- Complete the delivery of the Old Moat Age Friendly Neighbourhood plan and continue our work in Burnage and Chorlton Park~~lead the GM Ageing in Place project in Old Moat.~~
- Increase the number of homes that are available for older people living in appropriate homes, through including new build, remodelling of buildings and adaptation of existing homes.
- Support innovation in the design of homes and use of technology.
- Continue to lead and promote age friendly work across local partnerships.

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## 10. A Social Business

### **We are well governed ~~managed~~ and financially strong**

Southway has a strong Business Plan, valuable asset base and is well governed and managed. ~~We are efficient, and productive, and our cost and performance benchmarking compares well with similar organisations in the sector.~~ The Trust values its independence and the ability this provides to make the right decisions for the people who live in our homes and communities.

The company and governance structures ~~are put in place in 2016 remain~~ fit for purpose to deliver this second phase of our long term strategy. We are committed to retaining our high standing with the regulator of Social Housing, and making sure our tenants and other stakeholders have independent verification of our strong governance and delivery of value for money.

As a social business we want to make sure we focus our resources on the right things. The Board have a strong commitment to our communities, and sets clear priorities. They lead and hold officers to account and oversee a corporate management framework that aligns financial, strategic, service and performance objectives.

To support the delivery of this strategy, our financial arrangements will be restructured during 2020 and 2021, releasing more of our financial strength to achieve our objectives.

We will;

- Reshape our financing arrangements to support the delivery of the 5-year Strategy.
- Deliver our IT Plan to support efficient working within the organisation.

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- Maximise the value we can get from procurement and project management arrangements, including looking for ways to increase social value from our contractors and suppliers.
- 
- Make sure that the Trust and Plus we have cost effective management and maintenance arrangements in place for our market rent homes, and our growing portfolio of affordable homes outside south Manchester.

**We lead and support our staff to focus on efficiency and innovation, delivering more customer centred outputs from our resources.**

Life after Covid will be different from before. We have been through a difficult and challenging period, but have also learnt new things, including how to adapt, work flexibly, and target our efforts on the things that make the biggest positive difference.

**We are efficient, and productive, and our cost and performance benchmarking compares well with similar organisations in the sector. But we want to do better, and have an even greater impact.**

We will:

- Implement a digital workplace programme, getting the best from our investment in IT, skilling up our staff and providing flexible working options.
- Understand productivity, how to measure it, and how to improve it across all service areas, starting with property services.
- Embed our Voyagers programme, achieving measurable efficiency gains in cost and time and managing change effectively
- Improve business processes including procurement and project management

**Our staff feel valued, are motivated by our shared vision, and are trusted to do the right thing**

Our staff own the values of the Trust and are key to achieving our strategic priorities.

We employ over 2500 staff, a high proportion of whom live in or close to our areas of operation.

We are committed to being a good employer, and aspire to always achieve high levels of staff morale, productivity and satisfaction. We invest in our staff with competitive terms and conditions of employment and other benefits. Our main office base has been designed as a healthy ~~and flexible~~ working environment and will continue to provide a flexible base for our staff post Covid.

Two-way communication with our staff is an important part of the Corporate Management framework, with a commitment to listen and engage built into our

culture. We promote staff involvement and development and encourage staff to challenge, be innovative, and to take ownership.

We offer a range of opportunities to local people to experience working at Southway including work experience placements and training and apprenticeships.

We will;

- Make sure our “How We Work” appraisal and development framework is up to date, reflecting new ways of working and the vision and values of the Trust.
- Improve our annual planning of the Training and Development Plan to make sure we invest resources in the right things and are developing and upskilling our staff.
- Carry out a bi annual staff survey (~~every 2 years from the next one being due in 2020/21~~) to directly shape staffing priorities, engagement and areas for improvement.
- Make good use of Business Intelligence to set individual and team targets and performance improvement measures.
- Further develop our approach to performance management to include greater use of timely and accurate data and predictive analysis to identify improvement actions and set targets.
- ~~Embed Voyagers, our approach to using lean principles, in all services, underpinning how we manage change and continuous improvement.~~
- Improve the management of sickness and bring attendance levels in line with the best in the sector.

#### 11. How will we know we have been successful?

The Futures Strategy is supported by a set of high level “Direction of Travel” indicators that are critical to our long term success and achieving our vision of Thriving Communities. These will be tracked and reported on at the end of the 5-year strategy period and beyond, as we see this as a longer term aim.

We then have a set of Strategic Success Factors that help us understand how well we are performing and achieving high level outcomes, reported on at the end of each year.

The detailed delivery of our Strategic Priorities is reported as part of our performance management framework that is set and overseen by the Board and is understood by all staff. The main parts of this framework are: -

- An Annual Corporate Action Plan, adopted by the Board, that identifies the actions that will have most impact on delivering our strategic priorities in the year ahead
- From 2021 this will be supplemented by a Covid Recovery Plan which identifies actions and targets to recover as a business from Covid and longer term to invest in our communities to tackle some of the broader impacts.



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- Performance dashboards and KPIs for Board and Committee quarterly reporting and Executive monthly review.
- Team Performance Statements which identify team actions and KPIs, reported monthly to teams and quarterly to a corporate Performance Clinic
- Individual staff annual appraisals to set objectives and performance targets, reviewed at least quarterly in 1 to 1s.

**12. Invitation to work with us**

The Southway Housing Trust Futures Strategy 2020 to 2025 sets our 5 year strategic priorities as we work towards our long term vision of Thriving Communities.

We want to shape our own future, a future that is right for the people and communities that we work for and the homes that we know are needed.

We also want to make sure we are listening and learning from our tenants, local residents. And we want to work together where we have shared objectives with partners and stakeholders in the public, voluntary and community sectors, and with our private sector suppliers, advisors and contractors.

**If you are interested in our Vision and helping us work towards it, then get in touch and share your ideas by emailing – “thriving communities email address”**

**13. Strategic Priorities Summary**

People	Homes	Neighbourhoods
We will provide homes that are affordable for the people who most need them.	We will maintain and improve our homes so that they are safe, secure and meet up to date standards	We will work with partners and the community to make sure our neighbourhoods are desirable and safe places to live with accessible and integrated services.
Our tenants and other customers will be at the heart of our services. We will be flexible, treat people as individuals and communicate effectively.	We will deliver our Carbon Reduction Strategy and make sure our homes are zero carbon by 2038	We will make the most of the unique selling points of our neighbourhoods, including our green spaces.
We will invest in people and their communities to tackle poverty and promote opportunity and provide support and advice when it is needed.	We will build (xx) new affordable homes by (xx), and generate cross subsidy from (xx) private rent and sale homes delivered by Southway Plus.	We will make sure our neighbourhoods <a href="#">and services are age friendly</a> , and that <a href="#">older people have more opportunities to stay connected and</a> <del>we</del> tackle loneliness and isolation
<b>A Social Business</b>		
We are well <del>managed</del> <a href="#">governed</a> and financially strong.	<a href="#">We lead and support our staff to focus on efficiency and innovation, delivering more customer centred outputs from our resources.</a>	Our staff feel valued, are motivated by our shared vision, and are trusted to do the right thing.

**14. Other Supporting strategies**

- Value for Money Strategy
- Single Equalities Scheme
- Community Investment Strategy
- Age Friendly Strategy
- Customer Voice – [Inspired by our Communities](#)
- Everyone Matters – Customer care
- Digital Inclusion Strategy
- Asset Management Strategy
- Zero Carbon 2038 Strategy
- Development Strategy