

# Asset Management Strategy

**2026–31**



Co-operative and Community  
Benefit Society No. 30348R

Regulator of Social Housing  
No. L4507

## 1. Background and Introduction

Our Asset Management Strategy sets out how we will manage, maintain and invest in our homes and neighbourhoods between 2026 and 2031. It links to our Five-Year Plan through the Homes and Sustainability themes, translating its priorities into a practical programme of action for the next five years.

The strategy explains how we will keep our homes safe, of good quality, energy efficient and fit for the future, while also caring for the buildings, land, and shared spaces we are responsible for. It ensures that our day-to-day work, long-term decisions and investment choices all support Southway’s wider goals and meet the needs of our customers and communities.

The strategy supports our long-term financial planning, helping us fund the investment required and manage our resources responsibly. We are committed to putting tenant and resident voice at the heart of this work, ensuring customers shape our priorities and influence the decisions that affect their homes.

This strategy and our approach are underpinned by Southway’s values of Respect, Equity, Ambition, Compassion and Honesty, which guide how we work and the standards we aim to deliver.

## 2. Context and Regulatory Framework

Southway will comply with all legal and regulatory requirements on housing quality and safety. This includes:

<b>Regulation / Standard</b>	<b>What it requires</b>
Regulator of Social Housing – Consumer Standards (2024)	Requires an accurate, up-to-date understanding of home condition and ongoing compliance with the Safety and Quality Standard.
Awaab’s Law (2025)	Requires fast action for damp, mould, and other serious hazards, including completing work within legal timescales.
Building Safety Act 2022	Requires active management of building safety risks in higher-risk buildings and an up-to-date digital “golden thread” of safety information.
Decent Homes Standard (2000) and Decent Homes 2 from 2035	Requires every home to be in reasonable repair, with suitable facilities and a good level of warmth and comfort. From 2035 age criterion will be removed and MEES will be introduced from 2039.
EPC C by 2030/Carbon Net Zero 2050	Every home to reach EPC Band C by 2030, by 2050 reduce emissions and contribute to the UK goal.

Health and Safety Compliance Gas Safety (Installation and Use) Regulations 1998	Gas Safety, Electricity, Control of Asbestos, Water Hygiene and Lifts and Lifting Equipment.
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### 3. Strategy Aims

Our strategy aims are:

***To provide safe, well-maintained, energy-efficient homes in attractive neighbourhoods that customers are proud to live in.***

And to

***To meet all safety and quality standards and invest in homes and services that respond to customers' individual needs - now and in the future.***

### 4. Strategy Scope

This Asset Management Strategy applies to all assets that we own and comprises of:

- Homes for social and affordable rent
- Homes for market rent, shared ownership, and leasehold
- Community Centres and Community Buildings
- Land, open spaces and boundaries
- Commercial premises, garages, car parking sites, unadopted roads and footpaths.

Stock numbers as of March 2026 are:

<b>Tenancy Type</b>	<b>Number of Properties</b>	<b>Percentage of Stock</b>
Social / Affordable / With Care	6,108	87.32%
Leaseholder	296	4.23%
Shared Ownership	459	6.56%
Market Rent	89	1.27%
Other – community centres, shops, garages etc.	43	0.61%

<b>Total</b>	<b>6,995</b>	<b>100%</b>
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## 5. Strategy Themes

Our Asset Management Strategy has five themes:

1. **Safe and Well-Maintained Homes**
2. **Asset Information and Knowledge**
3. **Investment Planning and Standards**
4. **Energy Efficiency and Sustainability**
5. **Repairs and Maintenance**

These themes set out the improvements and outcomes we will deliver so our homes, services and investment plans meet the needs of tenants and residents now and in the future.

Customer Voice has shaped the development of this strategy, and it will continue to guide how we deliver it - ensuring that tenants' experiences, priorities, and feedback remain central to every decision we make.

### Theme 1 - Safe and Well-Maintained Homes

We will provide safe, well-maintained homes and neighbourhoods where tenants feel secure and valued. We will keep every home compliant with safety, act quickly on damp, mould, and other risks, and ensure tenants are confident that their home is safe.

We will plan and deliver investment work that keeps homes up to standard, tackles issues early and improves their long-term condition. When repairs are needed, we will respond promptly and keep tenants informed, supporting strong performance against the Tenant Satisfaction Measures for safety, repairs, and home quality. Regular tenant-led reviews will guide improvements, ensuring our approach reflects what matters most to residents and supports continued improvement in satisfaction with home condition, repairs, and communal areas.

We will:

- Achieve full compliance by completing 100% of statutory and regulatory safety checks - including gas, electrical, fire safety, water hygiene, asbestos, and lift inspections within required timescales.

- Ensure all homes meet the Decent Homes Standard and the new Decent Homes 2 standard from 2035 making sure customers live in properties that are safe, warm and well-maintained.
- Eliminate serious hazards quickly, taking prompt action to fully resolve any issues so homes remain in good condition and free from risk.
- Reduce damp and mould cases by treating every report as urgent, carrying out rapid inspections, and completing all necessary work within required timescales.

## **Theme 2 - Asset Information and Knowledge**

We will keep a complete and accurate picture of the condition of all our homes and buildings, using this information to plan investment with confidence and involve customers in shaping future priorities. By using up-to-date information and data, we will make better decisions about repairs, maintenance, and long-term improvements.

We will continue to strengthen the way we work and build our teams' skills so we can turn information into clear, useful insights. This will help us plan the right work at the right time and be open about how evidence informs our plans and spending, ensuring decisions are consistent, transparent, and focused on the best outcomes for customers.

We will replace key components when they need it, using modern technology, stock survey results, repair trends and insight from complaints, customer feedback, and our teams. This means we can spot issues early, understand where homes need closer attention and plan work before problems develop.

We will:

- Improve the accuracy of our stock intelligence by keeping all asset data up to date, surveying at least 20% of homes and buildings each year.
- Maintain a single, reliable source of truth with one central system holding accurate data for every home, including components, safety checks, and energy performance, enabling better planning and compliance.
- Strengthen investment decisions by monitoring home performance regularly and using data on condition, demand and running costs to target spend where it delivers the greatest benefit.
- Support sustainable growth by ensuring our systems, processes and resources are ready to manage an expanding portfolio as new homes are added.

### Theme 3 - Investment Planning and Standards

We will deliver a balanced, financially sustainable investment programme that protects the long-term quality of our homes and gives tenants a meaningful role in major decisions. By investing in the right things at the right time, we will make sure our homes remain safe, modern, and well looked after.

To do this, we will understand the condition of every part of our homes - inside, outside, communal areas and external boundaries like fences and hedges. This clear picture helps us decide when different elements need repairing, replacing, or upgrading.

We will look after our homes through regular, planned upkeep, like repainting the outside, servicing heating systems and clearing gutters - so problems do not build up. We will coordinate this work and carry it out area-by-area wherever possible, reducing disruption for customers, working more efficiently, and delivering better value for money.

We may dispose of a home or an asset when it is very costly to repair or cannot be improved to meet the standards customers deserve. We will use a clear and transparent option appraisal framework to make sure these decisions are evidence led when considering whether to retain, repurpose or dispose of any assets.

We will:

- Develop and publish a clear Southway Asset Standard that sets the quality levels we aspire to.
- Publish a detailed one-year investment programme alongside an indicative five-year plan, so that people know what to expect and when.
- Improve the reliability and value of our service by shifting from reactive repairs toward planned investment, reaching a 70/30 planned-to-reactive ratio by 2031.
- Increase customer satisfaction and home quality by ensuring that, by 2031, at least 90% of customers are satisfied with the condition of their homes, the standard of work completed, and the cleanliness of communal areas - measured through Tenant Satisfaction Measures.
- Enhance neighbourhood standards by reviewing and defining our approach to managing environmental and communal areas, using this to shape future work programmes and inform the 2027/28 budget.

## Theme 4 – Energy Efficiency and Sustainability

We want our homes to be warmer, greener and more energy efficient. We will make homes easier and more affordable to heat by investing in fabric-first improvements, better ventilation and proven low-carbon technologies that reduce running costs and cut carbon emissions year on year.

We support Greater Manchester's ambition to reach Net Zero by 2038 and the government's national target of 2050. Between 2026 and 2028 we will upgrade 1,500 homes so that all stock reaches EPC Band C ahead of the 2030 requirement, installing a mix of insulation, heating improvements, and other energy-saving features. To deliver this, we will work with the Greater Manchester Combined Authority to secure funding and explore new and innovative technologies.

In year one, we will replace gas communal heating in cottage flats with low-carbon systems and, where funding allows, begin replacing older gas boilers with cleaner alternatives such as air-source heat pumps.

We will set out a phased roadmap to meet Minimum Energy Efficiency Standards (MEES) requirements, including achieving EPC Band C on one metric before 2030 and on a second by 2039. We will prioritise a fabric-first approach and integrate smart-readiness and control technologies alongside boiler replacements to ensure upgrades deliver long-term compliance and improved energy performance.

Sustainability will guide our wider investment decisions too, including how we manage green spaces, support biodiversity, reduce waste and care for our neighbourhoods.

We will:

- Make homes warmer, cheaper to run and more energy efficient by investing in fabric-first upgrades, ventilation improvements and low-carbon technologies that cut energy bills and reduce emissions.
- Ensure all homes meet or exceed required energy standards by achieving EPC Band C ahead of national deadlines.
- Provide customers with energy advice so they can use new systems confidently and benefit fully from the improvements.
- Deliver a phased programme that meets MEES by 2039.
- Improve the sustainability of our neighbourhoods by reducing waste, supporting biodiversity, managing water responsibly and enhancing local green spaces.

- Create a clear pathway to Net Zero by delivering targeted low-carbon investment and working with partners across Greater Manchester to support the 2038 and 2050 Net Zero goals.

## Theme 5 - Repairs and Maintenance

We will provide a repairs service that is easy to access, gets things right first time and delivers consistently high levels of customer satisfaction. Feedback from customers will continue to shape how we improve the service.

We will run a joined-up repairs and asset service that keeps homes in good condition and deals with issues quickly. By coordinating responsive repairs, empty-homes work and planned investment, we will fix problems fast, reduce future issues through prompt action and give customers confidence in the service.

When homes show repeated faults or high repair costs, we will make smarter long-term decisions by addressing the underlying causes. This may include more extensive works or improving specifications. Tenant-led reviews, feedback from complaints and other feedback will guide how we refine and strengthen the service.

We will also take a consistent and value-focused approach to empty homes. Every property will be assessed to understand its condition, the cost of any work and meets the standards new customers deserve.

We will:

- Achieve at least 93% satisfaction with the repairs service at the point of repair.
- Complete 95% of all repairs on time.
- Bring empty homes back into use that are of a good standard and minimise the time that they are empty.
- Fix problems quickly and prevent them recurring by coordinating responsive repairs, planned works, and empty-homes activity so homes stay in good condition.
- Make smarter, long-term decisions about our homes by tackling root causes of repeat faults, improving specifications, and using tenant feedback to drive continuous improvement.

## 6. Customer Voice

Customer Voice is central to this strategy, and tenants have already helped shape it, through our Homes in Focus Group and Customer Voice Committee. Both will remain involved - helping to set annual Asset Management plans and choose contractors, influencing, and shaping specifications, and shaping the social benefits created for local communities such as employment and training.

Tenants have already told us that boundaries, hedges, and fencing are important for feeling secure, having privacy, and taking pride in their neighbourhoods. We have listened and are now investing money each year into programmes of boundary improvements.

We will embed Southway's values in everything we do. This means treating every customer with dignity, listening to different perspectives, and giving all households fair and inclusive opportunities to help shape improvements to their homes. We will recognise individual needs, communicate openly, and explain clearly how decisions are made. We will work closely with customers to agree local priorities and develop area-based delivery plans that reflect how people use and value their outdoor spaces

By moving away from a 'one-size-fits-all' approach, we will create improvements that better meet customer needs, increase satisfaction and support both environmental and financial sustainability.

## 7. Equality, Diversity, and Inclusion

We want every customer to feel safe, respected, and supported. We know people have different needs, and we have carried out an Equality Impact Assessment (EIA) to make sure this Strategy is delivered in a fair, accessible, and inclusive way.

To help customers live well in their homes, we will part fund and deliver major adaptations and work closely with local authorities to make this happen. In Manchester we will also fund and deliver the provision of minor adaptations.

We will also choose products, fixtures and fittings that are easy to use, safe and suitable for a wide range of customers, so that everyone can feel confident and comfortable in their home.

## 8. Value for Money and Social Value

Southway will use its resources wisely and deliver value for money (VFM), making sure every pound spent improves our homes and the places our customers live.

We will achieve value for money and social value through the way we procure, plan work, and select contractors, including longer term agreements where these give us more opportunity to support local people and communities. This will include for local employment and training opportunities and working with local communities and groups on projects that make a real difference in neighbourhoods.

## 9. Training and Culture

We will make sure our staff and contractors have the right skills to deliver high-quality work and great customer care. This includes clear induction, regular training and simple ways to act on any concerns raised about the quality of our homes or services.

Everyone who works with us will be expected to act in line with Southway's values, helping us maintain high standards and continually improve. We will set clear expectations for all contractors too, ensuring they work to the same standards and behaviours so that customers receive a consistent, high-quality service.

## 10. Action Plan

A Strategy Action Plan has been developed, and we will provide regular updates on progress delivering this to the Customer Voice Committee and the Southway Board.

Related policies and strategies:

- Our Five-Year Plan 2025-2030
- Responsive Repairs Policy
- Empty Homes Policy
- Customer Voice Strategy
- Building Safety Policy
- All Health and Safety Policies
- Data Strategy
- Development Strategy
- Damp and Mould Policy

## 11. Glossary of Terms

- **30 Year Plan / Year Plan / Long--Term- Financial Plan** – A financial model showing how much money is needed to maintain and invest in homes over the next 30 years.
- **Asset Management** – How we look after, maintain and invest in the homes and buildings we own.
- **Awaab’s Law** – A law requiring quick action on damp, mould, and other serious hazards.
- **Asset Disposal** – Selling a home that is very costly to maintain so investment can be redirected to other homes.
- **Building Safety Act 2022** – A law strengthening safety rules for buildings, especially high-rise- homes.
- **Communal Areas** – Shared spaces such as hallways, gardens, paths, and car parks.
- **Component** – An individual part of a home, such as a door, boiler, bathroom, or window.
- **Condition Survey / Stock Condition Data** – A survey that records the age and condition of key parts of a home.
- **Cyclical Maintenance** – Regular, repeating tasks such as painting or servicing boilers.
- **Customer Voice** – How tenants influence decisions, policies, and investment plans.
- **Decent Homes 2 (DH2)** – The proposed update to the Decent Homes Standard, with stronger rules on repairs and energy efficiency.
- **Decent Homes Standard** – A national standard that sets the minimum level a home must meet to be safe, warm and in good repair.
- **EPC (Energy Performance Certificate)** – A rating showing how energy efficient- a home is, from A (best) to G (worst).
- **EPC C by 2030** – A requirement for all social homes to reach at least EPC Band C by 2030 unless exempt.
- **Equality Impact Assessment (EIA)** – A check to ensure decisions are fair and do not disadvantage any group.
- **Fabric -First** – Improving insulation, ventilation, and the basics of a home before adding new technology.
- **GMCA (Greater Manchester Combined Authority)** – The regional authority responsible for strategies including climate change and Net Zero.
- **Golden Thread** – A digital record of key building safety information kept up to date throughout a building’s life.

- **HHSRS (Housing Health and Safety Rating System)** – A system for identifying and rating hazards in homes.
- **Homes (Fitness for Human Habitation) Act 2018** – A law requiring homes to be safe, healthy, and suitable to live in.
- **Lifecycle** – The expected lifespan of a home component before it needs replacing.
- **MEES (Minimum Energy Efficiency Standards)** – Rules that set the minimum energy efficiency- level for homes, including EPC C for social housing.
- **Net Zero** – Reducing carbon emissions to near zero, with any remaining emissions balanced out.
- **Planned Maintenance** – Work that is planned in advance, such as replacing kitchens or windows.
- **Reactive Repairs** – Repairs carried out when something breaks unexpectedly.
- **Retrofit** – Upgrading homes to make them warmer, greener and more energy efficient.
- **Smart Technologies** - Tools that collect useful information about a home so we can spot issues earlier, keep people safe, and improve how we manage repair.
- **Social Value** – The wider benefits created for communities, such as jobs, training, or environmental improvements.
- **Stock** – All the homes, buildings, and land that Southway owns or manages.
- **Tenant Scrutiny** – Tenants reviewing and challenging how Southway performs to help drive improvement.
- **Value for Money (VFM)** – Getting the best possible outcomes for tenants from the money we spend.