



Asset Management Strategy 2022 - 2025



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Executive Summary

The focus on asset investment has fundamentally shifted since 2017 and our new Strategy seeks to reflect those key drivers that will inform our future investment plans.

The Social Housing White Paper, Review of Building Safety alongside the implementation of legal carbon reduction targets and the negative media attention around property condition are all challenging the housing sector to change the way it builds and manages people's homes.

This strategy will help to ensure that we continue to create safe, modern and efficient homes for our tenants and residents to enjoy. It will do this whilst improving our services to support our customers and directly contributing to our vision of Thriving Communities.

Whilst the strategy sets out the high-level investment priorities for the housing stock, it also considers the wider implications of Asset Management in the context of the increasing cost of living, the need to reduce our carbon footprint and the need to provide homes that are warm, safe and secure and that meet our tenants and residents' expectations.

The Strategy Action Plan sets out the actions to be undertaken over the life of the strategy with a particular focus on the early years as we establish our approach to investment including fully considering the views of our tenants.

1. Introduction

1.1 Looking Forward

Our new Asset Management Strategy 2022-2025 sets out how we will deliver on our Aim that

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

We will also listen and respond to our customers views, improving our services and directly contributing to our vision of Thriving Communities.

Whilst the strategy sets out the investment plans for our homes, it also considers the wider implications of Asset Management in the context of the increasing cost of living, the need to reduce our carbon footprint and the need to provide homes that are warm, safe and secure.

The strategy provides a high level road map for delivery of these objectives, leading to delivery of the levels of investment set out in our Business Plan.

The strategy covers all housing properties where we have any responsibility for repairs, servicing and maintenance. It does not include our offices or property that is leased. However, it does include commercial units when these are within a housing block.

1.2 2017-2021 Asset Management Strategy

The previous Asset Management Strategy 2017-21 was informed by two key pieces of work: the 2015 stock condition survey that provided a 30 year plan for investment across repairs and maintenance; and a viability review of our housing stock that was completed in 2016.

Both these pieces of work confirmed that our assets are of a high standard and generate a healthy surplus as they:

- Are in areas of high demand with low turnover
- Had benefitted from significant previous investment.
- Are generally well maintained with low spend required per property

1.3 The Last 5 Years

The focus on asset investment has fundamentally shifted since 2017. This new Strategy reflects those changes and will form the bedrock of our future investment plans. The Social Housing White Paper, Review of Building Safety, the implementation of legal carbon reduction targets and the negative media attention on

housing condition are all challenging the housing sector to change the way it builds and manages people's homes.

The Grenfell disaster in June 2017 is the catalyst for much of this change, with a call for the voice of the customer to be heard.

The impact of the Covid pandemic is still being felt alongside other national and international events including inflation and a growing cost of living crisis and are likely to have significant impacts throughout the lifetime of this strategy.

2. Purpose

2.1 The purpose of this Asset Management Strategy is to set out our approach to the management of our physical housing assets, including social, affordable and market rented homes and leaseholder properties, providing the framework for the delivery of a detailed asset management plan including:

- A sound financial investment plan
- Adherence to building legislation and regulatory standards
- Increased energy efficiency of our stock
- Increased customer satisfaction in our Homes and Neighborhoods
- Achieving value for money
- A focus on the drivers and challenges for improvement of our existing homes— including damp and mould, boundary treatments, and our empty homes standard.

3. Objectives

3.1 Southway's vision is of Thriving Communities, a place that people are proud of, with homes that are secure and good quality.

The objectives of the Asset Management Strategy align to our Strategic Priorities set out in the Futures Strategy 2020-25 and our interest in People, Homes and Neighbourhoods.

Specifically, this strategy contributes to our strategic priorities including: -

People

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

Homes

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

And

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

3.2 The four objectives contained within this strategy are:

- To provide homes and neighbourhoods that are well maintained and desirable places to live.
- To provide investment in homes ensuring the customer, the asset and the environment are all key considerations.
- To actively manage our homes and understand and address poor performing assets.
- To understand the impact of the wider investment programme through early pilot programmes and lessons learnt.

All actions arising from this strategy (Appendix B) are linked to at least one of these four objectives.

3.3 Other Strategies and Policies that support the delivery of the 2022-25 Asset Management Strategy.

Strategies

- Futures Strategy 2020-25
- Zero Carbon Strategy 2019-24
- Green Spaces Strategy 2021-24
- Development Strategy 2020-25
- Age Friendly Strategy 2020-23

Policies

- Disposals Policy
- Procurement Policy
- Responsive Repairs Policy
- Gas, Electric, Asbestos, Water Hygiene and Lifting Equipment Policies
- Environmental Maintenance and Management Policy

4. Context

4.1 National priorities and legislation

National priorities for housing are primarily focused on new supply and on building safety and the energy efficiency of existing buildings. 'Fixing Our Broken Housing Market' (March 2018), and the new 'The Charter for Social Housing Residents: Social Housing White Paper' (Nov 2020) articulate the main areas of national housing policy focus. The social housing white paper sets out proposals to revise the Decent Homes Standard (DHS) which, along with a forthcoming review of the Housing Health and Safety Rating System (HH&SRS), is expected to place a greater focus on external and communal areas. It also places a greater emphasis on regulation and on the voice of residents in housing service delivery.

The focus on data and safety has arguably never been higher. In April 2021 the Fire Safety Act clarified the responsibilities of landlords to manage and reduce the risk of fire.

Following that, the 2022 Building Safety Act set out proposals for new building standards and regulations that will apply to new and existing homes. The bill focuses landlords' attention on checking the accuracy of data held on assets and ensuring health and safety risks are properly managed. It also proposes new requirements for building safety management and for greater involvement of residents.

The Homes (Fitness for Human Habitation) Act 2018 is designed to ensure that all rented accommodation is fit for human habitation and to strengthen residents' means of redress against landlords. Whilst still early days this has the potential to increase cases brought against landlords not fulfilling their repair obligations.

Energy efficiency and readiness for changing environmental technologies have also become more prevalent. The Climate Change Act 2008 (2050 Target Amendment Order 2019) was adopted in June 2019 and makes a statutory obligation of the net-zero emissions target recommended by the Committee on Climate Change.

With the continued and growing focus on this area, it is expected that during the life of this strategy new provisions will be introduced that may require a review of our priorities and plans.

4.2 Local

Manchester as a City enjoyed a period of sustained economic growth, concentrated around the City Centre before Covid hit. However, this increase in prosperity has not trickled down to all of Manchester's citizens. 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.

In the Southway core area, there are high levels of poverty and inequality within our communities some of which are masked by the relative affluence of the Wards our homes are in.

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.

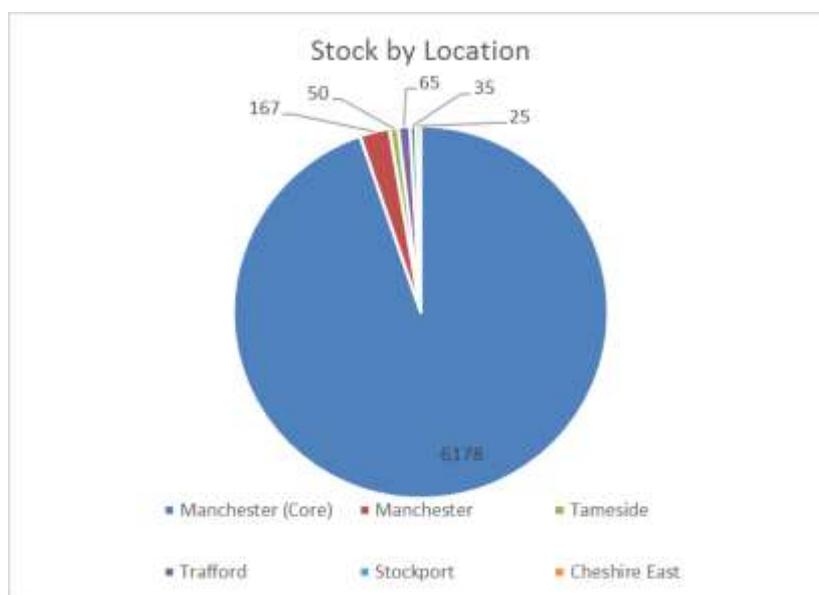
Access to a safe, secure and affordable home is key to many residents improving both their wellbeing and ultimately life opportunities.

This Asset Management Strategy not only considers the day to day investment priorities informed by stock condition data, but also those broader issues that we are aware of that impact on our tenants and that our tenants have told us are their priorities for their homes and neighbourhoods.

5. Our Homes

5.1 Location of Homes

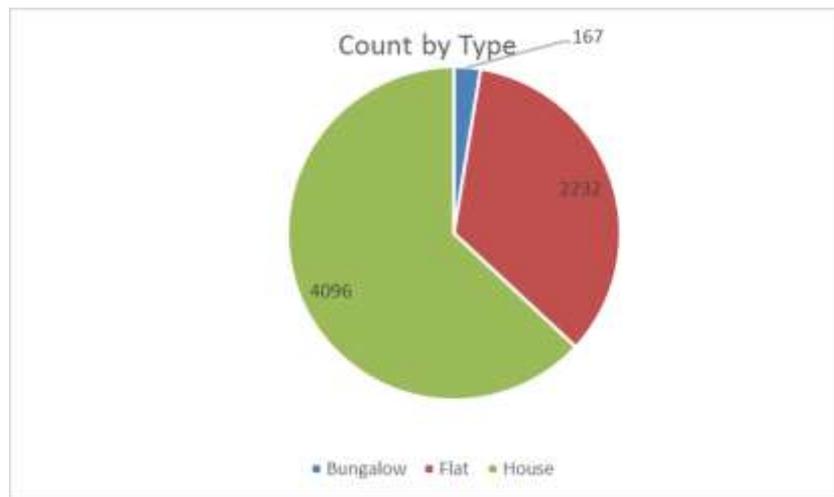
Southway owns and manages around 6,500 social and affordable rented homes, market rent and leasehold homes. (compared to around 6000 in 2017) predominantly in South Manchester with stock also in other Greater Manchester Boroughs and Cheshire East.



5.2 Types of Homes

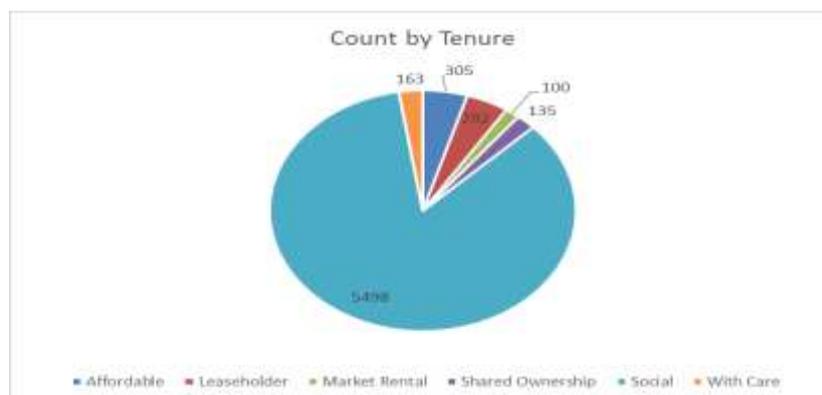
63% of our homes are houses, and flats account for 34% – these are mainly ‘cottage flats’. 58% of the stock is 3 bedrooled and around 30% is two-bedrooled, with relatively few properties of more than three bedrooms.

Approximately 500 of these homes were built within the last 10 years, 80% being apartment blocks. The increased complexity around the maintenance and management of apartment blocks is reflected in this strategy with regards to tenant safety.



5.3 Types of Tenure

5661 (87%) of our homes are Social Rented (includes With Care schemes), 305 (5%) properties are let at an Affordable Rent. The Trust also owns 14 (0.5%) Market Rent properties and 135 (2%) are shared ownership. Additionally, we have 292 (4.5%) leasehold properties which are one and two bedroom cottage flats.



As would be expected with an organisation created through stock transfer, the stock is relatively concentrated, located across seven Wards in South Manchester. There

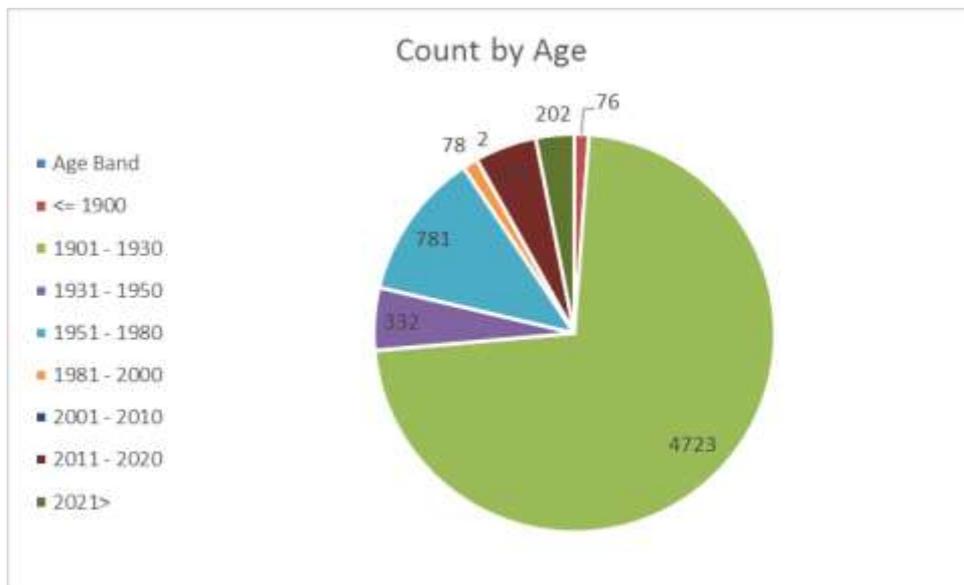
are specific concentrations in a small number of neighbourhoods including Burnage (31.5%), Old Moat (24%) and Chorlton Park (25%)

For Market Rent properties the Trust has repair and maintenance obligations and may also need to adhere to different legislative requirements, in particular in relation to Building Safety.

Equally for Shared Ownership our maintenance responsibilities depend on the date the property was built, however for properties sold for the first time after 2021 we are responsible for certain repairs for the first 10 years. We are also responsible for the maintenance and servicing of communal areas for all Shared Ownership apartment blocks.

5.4 Age of Homes

73% of our homes were built between 1901 and 1930 which is traditional low-rise brick-built construction (60%) and non-traditional construction (13%). Approximately 12% of the stock was constructed between 1951-1980 and these are predominantly Radburn type properties built in the 1970s.



6. Customer Priorities

- 6.1 Our biannual STAR customer satisfaction survey was carried out between March and April 2021. In total 2,207 tenants took part in the survey, which represented a 39% response rate, considerably more than the 22% achieved in 2018.
- 6.2 Satisfaction with the quality of the home had fallen by a significant margin from 80% in 2018 to 75% in 2021, the figure was 84% in 2016. Whilst the impacts of Covid 19 affected satisfaction across a number of areas, this was felt to be outside the expected margins.
- 6.3 The STAR survey question set was expanded to focus on tenant's homes to include specific consideration of safety and security as one of the core measures. This was one of the highest rated aspects of the home (82% satisfied), including just under half that were 'very' satisfied (44%).
- 6.4 Improving the fencing and gates to the property was the joint most frequently mentioned priority for tenants, not just out of those related to the property, but including all other individual issue categories and was 5% of all comments.
- 6.5 The next most common property improvement was dealing with condensation, damp and mould problems (2.4% of all comments), which were notable in that they often linked to issues of health of safety.
- 6.6 There is clearly a correlation between the time elapsed since our major improvement programme and the level of satisfaction, however the findings have had a direct impact on our approach to investment. Whilst the replacement of key components alongside our aspirations to have Net Zero Carbon Homes by 2038 are priorities, we are also focussing on our approach to boundary treatment and problems with damp and mould.
- 6.7 Neither have simple solutions, however exploring pilots during 2022/23 will influence our approach for investment within Homes. Building Safety will also remain an area of focus, particularly as we continue to develop more complex buildings.
- 6.8 Additionally, we are fully aware that some of our tenants are and will continue to struggle to manage their tenancies with the current cost of living crisis. The inability to maintain a home can have a detrimental impact on both the property condition and the wellbeing of the resident. Whilst improving the energy efficiency will help reduce future running costs, we are also undertaking a 'making a house a home'

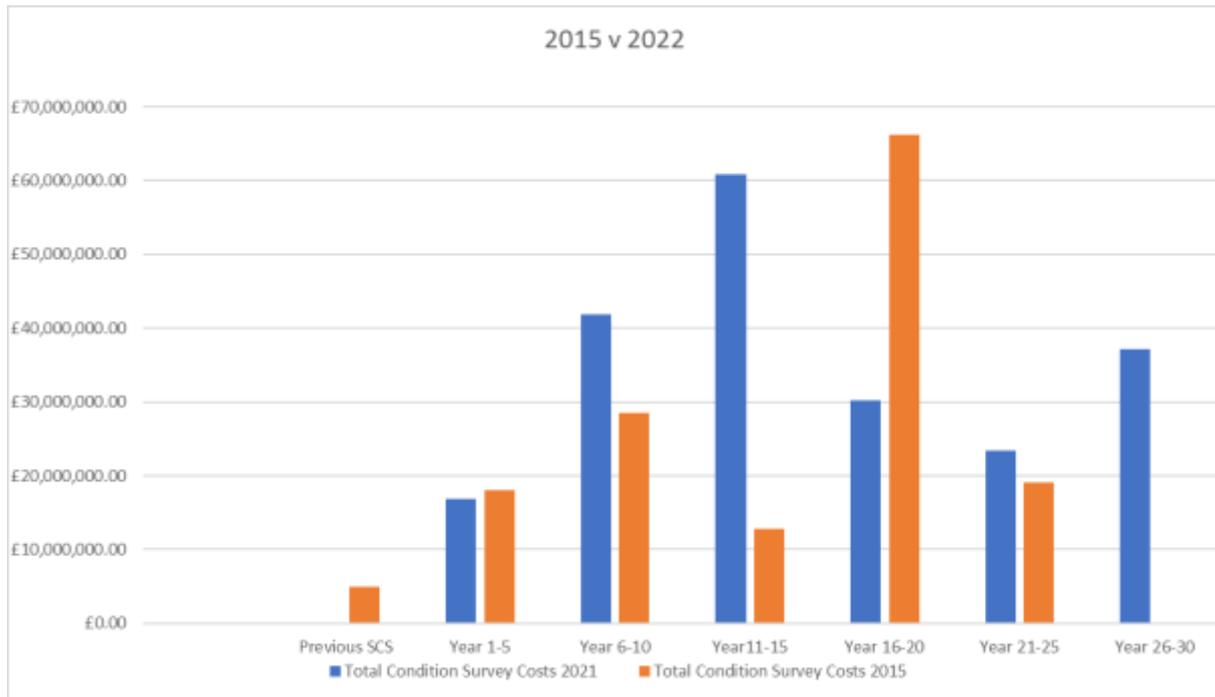
pilot to consider how a higher specification might help our tenants manage their tenancy and other living costs.

- 6.9 Over the lifetime of the strategy we will ensure customers are involved in the decisions that affect their homes. This will become even more important as we start to consider new technologies and different approaches and priorities for investment.

7. Stock Condition Survey

- 7.1 The stock condition survey is a non-intrusive inspection of a home's components both externally and internally, including the kitchen, bathroom, windows and roof and determines the type, condition, and residual life. This also includes communal areas in buildings.
- 7.2 Arcus Consulting carried out the 2021/22 Stock Condition Survey of a sample of our Homes. This has been used to establish our investment plans over the next 30 years and to identify any underlying issues with the stock. The survey was completed in January 2022.
- 7.3 The overall Planned Maintenance costs over the 30-year business planning period are £210,042,561, an average of £34,603 per property. This can be further broken down to an average of £1,153 per property per year.
- 7.4 Arcus typically expects the average cost for UK social housing over a 30-year period to range between £29k-35k per property. The average 30 year cost, per property, for the Trust's stock is within this range. It is at the higher end due to the age and property types and the time elapsed since the last investment programme.
- 7.5 As part of the survey and reporting process Arcus incorporated both the unit costs and replacement lifecycles of key components. This has enabled a programme of expenditure to be developed for each property over the 30 years of the proposed investment programme. The figures are shown for the first five years and then in five-year bands thereafter. The life cycles used for investment planning are based on sector wide assumptions and are included at Appendix C
- 7.6 Table 1 below shows a direct comparison to the 30 year costs produced following the 2015 stock condition survey and the validation exercise to establish the 30 year plan. It also shows the uplift to account for the greater number of homes and inflationary increases.

Table 1



The overall increase from 2015 is due mostly to the following factors:

1. Kitchens will be replaced every 15 years and twice in the 30-year investment plan.
2. An increased number of roof replacements at years 26-30
3. An increase in heating replacement costs built into the 30 year plan.
5. Build cost inflation higher than CPI used in the above analysis (which indicates component prices adopted in the survey are a suitable estimate of costs to be incurred from 2022/23).

A full costed programme of works will be developed during year 1 of this strategy (2022/23) alongside a wider programme of consultation and pilot schemes to ensure our investment priorities also reflect those of our tenants.

8. Zero Carbon

- 8.1 In June 2019, the UK became the first major economy to legislate to achieve net zero carbon emissions by 2050. The new legislation led us to develop our own Zero Carbon Strategy 2020-25 with actions in place to work towards the Manchester 2038 Net Zero Carbon target. Our Strategic approach is set out in the strategy which includes a five-year action plan to help us prepare for the transformational changes needed to deliver Net Zero Carbon emissions. We'll use this to improve

our data, produce further evidence of our climate change risks and plan our energy efficiency investment programmes.

- 8.2 Over 99% of our operational carbon emissions come from existing homes. The most effective opportunity we have to reduce these emissions is to improve their energy efficiency. The Government has set a target for all fuel poor homes to achieve an EPC rating of C by 2030, which is the target we are working to. The target will lead to a significant carbon reduction across housing stock and will be an important step in reducing fuel poverty.
- 8.3 As part of the 2021/22 Housing Stock Condition Survey detailed energy data analysis was collected for those property archetypes that are representative of the housing stock. A suite of measures has been applied to each archetype to improve both energy performance to meet the EPC target as well as achieving Net Zero Carbon by 2038 and 2050, in line with the Manchester target and Government targets respectively.
- 8.4 The total cost of bringing all properties up to EPC C is currently estimated at around £10.5m. This was based on lodged EPCs for 30% of our homes. It should be noted that when undertaking some measures, it would make logistical sense to include other elements of work thereby increasing both the EPC value and reduced future disruption.
- 8.5 Analysis of costs to meet the Net Zero Carbon equates to an average cost per property of approximately £24.6k, resulting in an additional £149m investment between now and 2038 or 2050. This excludes costs already accounted for within the stock condition survey.
- 8.6 As part of the Business Planning stress testing, both the 2038 and 2050 Zero Carbon targets were tested based on the above costs and assuming a level of grant income of 25%. As is consistent with most in the sector this is unaffordable without significant grant, increased rents or other income generation.
- 8.7 During year 1 of the strategy, 2022/23 we will complete pilot projects to establish the package of works needed to meet a Net Zero standard including learning from the Arrowfield Zero Carbon Communities project.
- 8.8 We will work with partners to develop funded bids for both the Social Housing Decarbonisation Fund (SHDF) and Energy Company Obligation Fund (ECO4) which will address the poorest performing stock and tackle the interim EPC C target.
- 8.9 We will take the learning from these pilots and funding bids to enable us to develop a targeted plan for delivering large scale carbon reduction programmes from 2023/24 onwards.

9. Disrepair and Property Condition

Homes for Habitation

- 9.1 The number of disrepair claims across the sector is growing and is an area that continues to increase despite investment. However, it is also recognised that a better approach to identifying works and acting early is key to reducing our risk and the dissatisfaction of tenants.
- 9.2 The Homes (Fitness for Human Habitation) Act 2018 amended the Landlord and Tenant Act 1985 to make it an implicit covenant of most tenancy agreements that the dwelling must be fit for human habitation at the commencement and for the lifetime of the tenancy.
- 9.3 The Act also allows for cases that relate to areas outside the home, including communal and external areas. We are also mindful that it is often the areas outside the front door that can create a stigma for our customers. In addition to our commitment to modernise, repair and improve the safety of our homes, we will continue to work with our customers to improve the external environment to address this.
- 9.4 During 2022/23 we will undertake a review of live and historic disrepair cases to understand where we can learn and improve processes going forward.

Damp and Mould

- 9.5 Damp and Mould is a specific area of concern to The Trust, having been raised both through our STAR satisfaction and 'Inspired by Communities' surveys conducted in 2021. More generally this is an issue that has been the subject of recent national media attention.
- 9.6 The 2021/22 stock condition survey, identified from a visual inspection that around 20% of properties surveyed had some evidence of damp.
- 9.7 The Housing Ombudsman Service report – Spotlight on Damp and Mould (October 2021) highlighted the overarching reasons as to why landlords are falling short of tackling problems associated with damp and mould and identified changes required in culture, behaviour, and a need for a more proactive and less reactive approach.

- 9.8 One of the areas where we see damp and mould having the greatest impact is on health and wellbeing. Residents living in homes with damp and mould may be more likely to have respiratory problems, allergies, asthma, and other conditions that impact on their immune system. There are also other broader impacts on the mental health, education and career prospects of residents living with damp and mould, highlighting why there is a real urgency for change.
- 9.9 During 2022/23 we will adopt a Back to Basics approach aiming to better understand the underlying factors and remedies that address both the physical improvement that can be made and the wider support that needs to be in place.
- 9.10 A dedicated and comprehensive policy in relation to damp and mould will be developed establishing a clear and transparent framework as to diagnosis and use of independent expertise; the steps taken; timescales, effective communication and appropriate mitigations; and after care.
- 9.11 Several pilots are planned for 2022/23 trialling new approaches to dealing with issues of damp which will reflect both property type, occupancy and monitoring. The findings will be included in our approach for works from 2023/24 onwards and incorporated into future investment plans.

10. Building Safety

- 10.1 The foundation for this strategy is that we continue to comply with all legislative requirements to both maintain our properties and ensure regular inspection to ensure continued compliance with health and safety standards.

The safety of homes has become an increasing area of focus and scrutiny since the last asset management strategy was written. We have policies and procedures in place that guide how we deliver our compliance obligations. We have a robust approach to compliance in all areas which is supported by regular inspections, servicing and maintenance regimes that ensure key elements of the home and communal facilities do not pose undue risk.

- 10.2 To ensure transparency and accountability a Property Compliance Framework is reported to the Board and Audit and Risk Committees and provides assurance that the Trust effectively manages and monitors the six key areas of property compliance.
- Gas Safety
 - Fire Safety
 - Water Hygiene
 - Asbestos Management
 - Electrical Safety
 - Lift Safety

- 10.3 The proposals for the new building safety regulatory regime set out a stronger role for residents. This aims to ensure that residents' voices are properly heard and listened to, and that they will be entitled to core information about building safety, with the right to request more detail as appropriate.
- 10.4 In 2022/23 we will publish a set of guidance notes publicly available for all areas of compliance outlining the scope of the Trusts and our tenants' obligations for building safety. We will follow this up with regular updates on performance across the key areas and seek to engage customers directly in work that directly affects their safety within their home.

11. Current Standards

- 11.1 The Trust will continue to apply the Southway Decent Homes Plus Standard to all existing and new properties which exceeds the Government's Decent Homes Standards. For example, the need for both the kitchen and bathroom in a property to meet modern standards (as opposed to just one), PVCu double-glazing and modern doors and frames that address both security and thermal comfort. This standard has been incorporated into our design specifications and specifications for acquiring existing homes.
- 11.2 The Social Housing White Paper published in November 2020 announced a review of the Decent Homes Standard to understand if it is right for the social housing sector today. Part 1 seeking to understand the case for change to the criteria, has yet to be concluded and therefore Part 2, Defining Decency, due to complete in Summer 2022, will be delayed.
- 11.3 It is likely any new standard will need to go further in addressing energy efficiency and areas of tenant concern, most notably damp and mould. Once the new standard is agreed we will review the Southway Standard in consultation with our tenants, to ensure it reflects any recommendations made and continues to meet or exceed.

12. Stock Investment Planning

- 12.1 The Futures Strategy 2020-25 sets out our first priority for investment resources is to maintain the homes that we own. The Home Improvement Programme funding provisions in the 2022 Business Plan reflect the results of the 2021/22 stock condition survey. The resulting spending projections are detailed at Appendix D.
- 12.2 While spending is identified as being higher and earlier than the levels of stock investment previously assumed, this can be contained within the Business Plan excluding zero carbon
- 12.3 The £2.1m cost of the Arrowfield low carbon ERDF project (net of grant) is included in the plan. An additional £7.9m to achieve EPC C by 2030 has also been reflected in the 2022 BP (£10.5m less 25% grant).

- 12.4 The plan continues to assume £0.35m pa for Adaptations.
- 12.5 Information from the Stock Condition Survey alongside actual component renewal dates will be analysed during 2022/23 to produce a timeline for programmed work by address. This will be profiled in line with the Business Plan assumptions to provide a fully costed and deliverable programme.
- 12.6 Carbon reduction assumptions will be built into the programme to align with component replacement programmes to reduce disruption and maximise efficiencies where possible.

13. Performance of our Stock

- 13.1 As part of the 2017 Asset Management Strategy a full assessment of the performance of our stock was completed. The evaluation blended qualitative (people) data and property and financial data. Overall, the stock performed very positively, with high demand for properties, good stock condition as a result of previous investment, lower than average costs of maintenance, affordability of rents in relation to the local private rented market, above comparative energy efficiency and overall sustainability of most of the stock.
- 13.2 Despite the lower investment since the major programmes of works were undertaken, the above still applies and the challenges for Southway are therefore ensuring we continue to follow the key principles for asset planning ensuring:
- Concentration of stock within neighbourhoods and operating areas.
 - High demand
 - Low turnover
 - Ease of management and maintenance
 - Quality of communal areas, both external and internal
 - Appreciation in asset value
 - Generation of healthy financial surpluses
 - Quality of the neighbourhood
 - Safe, secure and energy efficient
 - Sustainable local housing market conditions
- 13.3 These principles will be used to inform decisions about investment in our current stock, acquisitions and new build development. We will continue to utilise our option appraisal procedure to inform any decisions around investment and retention, redevelopment, physical remodelling, change of use or tenure, investment in the external environment, or other changes in the management of the properties.
- 13.4 We will continue to ensure, through both physical and social investment, that our assets are not subject to a decline in the local neighbourhood or housing market that can affect their performance and sustainability.

14. Procurement

- 14.1 Southway Housing is committed to providing excellent services to its customers, recognising the pivotal roles that both efficiency and value for money have to play. Value for money is about improving our ability to provide better services and increased choices, whilst ensuring that the needs and priorities of our tenants and leaseholders are met.
- 14.2 We have a blended approach to delivery of works with Property Services, our inhouse contractor, providing repairs, some voids, cyclical gas and electric works and some elements of the improvement programme. Other works are outsourced through competitively procured and compliant frameworks.
- 14.3 Throughout the lifetime of this strategy the internal work force will deliver an increasing scale of work growing from £1m pa to £3m pa by 2030 with the added benefits of reduced VAT estimated at 12%.
- 14.4 For other maintenance and improvement works the Trust will look to use the most effective compliant procurement route which are appropriate for the types of works being procured. This will fully consider:
- Value for money demonstrated though both qualitative and quantitative assessment.
 - Alternative approaches to provide increased specialised skills as part of the selection process.
 - The facility and opportunity to benchmark actual costs and performance against other similar organisations for various types of capital funded works.
 - Additional community benefits with targets set for the number of trainees and work experience placements employed by the contractors.
 - Longer term partnerships to ensure surety of programme both in terms of costs, quality and social value.
- 14.5 During this strategy we intend to review our approach to procurement with specific emphasis on ensuring the right approach to achieving value for money, social investment and customer service

15. Conclusion

- 15.1 The changes in the socio-political environment since the last strategy has seen a significant shift in how we manage our assets with a greater focus on reducing our carbon footprint and keeping our buildings safe. This repositioning has emerged through changes in Government policy as reflected in the Social Housing White Paper and Building Safety legislation.

15.2 The white paper is intended to deliver “transformational change” for social housing residents. Amongst other measures it sets out the following that have had a direct impact on this strategy. These are:

- Ensuring social housing is safe.
- Making it easier to know how social landlords are performing, to increase transparency and accountability.
- Ensuring swift and effective complaint resolution.
- Empowering residents to support them in engaging with and holding their landlords to account.
- Ensure good quality, decent homes and neighbourhoods.

15.3 Throughout the life of this strategy we will focus on investment that provides homes and neighbourhoods that are safe, secure and energy efficient, alongside services that are proactive and provide the necessary support for our tenants to successfully manage their home during times of technological change and increasing living costs. This will include considering feedback from our tenants about their priorities and concerns and making sure we deliver best practice.

An action plan is in place to support delivery of the strategy with progress to be reported to Board on an annual basis.



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