

Neighbourhood Strategy

2026–2030



Co-operative and Community
Benefit Society No. 30348R

Regulator of Social Housing
No. L4507

southwayhousing.co.uk

Background and introduction

Southway owns and manages around 6,500 homes across South Manchester and Greater Manchester. We operate across a number of local authority areas, providing social and affordable rented homes alongside low-cost home ownership.

Much of our housing is concentrated in our core South Manchester neighbourhoods, including Chorlton, Chorlton Park, Burnage, Old Moat, Didsbury and Withington, where we are the leading housing provider. Over the coming years, we also aim to grow our presence further across Trafford and Stockport as well as across South Manchester.

Our *Neighbourhood Strategy* outlines our role in creating thriving communities in well-cared-for places where our tenants and residents feel at home. It supports the delivery of Neighbourhood and Communities strand of our *Five-Year Plan* ensuring that each step we take supports lively, sustainable communities and opens up opportunities for our tenants and residents.

Over 500 of our tenants have fed into the creation of this Strategy, and we are committed to putting customer voice at the heart of how we deliver our services, ensuring residents shape our priorities and influence the decisions that affect where they live. Our approach is underpinned by our values of Respect, Equity, Ambition, Compassion and Honesty (REACH), which guide how we work and the standards we aim to deliver.

A neighbourhood role that reflects local need

This strategy recognises that our role will vary across different neighbourhoods. In some places, Southway is the leading housing provider with significant influence and responsibility for local outcomes. In others, our impact will be achieved through collaboration, contributing as a trusted partner alongside other organisations.

As Southway grows, we will continue to serve a wide range of communities and adapt our services to reflect local needs. We will provide, improve and build a mix of homes that support balanced and inclusive neighbourhoods, with increasing focus over the coming years on new social housing, age-friendly extra care and specialist housing for disabled residents and others with additional needs.

In 2026, we will recruit more housing officers and reduce the number of homes each officer manages to no more than 500. This will allow officers to know their neighbourhoods better, build stronger relationships with tenants and respond more effectively to local issues between now and 2030.

We will also introduce neighbourhood plans for each housing officer’s patch, co-produced with tenants, colleagues and partners, to set clear local priorities, actions and accountability, supported by patch budgets for small-scale improvements. Alongside this, we will continue to advocate for our communities and work with key partners to champion local priorities.

Context and regulatory framework

We will meet all relevant legal and regulatory requirements relating to our *Neighbourhood Strategy* including

Improvement Action	Outcome
Transparency, Inclusion and Accountability Consumer Standard	Southway will ensure that tenants and residents have clear information about our services, decisions, and performance. We will foster meaningful involvement and accountability by listening to feedback and working collaboratively to shape neighbourhood improvements.
Neighbourhood and Community Consumer Standard	We will work with partners and residents to keep neighbourhoods safe and well maintained, including addressing anti-social behaviour, and to promote social, environmental, and economic wellbeing.
Anti-Social Behaviour, Crime and Policing Act 2014	We will work with the police, residents and key partners to promote safety of our neighbourhoods, providing specialist ASB services for our customers.

Our Strategy aims

This strategy recognises that our role will vary across different neighbourhoods. In some places, Southway is the leading housing provider with significant influence and responsibility for local outcomes. In others, our impact will be achieved through collaboration, contributing as a trusted partner alongside other organisations.

Our Strategy is designed to:

- foster safe neighbourhoods where residents feel secure, supported and connected.
- protect and enhance green spaces and the local environment as assets that support pride in place and long-term sustainability.
- ensure neighbourhoods promote health, wellbeing and quality of life, supporting residents to age well.
- enable welcoming neighbourhoods where residents come together, build connections and take pride in place.

Our neighbourhood profile

This neighbourhood profile provides the evidence base for the strategy, helping us target our work where it will have the greatest impact. It identifies the distinct opportunities and challenges across our communities and ensures our priorities are shaped by local need, customer insight and service data, highlighting the ongoing importance of Southway in connecting our customers to opportunity.

The Indices of Multiple Deprivation (IMD) shows that Manchester remains one of the more deprived local authority areas in England. Southway's neighbourhoods, however, reflect marked inequalities in housing, health and economic inclusion, impacting residents' lives in complex ways.

The IMD assess small neighbourhood areas, known as Lower-layer Super Output Areas (LSOAs), which typically cover around 1,000 to 3,000 people. Across Southway's core areas, some LSOAs - including in Burnage and Old Moat- are among the most deprived in the city. Challenges are multi-dimensional and include income, employment and health outcomes, as well as housing quality, affordability and access to vital public services.

By contrast, nearby areas such as Chorlton, Didsbury and parts of Withington show stronger social and economic outcomes, though pockets of need remain and the

housing crisis is still acute. Rising house prices, a highly competitive and expensive private rented sector, and a severe shortage of social housing continue to limit opportunity, undermine wellbeing and widen inequality. Average waiting times are at least five years for most applicants, rising to between eight and 20 years for larger family homes.

A similar pattern is evident across borough boundaries, with neighbourhoods in Old Trafford and parts of Tameside facing challenges linked to poverty, poor health, lower skills attainment and environmental pressures, despite being located near more affluent communities.

Our tenant profiles

Our tenant profile reflects the diversity of the communities we serve, and that diversity is a key strength shaping this strategy. It also brings a clear responsibility to create neighbourhoods that are inclusive, support ageing well and are responsive to changing needs, while promoting cohesion and ensuring everyone can thrive.

Our tenant population is predominantly female, with around 66% of households headed by female customers. This is notably higher than the wider Greater Manchester population, which is split broadly evenly between men and women, and points to the important role social housing plays in supporting female-led households.

Our age profile shows strong representation from older tenants, with around 68% of tenancy holders aged 45 or over. Younger adults, particularly those aged 25–34, make up a smaller proportion of the overall tenant base, at just 8%. This reflects wider demographic change across Greater Manchester, where by 2041 more than 900,000 people will be aged 55 and over, an increase of 17.2% on 2024. Over the same period, the number of people aged 75 and over is projected to grow by almost 50%, equivalent to nearly 100,000 additional residents.

Our customer base is more ethnically diverse than the wider Greater Manchester population. Around 53% of customers identify as White British, Irish or Other White, compared with 71% across Greater Manchester. Around 8% of household heads are Asian British and a further 8% are Black British. This diversity is a key strength, but it also reinforces the importance of recognising that racial inequality often overlaps with wider socioeconomic disadvantage, including in housing.

Disabled tenants make up a higher proportion of our tenant base than in the wider population: 26% of our tenants have told us they have a disability, compared with around 17% nationally. This underlines the need for Southway to adapt its services, communication and neighbourhood environments to reflect disabled tenants' needs, ensuring our approach is accessible, inclusive and responsive in practice.

Strategy scope:

This Strategy applies to all the neighbourhoods Southway serves. It explains how we will deliver our neighbourhood services specifically:

- Housing management services to prevent and respond to ASB, hate crime and domestic abuse.
- Grounds maintenance and environmental services that keep neighbourhoods clean, safe and well cared for.
- Neighbourhood improvement shaped with customers through local priorities, engagement and community action.
- Inclusive, accessible and age-friendly neighbourhood services that respond to changing needs.
- Partnership working to champion local people, strengthen communities and improve neighbourhood outcomes.

Strategy themes:

Our 2026-2030 Neighbourhood Strategy has five themes:

- **Theme 1- Safe and Sound Neighbourhoods:** Tackle anti-social behaviour, domestic abuse, and hate crime head-on, working together with partners and residents to create safer neighbourhoods for all.
- **Theme 2 – Thriving Green Spaces:** Focus on the upkeep and improvement of our streets, grounds and green spaces, ensuring they are well-maintained, clean and inviting for all.
- **Theme 3 – Lifetime neighbourhoods:** Southway wants to create neighbourhoods and services that are welcoming, inclusive and accessible for people of all ages. This theme focuses on how our services can support residents at every stage of their life within our communities.
- **Theme 4 – Open and Inclusive Communities:** This theme sets out Southway’s commitment to be an anti-racist, inclusive organisation by challenging racism, removing barriers and improving equity. It also reflects our commitment to openness and accountability, helping create neighbourhoods where people feel respected, safe and able to belong.
- **Theme 5 – Delivering through Effective Partnerships:** We join forces with local authorities, health services, charities, businesses. Manchester Housing Provider Partnership (MHPP) and Greater Manchester Housing Providers (GMHP) to collaborate and drive real improvements in our neighbourhoods.

These themes set out the improvements and outcomes we will deliver so our neighbourhoods 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.

Monitoring progress

We’ll measure our success by assessing our progress to achieve our ambitious targets for our Tenant Satisfaction Measures (TSMs). We have set out that we will, by 2030, achieve

- TP01- Overall satisfaction with the Landlord – 80%
- TP11- Satisfaction that the landlord makes a positive contribution to neighbourhoods – 80%
- TP12- Satisfaction with the landlord’s approach to tackling anti-social behaviour (ASB) – 70%

We will track demand, performance and transactional satisfaction across key services as part of our proactive management of our service delivery, including volume of neighbourhood services related complaints.

We'll report progress against our targets annually to our Customer Voice Committee, which has delegated authority to oversee our customer-facing services on behalf of our Board.

How we'll deliver

Each year, we'll publish our annual action plan outlining how we will deliver our strategy, providing updates for customers and our stakeholders on our website, as well as through Southway Stories and our regular *Customer Insight Reports*.

Our themes are:

Theme 1- Safe and Sound Neighbourhoods: Southway plays a central role in helping to keep our neighbourhoods safe. We work with customers, partners and local agencies to prevent and respond to anti-social behaviour, hate crime and domestic abuse, while ensuring our services are visible, responsive and grounded in the needs of each community. Our aim is not only to tackle problems when they arise, but to build confidence that Southway will act early, take concerns seriously and help people feel safe in their homes and neighbourhoods.

We also recognise that hate crime disproportionately affects particular groups. In Greater Manchester, most recorded hate crime is racially motivated, while disability-, trans- and sexuality-related hate crime also continues to cause significant harm. Southway will use this understanding to shape a more inclusive and responsive service, working with partners to raise awareness, improve reporting and strengthen support for customers affected by hate crime.

Over the life of this strategy, we will strengthen local accountability, use customer experience to shape service design and review, and test whether improvements are being felt in practice as well as reflected in performance. We will seek stronger partnership arrangements and, where possible, additional powers to secure faster action on the issues that matter most, while continuing to develop trauma-informed, inclusive services that support victims and survivors of hate crime and domestic abuse to achieve safer outcomes.

We will:

- Continue to develop our ASB, domestic abuse and hate crime support services, focusing on supporting victims and survivors by achieving high levels of satisfaction.

- Use data and insight to make sure our services are accessible and responsive to all communities, building strong relationships with residents, community groups and local partners.
- Play an active role in multi-agency forums that promote residents' wellbeing and help prevent and reduce ASB, domestic abuse and hate crime, including Manchester City Council's Prevention Hub and the Multi-Agency Risk Assessment Conference (MARAC).
- Achieve and maintain Domestic Abuse Housing Alliance (DAHA) accreditation, the UK benchmark for how housing providers prevent, identify and respond to domestic abuse.
- Improve our communication of our ASB services and hate crime support so customers know exactly what to expect and how we can assist them. This will include promoting ASB, hate crime and domestic abuse awareness through community-based activities.
- Work with residents to continuously improve our approach to ASB through our Neighbourhood and Tenancy Service Influence Group (SIG), including involving customers in reviewing and updating our policies and service standards.

Theme 2 – Thriving Green Spaces: Southway plays a key role in caring for the shared spaces that shape everyday life in our neighbourhoods. This includes keeping grounds and green spaces clean, safe and well maintained, managing contracts and standards effectively, and responding to customer feedback about the local environment. We also want these spaces to be accessible and welcoming for all residents. Alongside this, we will work with residents, local authorities and other partners to improve the appearance, sustainability and usability of neighbourhood spaces, helping to build pride in place, wellbeing and stronger communities.

We will:

- Strengthen contract management across our grounds maintenance services to deliver consistent standards and improve customer satisfaction.
- Upkeep our green spaces for the enjoyment of tenants and residents, including retaining our prestigious Green Flag Award for Barlow Hall.
- Champion sustainability by enhancing Blue and Green infrastructure and continuing to invest in biodiversity across our neighbourhoods, including a

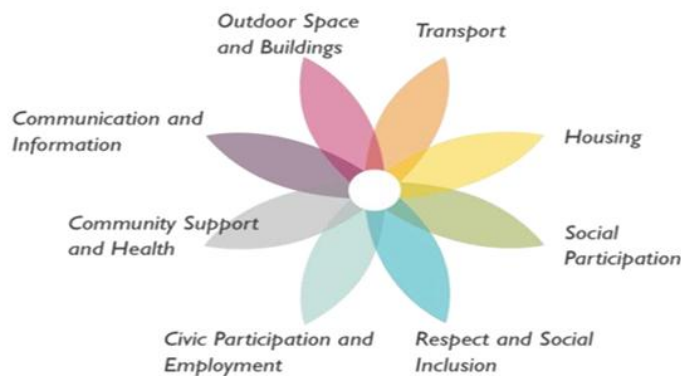
planned annual tree-planting programme, supporting Greater Manchester’s aim to become carbon neutral by 2038.

- Support community stewardship of our green spaces by improving accessibility for all residents and creating more opportunities through social value-enabled initiatives for local people to get involved in their care.
- Review our approach to fly-tipping and strengthen prevention and deterrence with residents and through partnership working with local authorities.
- Work with customers to review and agree clear standards for garden maintenance, which is a tenant responsibility, and strengthen how Southway ensures compliance to improve the appearance of our neighbourhoods.
- Provide clear, consistent information about Southway’s responsibilities and where statutory accountability sits with other agencies, so customers know what to expect and who is responsible for action.

Theme 3 – Lifetime Communities: Southway wants to create neighbourhoods and services that are welcoming, inclusive and accessible at every stage of life. We will use our influence to help people thrive in their communities, including by connecting young people to employment, skills and volunteering opportunities.

As our communities change, we recognise we need homes, places and services that help people live well, stay connected and maintain their independence for longer. This theme is about recognising the role we can play in helping older people to live healthier, happier and more active lives, recognising the demographic of Southway’s residents.

Our Age Friendly work will continue to be underpinned by the eight domains of an age friendly community, as defined by the World Health Organisation:



Over the life of this strategy, we will continue to strengthen our ageing well approach across each domain by listening to customers, understanding changing needs and designing services that are easier to access and use. This includes thinking ahead about how our neighbourhoods and community investment can support ageing well, reduce barriers to access and promote inclusion. By taking this approach, we will improve the experience of older customers while creating places that are safer, more inclusive and more responsive for all.

We will:

- Expand our apprenticeships, employment, skills and volunteering offer so more residents can access opportunities, including by securing external funding where possible. We will also use our networks to promote opportunities locally, including through links with local schools.
- Maintain strong partnerships with health and social care so our neighbourhood services respond effectively to changing customer needs and help people access the right support where they live, including finding opportunities to use Southway's community assets to improve residents access to health and other public services within our neighbourhoods.
- Build strategic relationships with health providers, adult social care, mental health services and commissioners to help shape services across Greater Manchester and influence the next generation of specialist, age-friendly housing and extra care.
- Continue to deliver high-quality specialist Age Friendly services, including through our flagship extra care schemes, with a strong programme of support, activity and engagement that enables customers to age well within their neighbourhood.
- Extend our Age Friendly Toolkit across our neighbourhoods, using Neighbourhood Plans to link Age Friendly and General Needs services, reduce social isolation and improve wellbeing, including for older customers in general needs housing.
- Undertake a review of communal areas across our bungalow sites to identify improvements in accessibility and safety, and keep customers informed about priorities and delivery.
- Play a leading role in shaping Manchester and Greater Manchester's response to the housing needs of older residents through active participation in key partnership forums, including Manchester Housing Provider Partnership, and by working with local community organisations and ageing-

well advocates, including Age UK, to strengthen local support, insight and influence.

- Establish an Age Friendly Customer Influence Group (SIG) to provide a customer leadership and insight, helping us shape services that respond to the needs of our ageing resident population.

Theme 4 – Open and Inclusive Communities: We will stand up as an inclusive, anti-racist organisation by embedding our values in service delivery, listening to lived experience, challenging discrimination and taking action to create neighbourhoods where everyone feels respected, safe and included. We want our neighbourhoods to be places where diversity is valued, barriers to participation are reduced, and people have genuine opportunities to influence the services and decisions that affect them.

This means we will listen to a wider range of voices, strengthening community connections, and working with residents and partners to ensure our neighbourhoods are inclusive, accessible and shaped by the people who live in them. Through this approach, we will support greater cohesion, stronger relationships and a better sense of belonging across our communities.

We will:

- We will continue to champion our values, using our voice and influence to support our customers and communities as allies. This means we will listen to lived experience, act on feedback, challenge discrimination and work with residents and partners to build neighbourhoods where people feel respected, safe and able to belong.
- Promote understanding of different cultures and lived experiences through our customer networks, engagement activity and community partnerships, helping to build stronger relationships, reduce barriers and support more inclusive neighbourhoods.
- Increase the representativeness of our involved customers, volunteers and customer groups so that a wider range of voices helps shape Southway's services, priorities and decision-making. This will include reaching future tenants and adapting our engagement approach to involve more younger people.
- Use data on participation, service access and customer experience to strengthen inclusion across neighbourhood services, identify where our approach may affect groups differently, remove barriers to access and provide clear feedback to customers on the improvements made as a result.

- Support tenants and residents to award Southway's annual £25,000 Beautiful South Fund to support neighbourliness, strengthen community connections and create opportunities for local people.

Theme 5 – Fostering Effective Partnerships: Effective neighbourhood management depends on a strong local presence, deep understanding of place, and close partnership working with local authorities, health services, the police and the voluntary sector. It requires services that are responsive to local circumstances, shaped by data, informed by customer insight and flexible enough to reflect the different needs of each community we serve. Our ambition is to deliver consistently high-quality neighbourhood services that are visible, responsive and trusted by tenants and residents across all our communities.

To strengthen our local presence, we will increase the visibility of housing officers, reduce patch sizes and introduce neighbourhood plans for each housing officer patch. Co-produced with tenants, colleagues and partners, these plans will set clear local priorities, actions and accountability, supported by patch budgets for small-scale neighbourhood improvements. We'll also continue to play a leading role in advocating for our communities and working with key partners to champion local priorities.

We will:

- By reducing patch sizes and increasing our local presence, housing officers will build a stronger understanding of their communities and individual residents, including those with additional needs. This will enable more responsive support and help shape local Neighbourhood Plans around community priorities.
- Connect customers to opportunity by supporting employment, skills and investment initiatives, and by working with partners to maximise the benefits brought into our communities.
- Connect customers to opportunity by supporting employment, skills and investment initiatives, and by using our contracts and supplier relationships to maximise social value for communities, including investment in greener spaces and community-led environmental improvement.
- Strengthen resident influence by supporting Tenant and Resident Associations (TARAs) and other community-led initiatives across our neighbourhoods, and by working closely with our Neighbourhood and Tenancy Service Influence Group to shape new services, review policies and improve standards.

- Represent the interests of our neighbourhoods and customers through active leadership in local decision-making and partnership forums, including with councillors and Members of Parliament, local authority officers, the Manchester Housing Provider Partnership and Greater Manchester Housing Providers.
- Use our voice to influence local and national decision-makers to invest in our communities and create greater opportunity for residents.

Customer Voice

Customer voice is at the heart of everything we do at Southway. Residents have played a key role in identifying the priorities identified in this strategy through participating in an extensive consultation exercise in 2025, and through our Tenancy and Neighbourhood Service Influence Group.

We've also listened to feedback from our Tenant Satisfaction Measure findings and directly involved customers in creating the specification for our new grounds maintenance contract, commencing in 2026, and customers with lived experience directly shaped our Domestic Abuse Policy, which was refreshed in February 2026.

Key to the success of this Strategy is local engagement and involvement, so customers will contribute to be consulted regularly on how we implement this strategy, including in the co-creation with Housing Officers of local Neighbourhood Plans. We will continue to seek the direct input of residents on all relevant proposals, and keep customers informed about the improvements we make based on their feedback.

Value for Money

Southway is committed to delivering value for money across our services by managing costs carefully while maintaining the high-quality services our customers expect. Our *Value for Money Strategy* sets out this approach in detail.

In delivering this strategy, we will procure services that achieve strong outcomes, manage contracts effectively and maximise social value so our investment brings the greatest possible benefit to local communities. We will work closely with partners to prevent duplication and waste in our response to anti-social behaviour, enabling earlier and more effective action. Our focus on age-proofing homes and neighbourhoods will also help meet customers' needs at every stage of life and reduce the need for more costly interventions later.

We'll provide regular updates to our Board about our approach to ensuring value for money and continue to challenge ourselves to find new ways to deliver the best value to our customers.

Equality, Diversity and Inclusion

We want every customer to feel safe, respected and supported. We recognise that people's circumstances and needs can change over time. In line with our duties under the Equality Act 2010, we will continue to promote equality of opportunity across our services.

To inform this Strategy, we completed an Equality Impact Assessment (EIA) and consulted customers on their priorities. This has helped ensure our approach is fair, accessible and inclusive, and reinforces Southway's role in building stronger

communities through inclusion. It also underpins practical commitments to improve accessibility for all, including older people, and to use data and insight to ensure our services remain responsive to diverse needs.

Related Policies and Strategies

- *Community Investment Strategy* covering how we will use resources, skills and partnerships to reduce poverty, tackle inequality and support thriving communities.
- *Asset Management Strategy* explaining how we will invest in and maintain homes and shared spaces so neighbourhoods are safe, well cared for and fit for the future.
- *Customer Voice Strategy* showing how customers will shape services and investment decisions so they reflect local needs.
- *Development Strategy* outlining how we will deliver new homes in a planned, value-for-money way, including age-friendly housing that supports mixed and sustainable neighbourhoods.
- *People Strategy* describing how we'll build a workforce which reflects the neighbourhoods we serve.
- *Sustainability Strategy* highlighting how we'll achieve our sustainability goals.
- *Equalities Scheme* setting out Southway's approach to equality, diversity and inclusion (EDI).
- *ASB Policy* explaining how we respond to ASB to support residents to live safely, providing clear guidance and support for those affected.
- *Environmental Maintenance and Management Policy* ensuring our green spaces are safe, well-maintained and welcoming, while promoting biodiversity and supporting the organisation's net zero ambitions

Glossary of terms

Age-friendly / Ageing well: An approach to designing services and places that support people to live healthy, independent and connected lives as they age.

Anti-social behaviour (ASB): Behaviour that causes nuisance, distress or harm to others, including noise, harassment, or damage to property.

Blue and green networks/infrastructure: This refers to interconnected system of natural and semi-natural spaces throughout Greater Manchester - combining water environments ('blue') and vegetated land ('green'). Across Greater Manchester's local authorities, partners come together to manage blue and green infrastructure in a way that supports quality of life, sustainability and resilience to climate change and flooding.

Biodiversity: The variety of plant and animal life in an area, important for healthy and sustainable environments.

Consumer Standards: Regulatory standards set by the Regulator of Social Housing that landlords must meet in delivering safe, quality homes and services to tenants.

Co-production: Working in partnership with customers and stakeholders to design services, policies or plans together rather than making decisions alone.

Customer Voice: The ways in which tenants and residents influence services, decisions and priorities through feedback, engagement and formal involvement structures.

Domestic Abuse Housing Alliance/DAHA: A national quality standard showing that a housing provider meets best practice in supporting residents affected by domestic abuse.

Equality Impact Assessment (EIA): A process used to assess how policies or services may affect different groups of people and ensure fairness and inclusion.

Extra care housing: Specialist housing for older people that provides self-contained homes with access to care and support services on site.

Fly-tipping: The illegal dumping of waste on land not licensed to receive it.

Green Flag Award: A national standard recognising high-quality parks and green spaces that are well managed and safe.

Grounds maintenance: Services to maintain shared outdoor areas, including grass cutting and weeding.

Hate crime: A criminal offence motivated by prejudice or hostility towards a person's race, religion, disability, sexual orientation or other protected characteristic.

Housing officer patch: The group of homes and neighbourhood area assigned to a housing officer for day-to-day management and support.

Indices of Multiple Deprivation (IMD): A national measure that ranks areas in England based on levels of deprivation across factors such as income, employment, health and housing.

Lower-layer Super Output Area (LSOA): A small geographic area, usually covering around 1,000–3,000 people, used in the Indices of Multiple Deprivation to help identify patterns of need and inequality at neighbourhood level.

MARAC/ Multi-Agency Risk Assessment Conference): A meeting where different agencies share information to protect people at high risk of domestic abuse.

Service Influence Group (SIG): A group of customers who review services, provide feedback and help shape improvements and policy changes.

Social value: The wider benefits created through spending and investment, such as local jobs, skills, environmental improvements and community wellbeing.

Tenant and Resident Associations (TARAs): Community-led groups representing residents in a local area, helping influence services and improve neighbourhoods.

Tenant Satisfaction Measures (TSMs): National measures used by social landlords to assess tenant satisfaction and report performance.

The World Health Organisation (WHO): The WHO is the United Nations agency that leads and coordinates international public health.

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