

Our Plan 2026–29

Better homes, stronger communities,
smarter services and more opportunities
for Wythenshawe.





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“ Hello and welcome to Our Plan for 2026–29

Everything we do starts with our residents and we’re clear about the difference we want to make over the next three years.

We’ve listened and we know there is more to do. This plan sets out how we will deliver real improvements by focusing on what matters most.

- Safe, warm and well-maintained homes
- Reliable, joined-up services
- Support that helps people and communities to thrive
- Financial strength so we can continue to invest in homes and services

It reflects our shared ambition to do better, and we’ll continue to balance ambition with responsibility.

We’re operating in an increasingly challenging environment. Costs are rising, expectations are growing and housing need continues to increase.

We will invest in our existing homes, improve services and deliver new affordable housing – while protecting our long-term financial strength. We will focus our resources where they make the biggest difference, using data and insight to guide decisions and shifting from reactive to more planned, preventative services.



At the same time, there are real opportunities across Wythenshawe, from regeneration and investment to stronger partnerships and better connections. Our role is to ensure local people benefit from that growth.

By working together, we will create better homes, stronger communities and lasting opportunities for Wythenshawe.

Simon Morris | Interim Chief Executive

How residents shaped this plan

We built this plan around what you told us matters most.

You shared your views through:

- Community voice meetings
- Neighbourhood events
- Tenant and Resident Associations
- Surveys, complaints and service requests
- Tenant Satisfaction Measures



1,400
residents took part

Your feedback has directly shaped our priorities for the next three years.



What will success look like

By 2029:



Homes remain safe and compliant, with **continued improvements to their warmth and maintenance.**



Investment is **targeted through better data and insight**, so homes and neighbourhoods most in need see the greatest improvement.



Planned maintenance **reduces avoidable reactive repairs** and improves reliability.



Resident satisfaction **improves and is sustained**, with stronger Tenant Satisfaction Measures and a Net Promoter Score above +20.



Services are **more joined up and consistent**, designed around resident journeys.



Around 200 **high-quality affordable homes** are delivered each year.



Regeneration **strengthens communities**, with residents informed, supported and engaged throughout.



Energy efficiency **improves, helping reduce running costs** and support long-term sustainability.



Strong partnerships **secure external funding and widen support** for sustainable tenancies.

About Wythenshawe

Wythenshawe is at the heart of one of Greater Manchester's fastest-growing areas.

Our neighbourhoods are well connected to jobs and opportunity, and our focus is making sure local people benefit from that growth.



What this means for our residents



Investment is improving local facilities, neighbourhoods and opportunities.



The Civic Centre transformation is revitalising the town centre and public spaces.



Regeneration is increasing the supply of affordable housing.



Strong transport links, including the Bee Network and Metrolink, connect people to work and services.



Access to major employers such as Manchester Airport and Wythenshawe Hospital supports jobs and skills.



Trusted partnerships help residents access support when needed.



As a local anchor organisation, we help shape regeneration around residents' needs.



Wythenshawe is resilient and ambitious, and we are turning growth into better homes and stronger neighbourhoods.



About Wythenshawe Community Housing Group

Supporting communities today

14,000 homes for **29,000** residents

41% of local people live in our homes

20% of colleagues live locally

Building for tomorrow



694 new homes planned by 2030
Helping more local families access affordable housing

“ Our aim is simple: to provide safe, affordable homes and help our communities thrive.

Our Plan



How we are prioritising

Residents want visible improvements, faster services and stronger local support. At the same time, we must prioritise safety, compliance, energy efficiency and preventative services to protect our homes long term.

This means we cannot deliver everything immediately. We will be clear about how decisions are made and how resources are prioritised.

It also means making tough choices. For example, while some residents would like more investment in parking or driveways, these require significant funding. Our focus is on keeping homes safe, warm and well maintained, delivering new homes and improving energy efficiency.



Our responsibilities

As a registered provider of social housing, we must deliver good services, meet the Regulator of Social Housing's Consumer and Economic Standards, and manage our finances responsibly.

This plan is affordable, realistic and grounded in robust financial planning. It balances strong resident outcomes with long-term financial resilience, responsible risk-taking and regulatory compliance.



Our purpose is simple and clear

We provide good quality homes and services, and we play a leading role in creating safer, healthier communities

This Plan sets out what we will focus on between 2026 and 2029, where we will direct our time, money, and leadership, and how this will improve everyday life for residents and communities.

“
It's not just about my home – it's about feeling safe and part of a community.

Resident

Shaping our Future



What we've learnt

Our last Corporate Plan delivered real progress, but it also showed where we need to move faster: making better use of data, modernising more homes and responding to increasingly complex resident needs.

This plan builds on what worked and is clear about where we need to improve.

“
This is about being more proactive – using insight to act earlier and deliver better outcomes for residents.

Colleague



Investing in our homes

Residents told us that investment in the condition of homes remains a top priority.

Over the next three years we will invest significantly in improving existing homes, including:

£12 m

in kitchens

£700k

in bathrooms

£1 m

in communal areas

£5.2 m

in fencing improvements

£15.2 m

in energy efficiency

What this means for you:

1,800

homes get new kitchens

180

homes get new bathrooms

2,700

homes become more energy efficient

“ We will prioritise homes where improvements are most needed, using up-to-date data and clear evidence of condition and performance.

The reality we face

We are operating in a fast-changing and increasingly challenging environment.

To respond effectively, we need to be clear about the pressures we face and the choices we must make, balancing resident priorities with regulatory requirements and long-term financial sustainability.

Rising demand and expectations

- Demand for affordable homes continues to exceed supply
- Resident expectations are rising
- Regulation and compliance requirements are increasing
- Needs are becoming more complex, requiring more targeted support

Ageing homes and limited resources

Our homes require sustained investment to remain safe, warm and compliant with regulatory standards.

Typical replacement cycles (based on asset management standards):



20 years for kitchens



30 years for bathrooms

- Many components remain in good condition and are expected to last to their planned replacement date
- Reducing replacement cycles would have a significant financial impact
- This would limit our ability to invest across other priority services and homes

Why this matters

Many homes are now in later lifecycle stages following stock transfer. Decisions on investment are informed by stock condition data, asset



performance and financial modelling, ensuring resources are directed where they have the greatest impact. We cannot deliver every improvement residents would like.

Tough choices and trade-offs

We must make informed and responsible decisions about how we invest our resources.

For example:

- Around a third of tenants would like improved parking or driveways
- These improvements require significant investment from rental income

So, we prioritise investment that delivers the greatest long-term value and impact:

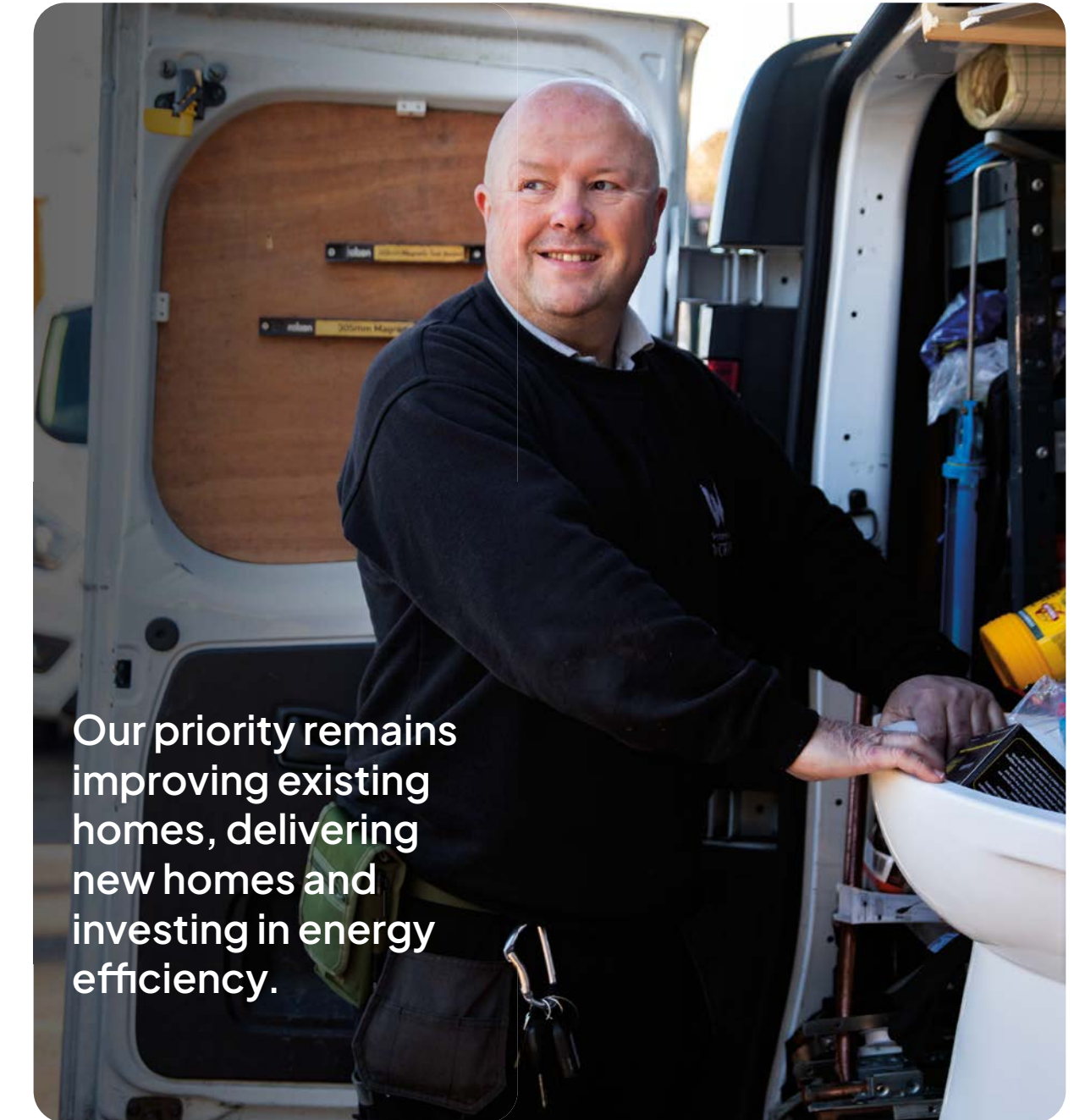
- ✓ Improving existing homes to required standards
- ✓ Delivering new affordable homes
- ✓ Investing in energy efficiency and sustainability

Wider challenges

- Inequalities in income, health, employment and education
- Barriers to accessing services and support
- Environmental pressures, including flood risk and climate change
- The need to protect green spaces and Wythenshawe's Garden City character

The challenge

Demand, complexity and expectations are rising faster than traditional landlord models can respond.



Our priority remains improving existing homes, delivering new homes and investing in energy efficiency.

Where we can make the biggest difference

There are also real opportunities. Regeneration in the Civic Centre and Town Centre can transform homes, jobs and community life. Better use of data and technology will help us work more proactively and efficiently, and strong partnerships will extend our impact beyond housing alone.

Strong partnerships



Regeneration



Data and technology



Our four strategic priorities

Between 2026 and 2029, we will focus on four strategic priorities:



Great Places

safe, well-maintained
homes and neighbourhoods



Living Well

targeted support and
strong partnerships



More Homes

more high-quality
affordable homes



Smarter Business

stronger systems,
better data and clearer
ways of working

The choices we are making

To deliver these priorities, we will:



Use data to guide decisions



Focus on planned and preventative action



Be clear about our role and work in partnership



Invest where impact is greatest, even when that means difficult trade-offs

“

It helps to know you're thinking ahead and making decisions based on what really matters. It gives confidence that choices are being made with care, purpose, and with resident's everyday experiences in mind.

Resident

Our Guiding Principles



How we make strategic decisions

Our guiding principles shape every major decision we make, helping us balance resident need, social purpose, and long-term financial strength.

When making decisions we will:

-  Put residents first
-  Respect the diverse needs of our residents
-  Support our community directly and through partnership
-  Care for Wythenshawe's green spaces and garden city heritage
-  Invest in homes and reduce our carbon footprint
-  Balance the interests of current and future generations
-  Invest in an inclusive colleague team
-  Remain financially strong and resilient
-  Act with a commercial head and a social heart

What this means in practice

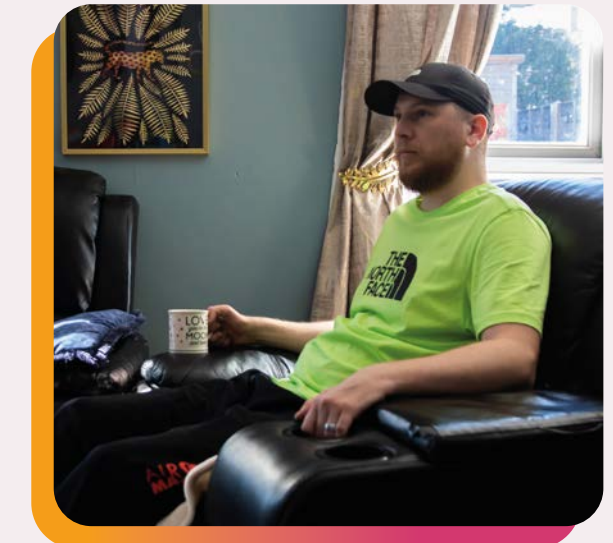
If we are delivering these principles well, residents will be able to say:



“
I feel safe and secure in my home.



“
I feel proud of where I live.



“
I trust that my landlord will be here for the long-term.

These principles shape delivery across all four priorities:



Resident focus, inclusion and community support are strongest in Great Places and Living Well, shaping our approach to safe, quality homes, strong resident voice and targeted support through partnership.



Sustainability and green space are central to Great Places and More Homes, guiding investment, regeneration and the design of homes so they are fit for the future.



Investment in colleagues underpins Smarter Business, with a focus on leadership, skills, wellbeing and inclusion so services are delivered consistently and confidently.



Financial resilience and value for money run through the whole plan, ensuring services remain affordable, sustainable and able to meet both current and future needs.



Living our Values



How we behave and deliver every day

Our values shape how we behave, make decisions, and what residents experience when they deal with us.



We are one team

Residents should experience seamless, consistent services. They tell us once, and we take responsibility. We work across teams and with partners, so housing, community and wellbeing support connect.



We are courageous

We challenge ourselves, stop doing things that do not add value and make difficult decisions where needed to improve outcomes.



We act with integrity

Residents should see honesty, accountability and transparency. We keep people safe, meet standards, use evidence to make decisions and do not compromise on safety, compliance or value for money.



We are practical

We balance ambition with realism, invest wisely and make sure what we promise is deliverable, affordable and sustainable.



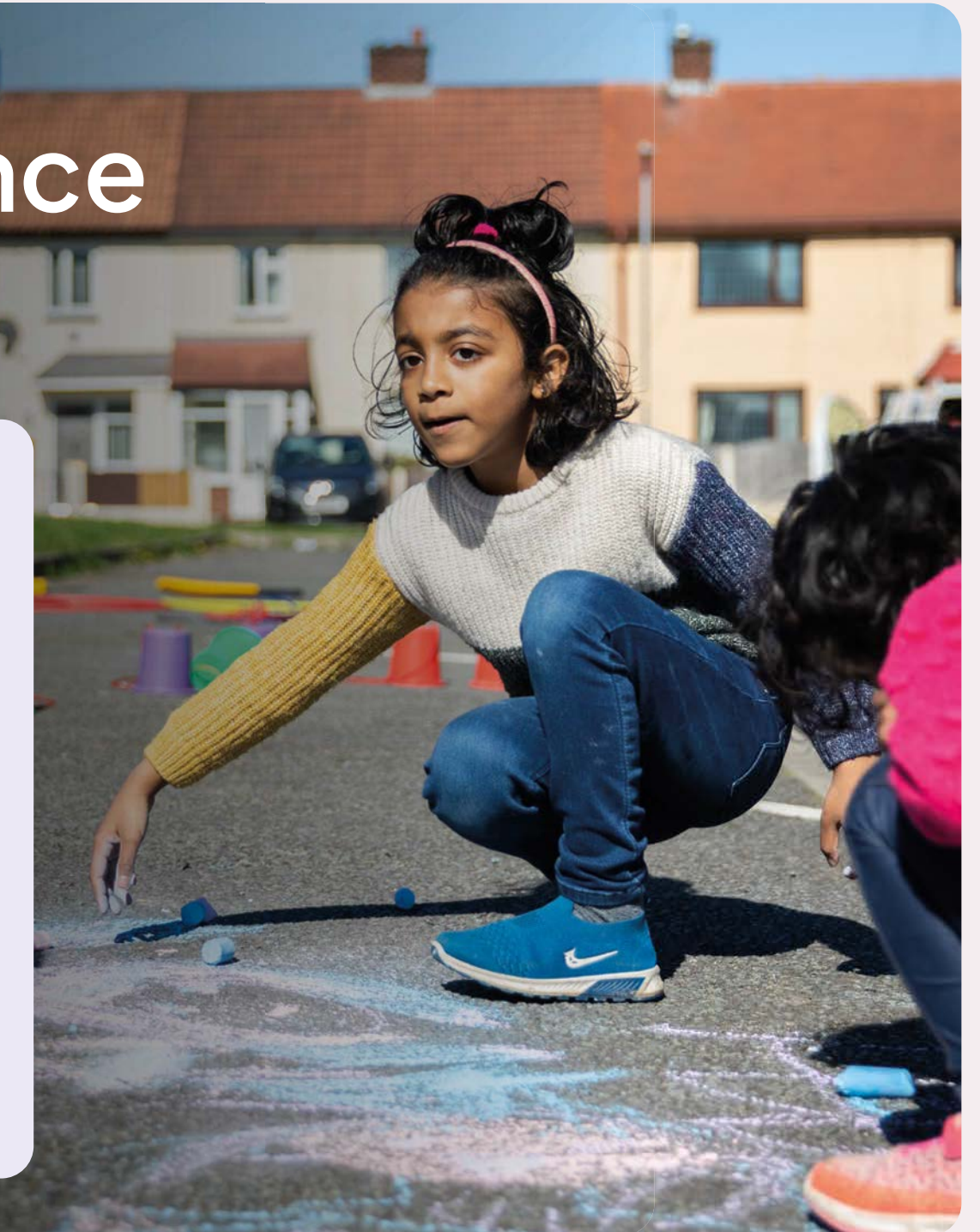
We support aspiration

We aim higher than simply managing homes. We focus on prevention, regeneration, skills and community development so residents and communities can thrive. For colleagues, this means building confidence and capability to keep improving.

The difference this makes

Living our values helps us:

- put residents first while meeting regulatory and financial responsibilities
- make clear, evidence-based choices
- deliver fair, consistent, and safe services
- build accountability and improvement
- balance today's needs with tomorrow's responsibilities





Our Priorities



Great Places

Every home should be safe, comfortable and somewhere people feel proud to live. By 2029, homes will be warmer, safer and healthier; investment will be better targeted; planned maintenance will reduce avoidable reactive repairs; neighbourhoods will feel better cared for; and energy efficiency will improve.

What this means for residents

“

My home is safe, warm and well maintained.

“

Our repairs are done properly, with fewer repeat visits or disruption.

“

I can see investment going into the homes and neighbourhoods that need it most.

“

My home is more energy efficient, helping to keep my bills down.

“

I feel proud of the place I call home.



Keeping homes safe and compliant

We will maintain full compliance with all safety, quality and consumer standards, including the Decent Homes Standard*, the Housing Health and Safety Rating System (HHSRS) and the Big 8 safety compliance areas*.

Compliance across these areas will remain at 100 %, with building and fire safety requirements fully embedded within our assurance framework.

Asset and compliance data will be used to identify and address risks early, supported by strong assurance and transparent reporting. Satisfaction with the safety and quality of homes will be set in line with Board expectations.

Targeting investment where it has greatest impact

By December 2027, 98% of stock condition surveys will be less than five years old and maintained at this level to March 2029, ensuring decisions are based on reliable and up-to-date insight.

A structured programme of kitchen and bathroom renewals will prioritise homes where components are approaching the end of their lifecycle. This reflects consistent resident feedback and ensures investment improves everyday living standards while protecting long-term asset value and affordability.

We will also reduce the number of negative NPV* homes and schemes, using financial modelling and asset performance data to guide decisions about reinvestment and long-term sustainability. More than 20 percent of investment in improving homes will be supported through external funding, maximising impact while maintaining financial resilience. Annual targets for resident satisfaction with the home will demonstrate progress.

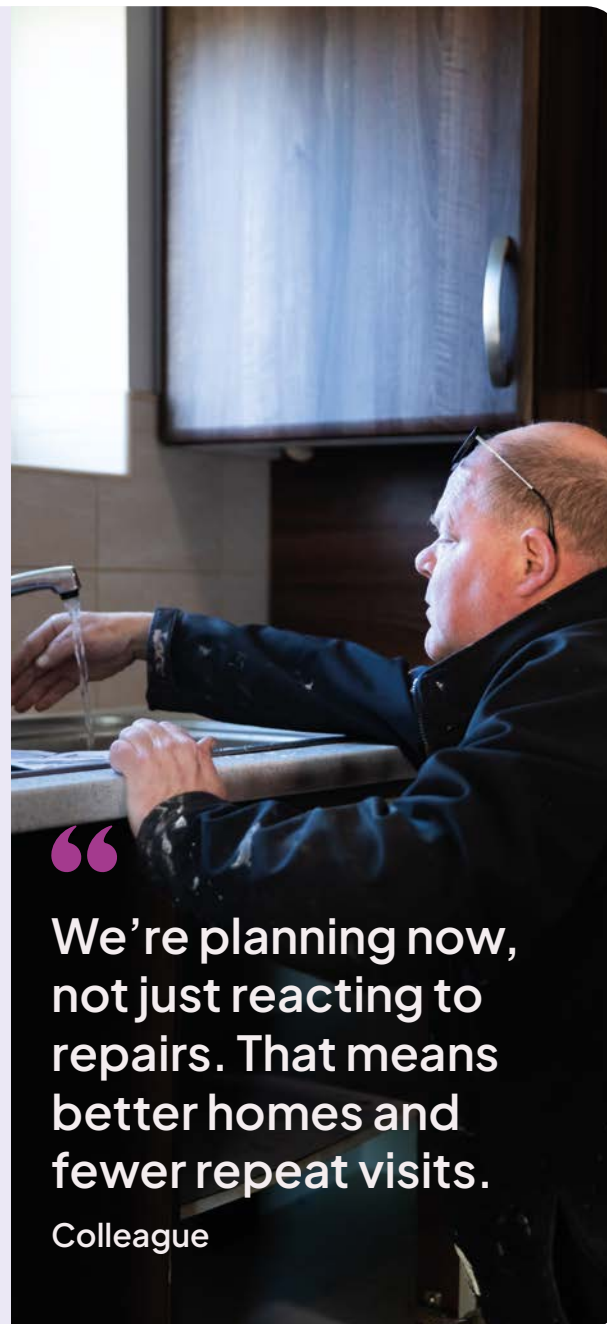


Moving from reactive to planned maintenance

We will shift the balance of resources toward planned and cyclical maintenance, achieving a 70 to 30 split between planned and reactive works.

Predictive data will be used to intervene earlier and improve coordination between asset management and repairs services. Over the lifetime of the strategy, £50 million will be invested in repairs and maintenance.

Progress will be reflected in Board* agreed targets for repairs satisfaction, time taken to complete repairs and satisfaction with communal areas, alongside improved performance across the repairs and maintenance reporting suite.



“We’re planning now, not just reacting to repairs. That means better homes and fewer repeat visits.”

Colleague

Investing in sustainable homes

Energy efficiency will improve through targeted retrofit and investment, with 98 % of properties achieving SAP* rating C by 2030.

Decarbonisation* and climate resilience will be integrated into long term asset planning, with renewable and low carbon technologies adopted where viable.

This will lower running costs for residents while protecting long term asset viability.

*Decent Homes Standard A government standard that sets minimum requirements for the condition of social housing.

*Big 8 safety compliance areas – cover key landlord safety checks in gas, electric, fire, asbestos, water, lifts, damp and mould, building/structural safety.

*NPV – Net Present Value – a financial measure used to assess the long-term value of an asset or investment by comparing income and costs over time.

*Board – the governing body responsible for setting strategy and overseeing performance and risk.

*SAP – Standard Assessment Procedure – a government measure of the energy efficiency of a home. Homes are rated from A to G, with C or above considered energy efficient.

*Decarbonisation – lowering or ending CO₂ emissions that cause climate change.

How we will know this is working

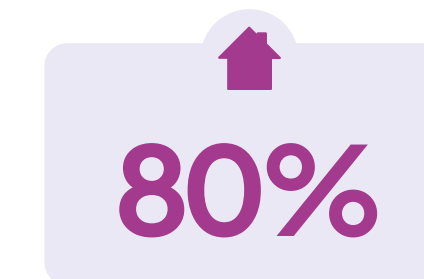
We will track our progress using a small number of clear measures, including:



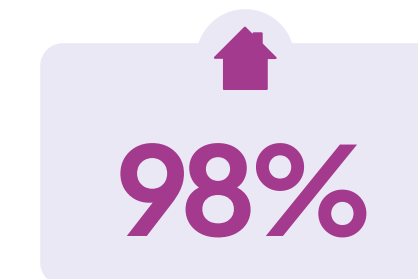
compliance with Decent Homes Standard and Housing Health and Safety Rating system



compliance with the big 8



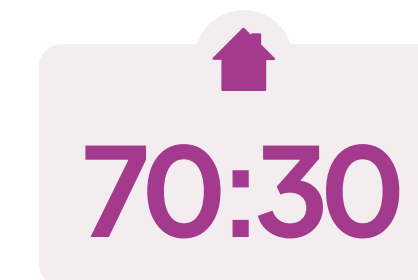
resident satisfaction with safety and quality of homes



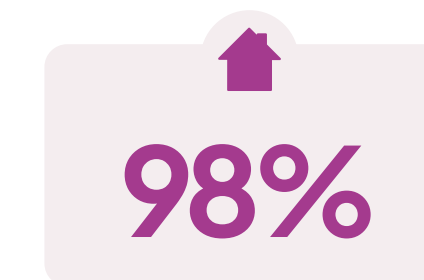
of stock surveys less than five years old



Reduction in negative NPV homes and schemes



70 to 30 planned to reactive maintenance ratio achieved



of homes achieving SAP C by 2030



of stock surveys less than five years old

For more information, see: [Assets, Repairs and Maintenance Strategy](#)

Living Well

Everyone should be able to access the right support at the right time to help them live well and sustain their tenancy.

By 2029, support will be earlier, more targeted, and better connected, with strong partnerships ensuring residents get the right help without delay.

We will be clear about our role – leading where housing has the biggest impact, working with partners where specialist support is needed, and connecting residents to wider services– so we focus on where we make the greatest difference.

What this means for residents

“

I get the right support at the right time for me.

“

I’m offered help early, before problems become bigger.

“

I know where to go when I need advice or support.



Tailored support

We will improve the quality and use of data relating to vulnerability, disability, and support needs so services are inclusive and well- targeted.

A clear and accessible Priority Services Register* will ensure residents with additional needs are identified and supported appropriately.

Support will focus on preventing crisis and helping residents sustain their tenancy.

Resident voice

A clear resident experience vision will guide service delivery. Resident insight and scrutiny will inform investment, service design and neighbourhood priorities.

Perception measures will demonstrate that residents feel heard and kept informed.

Stronger, safer communities

CCTV will be modernised, and the insights it provides will be used to target community safety interventions. We will work with partners to address anti-social behaviour, hate crime, harassment and domestic abuse.

We will also maximise social value through procurement and partnerships so that investment benefits the wider Wythenshawe community.

Environmental improvements and community-led activity will strengthen neighbourhood pride. We will achieve DAHA* and Dementia Friendly accreditations as part of our commitment to safety and inclusion.

“

I feel safe and included in my neighbourhood.

Resident



Sustainable tenancies

We will refocus our support offer to improve clarity, effectiveness and value for money. Through strengthened partnerships and securing at least £3 million in external funding over the next three years, we will extend our support provision. Alongside this, we will support residents to move into homes that better meet their needs, ensuring we make best use of our housing stock.

Key targets

300

mutual exchanges by 2029

150

supported rightsizing moves (50 per year)

We will also deliver targeted housing solutions for older residents and people with learning disabilities, including additional later living homes and increased opportunities for rightsizing.

Digital inclusion

Digital inclusion remains a priority. Evidence from the Greater Manchester Digital Exclusion Index suggests that up to one in three residents may be digitally excluded.

We will establish a baseline for digital access and capability, and monitor and report progress annually.

We will support residents to build digital skills, access online services and stay connected. This will include practical support, training, and partnerships with local organisations, supporting around 400 households over the life of the plan.

Improving digital access will help residents to manage their homes, find work, access services and remain connected to their communities.



“
We’re planning now, not just reacting to repairs. That means better homes and fewer repeat visits.

Colleague

*DAHA – Domestic Abuse Housing Alliance

An accreditation that recognises housing organisations that provide safe and effective responses to domestic abuse.

*Priority Services Register A free service which provides extra advice and support, including when there’s an interruption to your electricity, gas, or water supply.

How we will know this is working

We will track progress using clear measures of satisfaction, safety and support, including national Tenant Satisfaction Measures.



Improved satisfaction with safety, antisocial behaviour and neighbourhoods



Minimal variation in satisfaction across protected characteristics



Reduced tenancy failure in the first 12 months, with sustained reductions beyond year one

£3m

external funding secured



Reduced repeat anti-social behaviour



DAHA and Dementia Friendly accreditations achieved



More residents supported with digital skills and sustainable tenancies



400 households supported with our digital skills, employability and health work

For more information, see:

- Community and Neighbourhood Development Strategy

- Community Safety Strategy
- Living and Ageing Well Strategy

- Resident Involvement Strategy
- Wyth Everyone Strategy

More Homes

We will deliver more high-quality affordable homes that meet the needs of Wythenshawe's communities.

Demand for safe, affordable housing continues to exceed supply. This priority is about delivering the right homes, in the right places, in the right way, while protecting financial resilience and value for money.

By 2029, growth will be led by evidence of local need, regeneration will deliver clear community benefit, and new homes will be sustainable, attractive and future-ready.

What this means for residents

“

There are more affordable homes available for people who need them most.

“

New homes are designed for modern living and are affordable to run.

“

I'm kept informed and supported when regeneration affects my home or neighbourhood.

Growth led by need

We will deliver a consistent pipeline of new homes, developing around 200 homes per year. This will be supported by careful financial planning and external funding, ensuring growth remains affordable and sustainable over the long term.

Our development programme will continue to prioritise social rent homes, recognising their importance in tackling housing need and reducing pressure on temporary accommodation across the city.

Growth will be targeted using resident, demographic and housing needs data so that new homes meet clearly evidenced demand, including

for **older people, larger families and residents with disabilities**. This growth will also contribute to reducing housing pressure and supporting wider efforts to prevent homelessness across the city.

Modern methods of construction, digital technology and sustainability measures will be embedded in new builds to improve quality and long-term performance. Tenure mix and delivery will be aligned to identified need rather than volume alone.

Where appropriate, developments will seek to maximise biodiversity net gain, helping to support greener, more sustainable neighbourhoods.



Regeneration that strengthens communities

We will maximise opportunities within the Civic Centre regeneration and other strategic sites to increase affordable housing supply while strengthening neighbourhood cohesion.

Residents affected by redevelopment will be engaged early and throughout the process. Clear, timely and accessible information will support informed decision-making, alongside appropriate practical and emotional support.

Tenant Satisfaction Measures for affected residents will be closely monitored, with scores maintained within five percentage points of the organisational average.

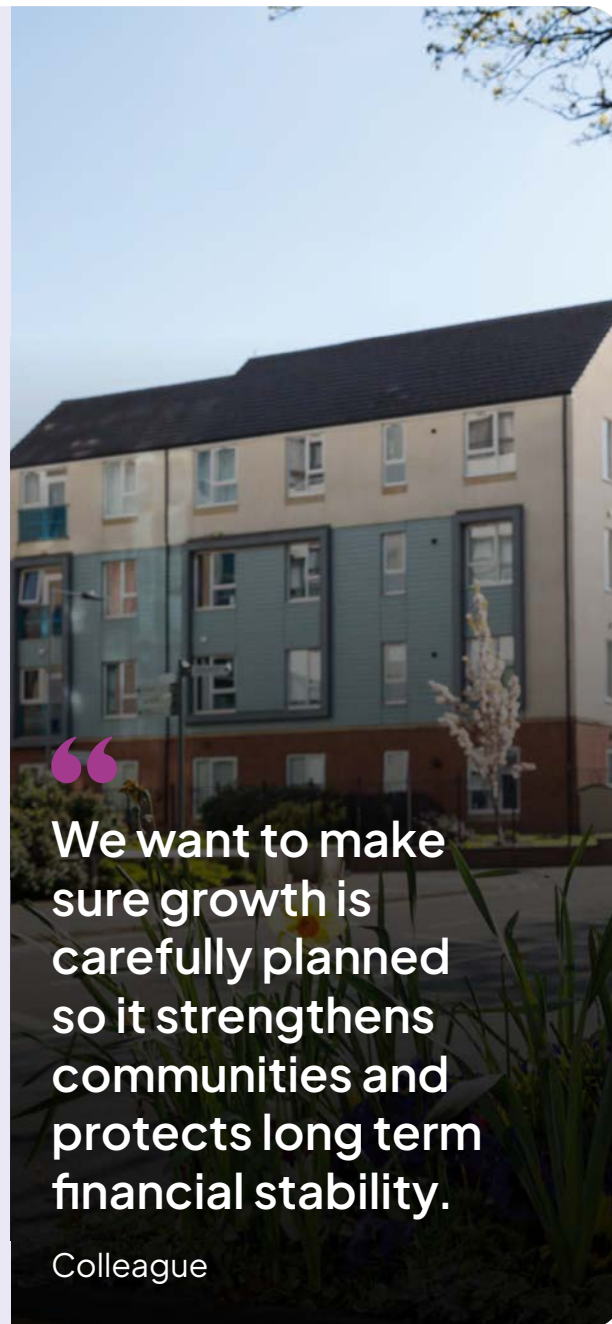


Delivering value for money

All schemes will be subject to robust financial appraisal, including net present value and whole life cost assessment. SHAPE* modelling and option appraisal will inform decision making, ensuring schemes enhance long term value and resilience.

Development will balance ambition with financial discipline so that growth strengthens the organisation and protects affordability for future generations.

All development activity will remain within agreed financial capacity and be subject to stress testing and whole life cost assessment to ensure long-term organisational viability.



“We want to make sure growth is carefully planned so it strengthens communities and protects long term financial stability.”

Colleague

Strong partnerships and external funding

We will maximise funding from Homes England, GMCA* and other aligned growth programmes, exceeding 35 percent of new homes funding from external sources.

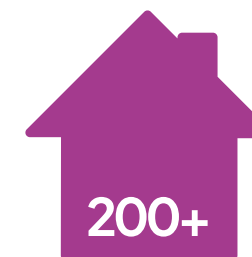
Funding assumptions will be reviewed regularly to ensure delivery remains realistic and aligned to market conditions.

Partnership working will enhance delivery capacity, increase social value and strengthen our reputation as a trusted, delivery focused partner. Social value requirements will be embedded within development and procurement activity.

*SHAPE – a modelling tool used to assess housing demand, asset performance and development options.
*GMCA – Greater Manchester Combined Authority
The strategic authority for Greater Manchester, responsible for regional funding and development programmes.

How we will know this is working

We will track our progress using a small number of clear measures, including:



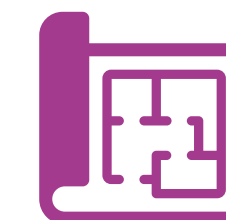
Around 200 new homes delivered each year



All schemes appraised through robust NPV and whole life cost modelling



Tenure and type aligned with evidenced need



Modern methods of construction and sustainability standards embedded in delivery



Satisfaction for residents affected by regeneration maintained within five percentage points of average



More than 35 percent of new homes funding secured from external sources

For more information, see: **The Growth Strategy**

Smarter Business

We will build strong foundations, so services are reliable, efficient and designed around residents.

When our foundations are strong, services feel joined-up and well-organised. Information is accurate, decisions are timely and issues are resolved without unnecessary delay.

We will measure success through resident satisfaction, service performance and value for money, so improvements are visible and meaningful.

By 2029, services will be designed around resident journeys rather than internal structures. Decisions will be informed by better evidence, with clear accountability and stronger value for money.

What this means for residents

“

I get a service that feels joined up and reliable.

“

Decisions about me are made quickly and based on the right information.



Investing in our colleagues

We want colleagues to feel skilled, confident and proud of the service they provide—because when they thrive, residents do too.

We will maintain high training standards, strengthen leadership capability and invest in wellbeing and inclusion. Structured development aligned to professional standards will ensure colleagues can deliver consistently high-quality services, maintaining training compliance above 95%.

Strong engagement and sustained resident satisfaction, including a Net Promoter Score above +20, will demonstrate the impact of this investment. Progress will also be reflected in colleague engagement scores, internal development opportunities and continued high training compliance.

“

Clearer systems mean I can spend less time navigating processes and more time helping residents.

Colleague

Using technology and data intelligently

Residents benefit when information is accurate and easy to access.

*Pulse** will become our single integrated system by 2029, bringing together information about residents, homes and back-office functions. This will reduce duplication, improve oversight and strengthen financial control.

Routine processes will be simplified, with at least 50% of transactions completed digitally by 2029 for those who choose that route. Resident and property data quality will improve year on year, supported by strong information governance, enabling better maintenance planning and service design.

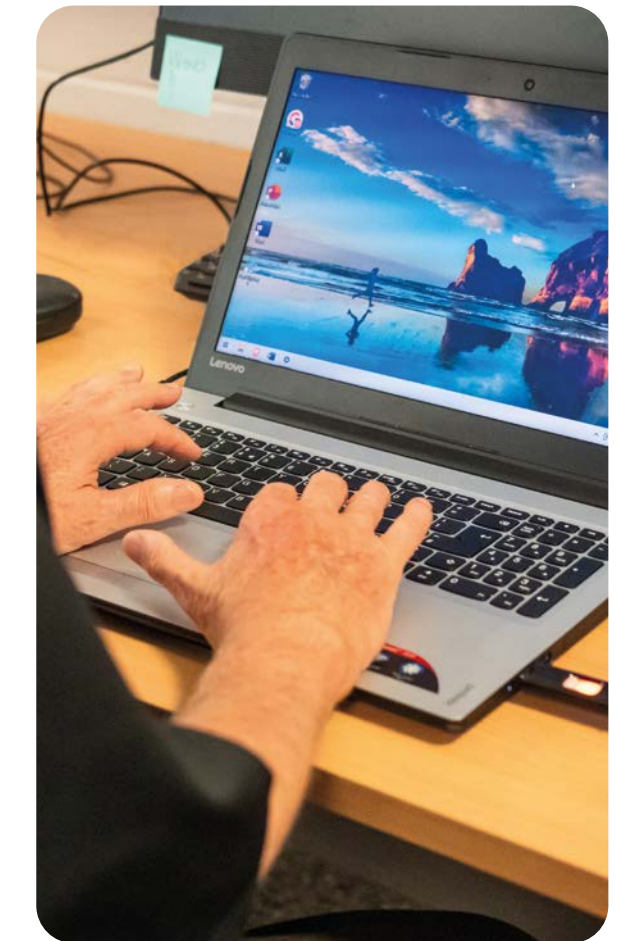
Using technology responsibly

Automation and predictive tools will be used where appropriate, with clear safeguards, to improve timeliness, consistency and value for money.

Safe and secure information

Cyber security will remain strong, with residents' information handled safely and responsibly.

We will maintain Cyber Essentials Plus* accreditation and continue to strengthen cyber resilience.



Operating as one organisation

Residents should experience one joined-up organisation, with services that are consistent, responsive, and easy to access.

We will improve everyday service by:

- ✓ reducing waiting times when residents contact us
- ✓ delivering callbacks when promised
- ✓ improving complaint handling
- ✓ strengthening the digital experience

Our hub, locality and support model will be fully embedded, with services redesigned around resident journeys. Planning, financial control and value for money discipline will ensure improvements are affordable and sustainable.

Efficiencies will be delivered without compromising safety or quality, supported by improved Tenant Satisfaction Measures and sustained colleague engagement.

What this means for colleagues

“
I understand how my role contributes to our purpose.”

“
I have the skills and tools I need to deliver great service.”

“
I feel trusted, supported and able to do my job well.”

“
I feel proud to work for WCHG.”

*Pulse – our integrated housing management system, providing a single view of residents and homes.
* Cyber Essentials Plus – a government backed certification scheme that demonstrates strong cyber security controls are in place and independently tested.

How we will know this is working

We will track our progress using a small number of clear measures, including:



Net Promoter Score above +20



training compliance maintained



Core services migrated onto our resident focused platform completed by 2029



50% of routine transactions completed via self-serve by 2029



Data accuracy improved year on year



Operating model efficiencies delivered alongside improved satisfaction scores



Our Communities



Alongside our four priorities, we are making three organisation wide commitments.

These commitments shape how we deliver every objective in this plan. They influence every decision we make.

Equality, Diversity and Inclusion



We want colleagues to feel valued and able to thrive, and residents to live safe, healthy and happy lives in homes and communities that recognise individual needs. We will improve our understanding of residents, especially those with additional needs, and use that insight to shape services and homes. Our approach is built on:

- **Accessibility** – services and homes designed with inclusion from the start
- **Co creation** – residents and colleagues involved in shaping decisions
- **Education** – building knowledge and confidence across the organisation
- **Data** – using insight to tailor services and reduce inequality in outcomes

Sustainability



We will reduce carbon emissions, adapt homes to climate change, and protect Wythenshawe's green spaces.

Improving energy efficiency and reducing waste will lower running costs for residents and strengthen long-term resilience.

We will also build confidence among colleagues and residents so sustainable choices become part of everyday decision-making.

Value for Money



Every pound must be used wisely to achieve strong outcomes for residents and communities.

We will focus on what matters most, stop activity that adds limited value and strengthen income recovery, cost control and evidence-based decision-making. In a challenging economic environment, this disciplined approach ensures services remain sustainable and resources are protected for reinvestment.

Residents will have clearer information about service charges and more opportunity to shape what good looks like.

Delivering the Plan



We are clear about what we want to achieve. Delivering it requires focus, discipline and partnership.

Clear accountability

Every priority in this plan has named leadership, defined responsibilities and measurable outcomes.

Delivery will be embedded through annual business planning, performance management and regular reporting to Board.

Managing risk responsibly

This plan responds to key strategic risks including building safety, financial resilience, ageing homes, service performance and increasing resident complexity.

These will continue to be monitored through our Board assurance framework, so issues are identified and addressed quickly.

Staying flexible

We will review this plan annually, so it remains relevant and affordable, adapting where needed while staying focused on our purpose.

Listening and improving

Resident feedback from surveys, scrutiny, workshops and day-to-day contact will continue to shape decisions and investment. Where performance falls short, we will be open and act quickly.

Keeping residents informed

We will publish regular “You said, we did” updates, alongside performance information through newsletters, digital channels and community engagement

Working together

Delivery depends on collaboration across teams, with residents and with partners. Colleagues will understand how their work contributes, and residents and partners will help shape services and review progress.

Building for the future

We will continue to invest in people, technology and partnerships so we have the capacity to deliver lasting improvements for residents and communities.

Governance and review

Progress will be reviewed regularly by our Board and leadership team, with clear accountability for delivery. We will report openly on performance and act quickly where improvement is needed

Progress will be aligned to our business planning, budgeting and risk cycles, with committees monitoring performance and risk so issues are identified and addressed early.

“It makes a difference when I can see that my feedback hasn’t just been heard – it’s been acted on.

Resident

“It’s important for me to see how my role connects to the bigger picture. That will make it easier to focus on what really matters.

Colleague





Appendix



Assurance and accountability

Development and Growth

- Around 200 new homes delivered per year
- More than 35 % of development funding secured from external sources
- All schemes subject to NPV, whole life cost and stress testing
- Development remains within agreed financial capacity

Financial Strength

- Compliance with Consumer and Economic Standards
- Covenant compliance and liquidity monitored
- Cost and performance benchmarked across the sector
- Value for money and income recovery embedded across services

Service and Operational Performance

- 95% training compliance maintained
- Net Promoter Score above +20
- 50% of routine transactions completed through self-serve by 2029
- Full migration to core systems by 2029
- 100% compliance Decent Homes, HHSRS, and the Big 8 safety standards

Community and Support

- £3 million external funding secured for support services
- DAHA* and Dementia Friendly accreditation achieved
- Reduction in tenancy failure and repeat anti-social behaviour

Investment in Existing Homes

- £50 million invested in repairs and maintenance
- 70:30 planned to reactive maintenance ratio
- 98% of stock condition surveys less than five years old
- Reduction in negative NPV homes and schemes
- 98% of homes at SAP C by 2030



Contact Us

Your feedback matters. Help us improve how we do things.



0300 111 0000

Local rate or included in free minutes

Weekdays 8am–6pm for enquiries. 24/7 for emergencies.



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