

Priority neighbourhoods' strategy 2025 to 2028

1.THE PURPOSE

Our corporate strategy sets out the vision to provide and invest in local affordable homes and services that make people proud. This includes the neighbourhoods our customers live in, not just the bricks and mortar.

This strategy sets out our approach which ensures:

- We look after our neighbourhoods, so they are safe and enjoyable places to live in.
- Neighbourhoods stay sustainable because we have the right homes in the right place that are proactively managed, and customers have access to support and other housing services to help them manage their tenancies and enjoy where they live.
- We provide the framework through which we will target and deliver specific activity to all our neighbourhoods on a five-year cycle, so we are able to engage with customers on the issues that affect them where they live.

This will be over and above our everyday neighbourhood management which will be set out in the neighbourhood management policy.

2.CHALLENGES

We still do not have a completely clear view of the future. The new consumer compliance regulations are in place with their emphasis on safety, quality, and transparency. We are still learning whether these requirements will bring further expectations on us as an already high performing, locally focussed landlord.

There are also uncertainties over upcoming legislation because the full detail and timescales are still unclear. Examples include Renters Reform Act, Awaab's law and decent homes.

Our resources continue to be stretched over this strategy period with competing demands from rising costs, skills shortages, and investment requirements of the properties themselves (particularly in achieving EPC C by 2030).

We have limited staff resources and multiple organisational priorities. This resulted in the neighbourhood management strategy being scaled back during the last strategy period (2022 to 2025) as we pulled housing staff away from community engagement to support the introduction of the new

MS Dynamics systems which is being introduced as part of our business transformation.

Many people who live in our homes have low educational attainment and health inequalities, this results in lower-than-average income levels, increased benefit dependency and further deprivation and child poverty. 54% of our customers told us they had a disability or long term health condition during our Customer Conversation in 2024.

Our communities are at risk of experiencing higher levels of anti-social behaviour and crime. This can lead to poor and inaccurate perceptions of our customers and neighbourhoods which we need to challenge through good neighbourhood and community partnership working

Many of our neighbourhoods have no established local community groups, neither are there a proliferation of agencies active within them, primarily due to cuts in grants. This makes it hard for us to connect within our existing resources.

No neighbourhood is the same – each neighbourhood has its unique challenges. It is important that this strategy recognises that just using deprivation data to target neighbourhoods will mean we go back to the same neighbourhoods repeatedly. This risks neglecting other neighbourhoods whose challenges are not formally measured.

3. STRENGTHS AND ADVANTAGES

We are a local housing association with strong local connections and work hard to create partnerships with other local stakeholders. We are the organisation most likely to be able to gather the most detailed information and insight into our neighbourhoods. We need to make the most of this but not necessarily deliver all the interventions.

Most of our stock is in the west of Wiltshire where we have a strong history in customer engagement. We also work very closely with the local authority and where action has been required in the past, we have been able to work well with other agencies.

In the past we have had strong local connections with local forums, such as Wiltshire Money, Trowbridge Future, Old Sarum Community Pantry and chat cafe, Fair Frome, Purple Elephant, Forest Community Centre, Westbury Community Project and other groups that have come together to tackle specific issues within our neighbourhoods. We have been able to fund these projects through our Stronger Communities Fund. During the last strategy period this was tackling the cost-of-living crisis as well as serious anti-social behaviour on one estate. So, we have experience and

background in success and making a difference in our communities. We will leverage these connections.

We positive customer feedback via the TSMs and we are in the top quartile (peer group and national) for all tenant satisfaction measures.

During our Customer Conversation in 2024 84% of respondents told us they felt safe in their neighbourhoods.

3. WHERE WE ARE

There is a commonality of what is important to both customers and Selwood Housing. We have a lot of data on our customers and communities and will be using a data driven focus to secure good outcomes for both our customers and the operational teams managing these issues.

We adopted Savills SHAPE in April 2025 to map the social value of our assets as well as their financial performance. To assess the social value, we have picked the following indicators, grouped under three themes, which are considered alongside the indices of deprivation:

Investing in homes

- Volume of responsive repairs required
- Energy efficiency score
- Damp and mould reports
- TP04 – satisfaction home is well maintained
- TP12 – satisfaction with approach to handing ASB

Shaping communities

- Density of homes in the area
- Levels of anti-social behaviour
- TP11 satisfaction with contribution to neighbourhood

Supporting customers

- Levels of arrears
- Number of properties over the local housing allowance
- Tenancy turnover
- Level of customer contact
- Level of no access
- Number of complaints
- TP-6 – satisfaction with listening and acting on views

Whilst we will not use these indicators to govern the order in which we engage with neighbourhoods through the life of the strategy, as the

timetable is already set, we will use them to shape our conversations with our customers in our priority neighbourhoods as we work through those remaining until 2028.

4. KEY PRINCIPLES

Our neighbourhood management strategy will be delivered in line with the corporate strategy key principles of:

- Ensure our people are motivated, skilled, and able to deliver for our customers.
- Deliver excellent value for money services. This means balancing the quality, performance and costs of homes and services appropriately and effectively in the face of competing demands, detailed in our value for money strategy.
- To respond quickly and effectively to our customers' needs and the changing environment we operate in.

In addition, we have developed the following principles with customer:

Ensure all our priority neighbourhood work aligns with regulatory expectations (new)

The consumer compliance standard directs landlords to provide high-quality homes and neighbourhoods. The neighbourhood and community standards require we deliver high quality outcomes for shared spaces, work with partners to ensure the social, environmental, and economic well-being of neighbourhoods, address anti-social behaviour, understanding the needs of vulnerable customers, and management of external spaces.

Use our data and direct resources where they are needed

We have 41 neighbourhoods. We will continue to build on the existing strategy of targeting about 1,000 homes across two geographic clusters to best manage staff resources. We will monitor the key indicators that are mapped in the Savills SHAPE model described above to understand what the issues might be and shape our conversations with customers.

Focus on what is important to customers

We will not rely on data alone and we will not develop solutions or target resources without agreeing the priorities with customers first.

Prioritise our activity but ensure we engage with every community once every five years

No neighbourhood is the same – each neighbourhood has its unique challenges. It is important that our neighbourhood strategy recognises this and that we do not lose the relationship we have with customers in less challenging areas.

Build strong partnerships (new)

We will use this experience and our local reputation on the forums we attend to attract focus and attention from multiple agencies where this is seen to be relevant in neighbourhoods.

Learn as we go

We will produce learning and impact reports. If something set out in this strategy does not work, then we will not try to replicate it in other neighbourhoods. This will mean that this strategy will be iterative and the actions outlined in the plan may change in response to customer and neighbourhood reaction.

5. MONITORING THIS STRATEGY

This strategy will be monitored by the group operations director and the executive team. There will be updates of progress to the executive annually.

We will report progress annually to the Customer and Homes Committee after the completion of each priority neighbourhood project.

We will also measure the success of our interventions in neighbourhoods through impact reports and a “you said / we did” approach.

We will measure the success of the strategy by with a full review as part of the development of the new strategy, so learning can inform future approaches.

7. OBJECTIVES AND ACTIONS

Overall outcomes

We are looking to achieve:

- Improved visibility and landlord presence with strong local reputation with stakeholders and customers
- Neighbourhoods which feel safe and secure, with prompt and effective resolution of housing management issues.

- Better understanding of what people think about their home which we can use to inform asset management and the actions we need to take.
- Maintain upper quartile performance for the neighbourhood management TSMs.
- Strengthened partnership approach with agencies, contractors, suppliers, and community groups
- Improvement in the key social SHAPE indicators relevant to the neighbourhood in question.
- Organisational learning applied to improve future neighbourhood work

The points above will be measured and reported upon in impact reports. They will be unique to each neighbourhood depending on the issues in it.

Priority neighbourhood plan

Years shown do not represent financial years. There is always a break between each project to pause, reflect, collate and review as well as feedback to the priority neighbourhood customers.

Priority Neighbourhoods	Stock	Yr 1 21/Sept 22	Yr 2 Jan 23/ Dec 24	Yr 3 25/26	Yr 4 26/27	Yr 5 27/28
Amesbury	38					
Ashmead	129					
Bath NES	29					
Boreham Field	293					
Bradford Central & East	135					
Bradford Villages	170					
Calne	101					
Chippenham	22					
College	190					
Devizes & Villages	30					
Dilton Marsh & Leighs	149					
East Trowbridge	151					
Forest North	217					
Forest South	115					
Hilperton & Staverton	200					
Holt	96					
Longfield	149					
Longleat & Frome	240					
Melksham Central to North	220					
Melksham Queensway	460					
Melksham Villages South	201					
Melksham Villages West	100					
Midsomer Norton	39					
Oldfield Park	247					
Portway	186					
Salisbury	138					
Seymour	243					
Shepton & Evercreech	32					
Studley Green	506					
Temple Cloud	20					

Priority Neighbourhoods	Stock	Yr 1 21/Sept 22	Yr 2 Jan 23/ Dec 24	Yr 3 25/26	Yr 4 26/27	Yr 5 27/28
Trowbridge Central	286					
Trowbridge Road	286					
Trowbridge Villages	73					
Wells	114					
West Parade	410					
Westbury Central	365					
Westbury Surrounding Villages	88					
Winsley Road	116					
Writhlington	18					
Wylie Valley	131					
Grand Total	6733	966	1738	1707	930	1392