



Our Place Strategy

Contents

Welcome	2
Where are we now?	3-4
Vision for the strategy	5
Where we want to be	6
How we will get there	6
Impact assessment and frequency of review	6

Welcome

Welcome to South Liverpool Homes' (SLH) Place Strategy. This strategy sets out our plans to invest and manage our property assets, how we will grow our stock portfolio by building more homes and how we will invest in our homes and communities to reduce the impact of carbon emissions.

Management of SLH's property assets is the essential foundation of the organisation, they are not just properties - they are homes, neighbourhoods and communities. They play an essential role in shaping and influencing the social, environmental and economic wellbeing of the community.

We recognise the need for active asset management alongside an ambition to build new homes and make our homes more affordable for our customers. New challenges are facing us, including affordability issues arising from welfare reform and fuel poverty. Changes in demographics, homelessness, an ageing population as well as meeting the aspirations of our current and future customers.

We want to ensure that neighbourhoods are safe places to live, as they will only thrive when people feel safe and satisfied with the services and facilities available. New supply must be affordable to meet needs and must help facilitate regeneration. These activities coupled with effective partnership working will be essential for the sustainability of our business and key to enriching the infrastructure which supports the neighbourhood offer, which is critical to the success of Speke and Garston as communities.

This strategy and the accompanying action plan details our approach to Investment and Development over the coming years to support our vision of:

Great homes | Strong communities | Bright futures

Where are we now?

SLH has been in existence since 1999 and achieved the Decent Homes Standard in 2010 and since then it has continued to maintain its decency levels at 100%. This data is reviewed and updated every year via 20% stock condition surveys.

Homes are maintained through a comprehensive repairs and maintenance service provided by Avela Home Service. We invest in our properties on a five-year programme to replace components based upon their lifecycle using the stock condition survey information and repair data. We maintain the safety and external environment of our homes through our seven-year cyclical maintenance programme and ensure robust compliance and safety of our homes through appropriate testing, investment and monitoring.

SLH measures the financial performance of its residential properties by bringing together all of the revenue costs and income to create a profit and loss position for each property – this is known as a Net Present Value (NPV). This information is assembled to enable analysis to be undertaken based on archetype, age or location of the property or on any combination of these attributes. The aim of undertaking this analysis is to identify interventions to improve the financial performance of our assets

The external environment is maintained by the provision of a grounds maintenance service for all open spaces/land owned by SLH or where there is a communal garden.

SLH built 225 new homes between 2019-2022 to grow its stock holding portfolio and to replace properties that have been sold under the RTB/RTA legislation.



Property portfolio

SLH currently owns and manages 3,865 properties across Speke, Garston and Woolton. The stock is predominantly general needs housing, as follows:

Property type	Number	Total	% Stock
1 bed bungalow	62	194	5.02%
2 bed bungalow	118		
3 bed bungalow	14		
Bedsits	7	645	16.68%
1 bed flat	476		
2 bed flat	114		
3 bed flat	48		
2 bed house	872	3,026	78.27%
3 bed house	2,015		
4 bed house	131		
5/6 bed house	8		
Total	3,865		



Independent living schemes

SLH owns and manages 120 homes in two independent living schemes, Servite Court and Cobden Place. Both schemes are relatively modern, contain predominately one-bedroom flats and are located within established residential areas, with reasonable access to local amenities and facilities.

Over the next two years SLH will be investing in both schemes to prepare it for the digital switchover.

Where are we now?

Future investment requirements

Reactive repairs, cyclical maintenance, void and gas servicing costs are identified in the short, medium and long term, which feeds into the overall annual budget and business planning review. Budgets and resources have been increased to respond to the risk of damp, mould and condensation.

SLH has identified £52m of investment (responsive and planned) is required over the next five years. Board has committed £1.25m of funding to invest in our existing homes and have set a realistic target to bring all homes up to a minimum of EPC C, this will improve the energy efficiency of all our homes. We anticipate that the new Future Homes Standard will be launched over the next two years and we believe this will focus on sustainability and the external environment.

The new Building Safety Bill has put greater emphasis on the need to ensure homes are safe. Budgets have been increased to ensure that SLH can respond to the new requirements of fire safety and smoke/carbon detection.

Energy efficiency

The UK is committed by a 2019 amendment to the Climate Change Act 2008 to achieving a 'Net Zero Carbon' economy by 2050. One of the implications of this is by 2050, energy use in homes must not contribute to greenhouse gas emissions so the use of fossil fuel for space and water heating, and for cooking, will not be possible.

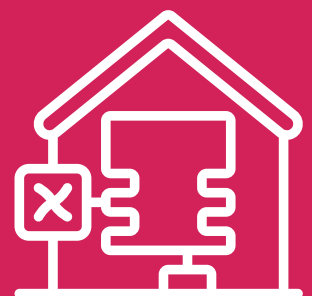
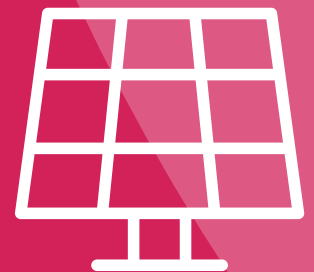
Fuel Poverty Regulations 2014 impose an obligation to achieve an energy-efficiency rating of EPC C by 2030. Residential housing is responsible for 22% of all UK emissions with social housing contributing to 10% of this.

SLH will develop tailored plans to deliver our social purpose by ensuring that customers have resilient, high-quality homes, low energy bills and access to affordable new technologies. For existing homes, we will align planned investment programmes and the installation of renewable technologies with a focus on a fabric-first approach. Our investment plans have been developed to ensure that all homes have an EPC rating of C by 2030.

The external environment

Speke is ranked as one of the most deprived places in England, as defined by The Index of Multiple Deprivation. SLH recognises that the long-term sustainability of Speke (the largest single stock holding) is critical to SLH as a business and is therefore mindful of the role it has in improving the life skills and chances of the communities in which they and other agencies operate. Equally important is the impact that any negative perception has on the local population, migration out of the area and overall demand for SLH homes.

Reviewing information of this nature also helps SLH forward plan in terms of the type accommodation needed in the future and predict the likely increase in home adaptations to help tenants remain in their homes. SLH also recognises that the impact of the external environment on tenants health and wellbeing can be significant. SLH, working in partnership with LCC and Groundwork Trust, is committed to investing in the green spaces and open land to improve the environment and biodiversity of our communities.

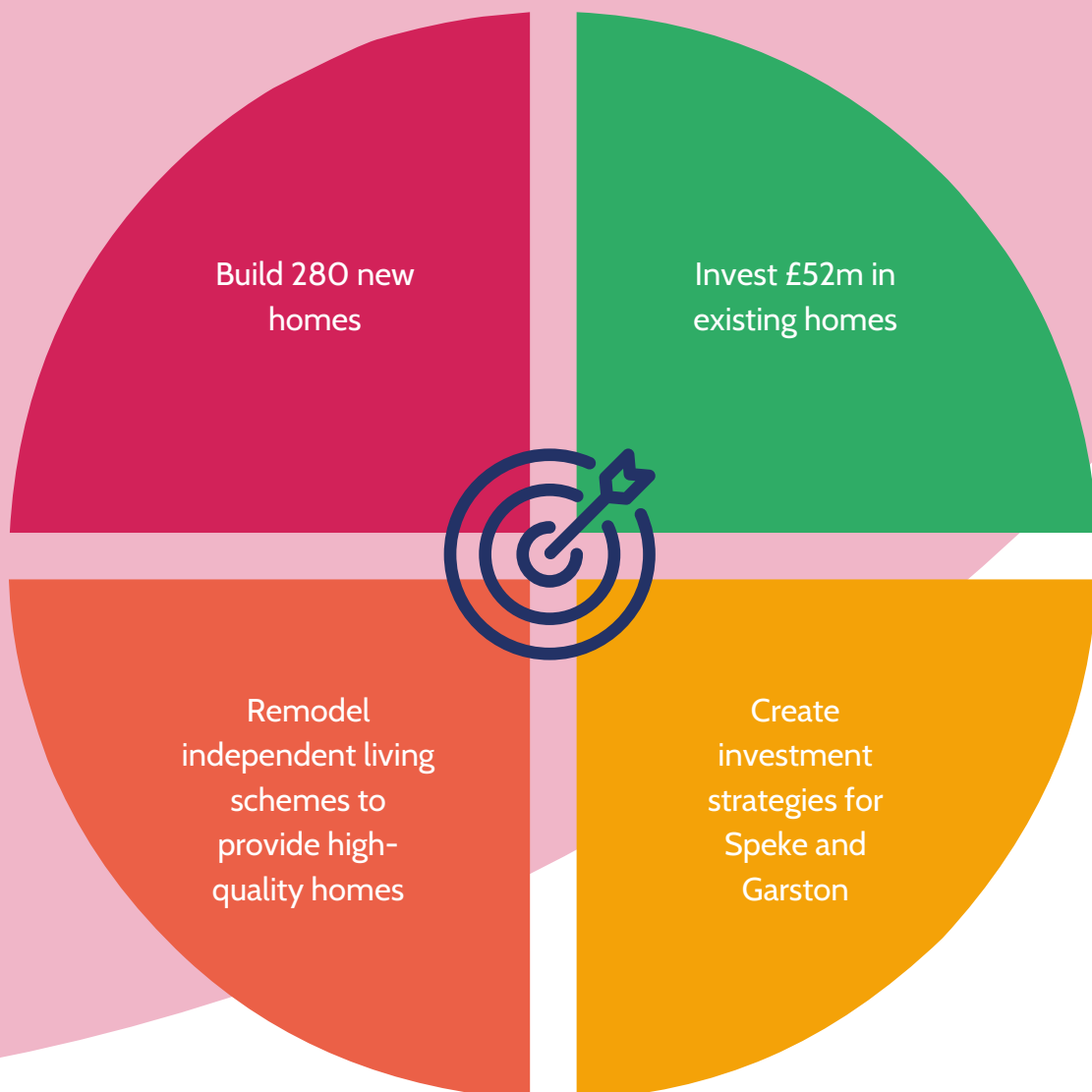


Vision for the strategy

Building homes to meet current and future needs whilst investing in existing homes. Build strong communities - places where people choose to live and stay. A good-quality home will be the foundation to tackling social inequality.

Strategy objectives

The following objectives underpin the other strategic themes in our corporate plan and are understood to be critical in achieving the vision of the strategy:



Where do we want to be?

Link to SLH's vision and strategic themes



Building homes to meet current and future needs whilst investing in existing homes. Build strong communities - places where people choose to live and stay. A good-quality home will be the foundation to tackling social inequality.

How will we get there?

- Complete the 2022 - 2027 programme and establishment of development pipeline beyond 2027.
- Ensure we maintain 100% decency with our homes.
- Deliver the Annual Capital Investment Programme.
- Improve the "follow-on" repair offer to tenants.
- Implement dynamic repair scheduling and improve repair offer to tenants.
- Upgrade buildings to ensure they are ready for the digital switchover due in 2025.
- Develop a five-year green space plan which will outline our investment plans to improve the external environment.



Assessing the impact

Progress against the strategic themes of this strategy will be monitored by the Board and the Customer Services Committee. The Asset & Development Team will ensure that all actions continue to contribute to the achievement of SLH's corporate objectives. The Executive Management Team will receive regular reports on the status of the operational targets outlined in the plan.

This Strategy will support the actions and strategic themes outlined in the Planet Strategy.

Feedback from external inspections (audits), achievements and maintenance of relevant standards and internal performance monitoring will be used as a measure of the success of the strategy.

Frequency of review

The action plan and objectives will be regularly reviewed by EMT but led by the Executive Director of Assets and Development.



Great homes | Strong communities | Bright futures