



Corporate Plan

2022 - 2027

Welcome

Welcome to our five-year corporate plan.

We have worked with our tenants, stakeholders and Board to co-create our future. We hope that you can see how this collaboration has shaped our vision and our future ambitions. We believe that over the next five years, the world in which we work will continue to change, but this ambitious, corporate plan will help us not only withstand the challenges we face, but tackle them head on, helping us to build a brighter future together.

Central to this is our core belief that our tenants deserve increased life chances and through this plan we set out our ambition to do this.

Our new vision is Great homes. Strong communities. Bright futures.

This vision supports our mission to provide homes and services to those in need. As a social landlord and a major stakeholder in the communities where we work, we see it as our duty to tackle societal issues. This plan will include closing the gap on the multiple inequalities that our communities face. Fundamental to this is the provision of good quality housing that people are proud to call their home.

We will balance investment priorities – be that in existing or new homes – with the delivery of services. We are committed to delivering our vision and will maximise investment opportunities to be able to achieve this.

Whilst we recognise these are challenging times, we are also excited to launch this plan to help mitigate the impact of the challenges faced by our residents and communities. If you are interested in finding out more about our plan, please do get in touch.



A stylized, handwritten signature of Anna Bishop in black ink.

Anna Bishop
Chief Executive



A handwritten signature of Paul Diggory in black ink.

Paul Diggory
Chair of the Board



We are South Liverpool Homes

We were formed in October 1999 following a large-scale voluntary transfer from Liverpool City Council. We currently own and manage approximately 3,850 homes in the South Liverpool area, predominantly in Speke and Garston.

South Liverpool Homes (SLH) is parent to Avela Services Limited, who in turn is the majority partner in a joint venture with Penny Lane Builders Limited. This joint venture is 'Avela Home Service', and is our unique and innovative partnership which is responsible for delivering our repairs, planned maintenance and compliance services.

SLH is registered with the Regulator of Social Housing. Through the lifetime of this plan we will ensure that the seven commitments to residents outlined within the Charter for Social Housing are met.

SLH in numbers (as at April 2023)



Homes
managed:
3,834



2022 annual
turnover:
£20m



Number of
colleagues:
97



Our Vision

- Great homes.
- Strong communities.
- Bright futures.

Our vision is to deliver great homes, strong communities, and bright futures. We will do this through four key objectives, and each objective is supported by its own strategy.



People



Place



Planet



Pound



Residents

Engaged and included tenants who can access a range of services to support their health, wellbeing and economic aspirations.

Our plans over the next five years are to:



Get to know our tenants and understand their needs



Improve opportunities for tenants to be involved



Maximise the offer and support to our tenants and residents through local partnership



Meet our customers' expectations and aspirations through innovative service delivery



We will contribute to the government's commitment to build new homes by providing a range of properties to meet the needs of our communities.

Over the next five years, we will support our tenants to navigate the challenges through an equality roadmap. This sets out our ambition to tackle a range of issues that affect the health, wellbeing, finances and inclusivity of our tenants. We want to make our communities and the services we deliver to them inclusive and fair.

We know accessing services can sometimes be challenging, so we will collaborate with partners to make it easier for tenants and residents to access services they need. We want our communities to be able to engage with our services when they need them most.

Our employability hub, Reach, will continue to offer advice and support to ensure our tenants and residents can access local opportunities, and we will be upskilling our communities to assist the net zero carbon agenda. All sectors will need to rise to the challenges decarbonisation will present, so it will be an opportunity for us to tap into the potential of those living in Speke and Garston so that skills shortages are addressed and awareness raised.

Finally, we understand aspirations and expectations are changing. Over the next five years, we will continue to re-evaluate the systems and processes we use so we can meet our residents' expectations and deliver excellent services.



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“We want to make our communities and the services we deliver to them inclusive and fair.”



Colleagues

Colleagues who are engaged and empowered to deliver SLH's objectives.

Our plans over the next five years are to:



Strengthen our workforce to create a resilient and high performing organisation



Ensure equality, diversity, and inclusion is at the heart of everything we do



Provide opportunities for colleagues to have a meaningful voice



Create a learning environment that enables professionalism



We have implemented a hybrid way of working to enable colleagues to have a choice about where, how and when they do their work whilst still delivering services to our tenants.

Through this plan, we will continue to learn from our hybrid working model so that our workforce is truly agile and can support SLH to meet our vision and objectives. Working in a more agile way means we will communicate differently. We will continue to refine our approach to communications whilst also providing an environment where colleagues can continue to grow.

In 2021 we reviewed our approach to equality, diversity and inclusion and will continue to embed it across everything we do.

Our newly-developed values and behaviours will be integral for our colleagues as they deliver services to our tenants.



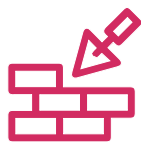
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“Our newly-developed values and behaviours will be integral for our colleagues as they deliver services to our customers.”



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

Our plans over the next five years are to:



Build 280 new homes across South Liverpool



Invest £52m in existing homes



Invest in our existing sheltered schemes to continue to provide high-quality homes for over 55s



Create investment strategies for Speke and Garston, our core neighbourhoods



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“We are committed to making sure that both Speke and Garston are great places to live.”



Over the next five years we will increase the number of homes we build each year, using our strong financial platform to respond to the challenges presented to residents in accessing truly affordable homes.

In doing so, we will complete the final sites in our longstanding Speke masterplan, we will build new homes in Garston and we will explore land and redevelopment opportunities in our core areas.

Over £10m each year will be invested in existing homes through our repairs and maintenance services. This includes ensuring our homes are safe by exceeding our landlord compliance responsibilities, whilst also responding to the expectations of those living in our homes. We know that over the life of the plan we need to be innovative with our repairs service to make sure it is meeting the needs of our residents. As part of this, we will invest in our assisted living schemes to make sure they continue to be of a high standard, digitally enabled and remain attractive to potential home seekers.

We know that good quality homes must be supported by strong communities where people want to live. We are committed to making sure that both Speke and Garston are great places to live. This is why we will be working with tenants and residents to develop investment plans so that we can respond to their priorities in creating communities and places people are proud to call home. We spoke to over 60% of tenants in 2021 about what the most important aspects of a neighbourhood are, with good neighbours, quality homes and schools ranking as the highest factors.



Preparing our business, our homes and our communities to meet net-zero carbon targets; going a step further by providing cleaner, greener neighbourhoods and helping our customers navigate the energy challenges they face.

Our plans over the next five years are to:



Invest £1.25m to improve the energy efficiency of our homes



Develop a five-year sustainability strategy



Build new homes to achieve Energy Performance Rating A where possible



Further extend the activity of Grow Speke



We all need to do more to safeguard our planet for generations to come. As a responsible and social business, we are aware of our obligations to play our part in tackling climate change.



We have already signalled our intent to prepare for net-zero carbon targets by establishing our baseline position and, with a commitment which began in 2021, to invest £250k per year in our homes to improve energy efficiency and reduce carbon emissions.

We have a rich source of intelligence about our homes which we will use to target our investment so that all our homes achieve EPC rating C by 2030 and we will continue to test products and technology through 'stepping stone' projects which will help us develop future investment programmes. .

Our tenants will be front and central to the delivery of this objective in two ways. We need to be clear and transparent with tenants on the work that is required to bring the efficiency of our homes to the expected targets. This clear communication will help gain their crucial support so that we can complete the required work. Secondly, we understand that our tenants are being hit hardest by soaring energy costs so we aim to support them by reducing fuel poverty in our neighbourhoods.

It is not just about our assets. Planet will provide the opportunity for us to develop a baseline of our carbon footprint as a business and make plans for reducing it. We want to invest in our green spaces improving our neighbourhoods and increasing biodiversity. We are already using Grow Speke to have a positive impact on the environment and we want to expand these services into other areas of South Liverpool.



“We are already using Grow Speke to have a positive impact on the environment and we will look to deliver similar services into other areas of South Liverpool.”



Creating a strong governance culture and a sound financial platform to deliver our vision, maximising investment opportunities and working together with others to deliver more.

Our plans over the next five years are to:



Achieve and demonstrate value for money in meeting our strategic objectives



Evidence accountability, transparency, fairness, responsibility, and risk management



Deliver excellent performance for customers



**We are a responsible and financially-strong business;
we create value in what we do and reinvest our surplus
back into our homes, neighbourhoods and services.**

It is from this background that we can increase the number of homes we are building each year whilst continuing with our commitment to invest in existing homes.

A strong governance structure and good financial management is an essential foundation as we develop a broader approach to measuring and delivering services that meet tenants' expectations.

We always want to be a trusted partner and see ourselves as an anchor institution in Speke and Garston. We know that the pandemic brought challenges for many organisations, which have had to rethink how they do things, however, it has also brought a heightened sense of locality. We spent more time at home and within our own communities. Local services are the lifeblood of communities therefore we want to work with others such as the local authority to do more. Collaboration will be fundamental to deliver the ambitions laid out in this plan.



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Our Values



Our Behaviours



we are
professional

We will treat people and their homes with fairness and respect

We will develop and maintain the relevant knowledge and skills to do the job

We will communicate in a clear and timely manner



we take
ownership

We take personal responsibility for our words and actions

We will do what we say we will

We will use feedback to learn and improve



we are
inclusive

We will create a safe environment for people to be themselves

We will respect and value each other and listen with an open mind

We actively seek diverse perspectives



we make
it happen

We will work together to improve our services

We will encourage and support new ideas and initiatives

We will complete what we have started



we
care

We will speak up to keep people safe and well

We will ensure the voice of our community is heard

We will support each other



If you are interested in finding out more about our plans for the future, please get in touch.



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