



Colleagues

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

Corporate Plan 2022-27 Year 2

Link to Corporate Plan

Description

Actions for 2023/24



Develop an agile workforce that strives to improve service delivery

Identify what is required from our existing office space to support effective agile working

- Facilitated team meeting discussions
- Engage design consultant
- Develop design and commence works
- Ongoing communication on progress

Determine what technology is required to enable our colleagues to deliver an effective service to our customers

- Facilitate team discussions on requirements
- Outline the current offer / what could be improved and identify skills/knowledge gaps
- Create prioritised IT roadmap



Embed equality, diversity and inclusion across the organisation

Develop and implement an EDI strategy

- Meet with colleagues to discuss our approach to EDI and what needs to be prioritised in the next 3-5 years
- Gain agreement on key strategic areas
- Create strategy

Continue to embed our values and behaviours so that colleagues can live by them.

- Launch and embed High Five colleague recognition scheme that's linked to values, encouraging all colleagues to contribute
- Promote values across our internal comms platform
- Agree behaviours, launch and incorporate within performance management framework



Create opportunities for colleagues to have a meaningful voice through effective internal communications

Develop a programme of colleague engagement that gives maximum opportunity to have their voices heard

- Analyse internal communications survey which informs us whether colleagues currently feel their voice is being heard
- Plan and deliver all company colleague conference
- Arrange quarterly "Let's Talk About" and regular "Pizza & Chat" sessions for colleagues
- Colleagues to feedback their views



Provide a learning environment where our people can grow

Achievement of Investors in People (IIP) certification

- Book in IIP assessment
- Carry out gap analysis
- Undertake IIP & develop action plan following results

Refresh our approach to training evaluation to better understand the value of training and identify future training needs

- Devise role skills matrices enabling managers to identify team development needs
- Ensure that managers engage more with colleague learning needs
- Agree organisational wide training plan



Residents

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

Link to Corporate Plan

Description

Actions for 2023/24



Unlock community potential by upskilling tenants to respond to net carbon zero skills requirements

Response to net carbon zero strategy

Work with external partners for upskilling tenants

- Work with Zero Carbon Liverpool to deliver carbon literacy training to tenants
- Recycling workshops

- Continue to support Reach initiatives to coordinate opportunities for tenants through local partners



Develop and implement an equality roadmap to respond to socio-economic and diversity challenges

Develop a volunteer database

- Campaign to increase number of volunteers and range of volunteering opportunities



Meet our customers' expectations and aspirations through innovative service delivery

Identify any potential inequalities in our service delivery through analysis of performance information

- Refine the equality impact assessment process
- Assess customer satisfaction measures and complaints by protected characteristics; review differentials
- Run focus groups with racial minority and disabled tenants to obtain their views
- Commission study of BAME communities' views of area as place to live and work



Explore opportunities to develop a Resident Assistance Programme (RAP) to support access to services across Speke and Garston

Develop/support mental health community projects

Contact local services/GP's, legal advisors to explore if there is an opportunity to come together to support residents through a one stop shop/triage service

Review access to The Market Place for Garston tenants

- Identify and promote a range of activities in Garston and Speke
- Record number of tenants involved to identify baseline for target setting

- Organise a health event bringing health service partners together
- Work with Integrated Care team to identify improvements to SLH support service and streamline referral to other services

- Explore partnership with Dutch Farm to deliver workshops and seasonal events for tenants
- Identify partners offer similar to The Market Place in Garston or explore partnership with other housing providers in relation to subsidised food and goods



Place

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.

Link to Corporate Plan

Description

Actions for 2023/24



Build 280 new homes across South Liverpool

Build 280 new homes

- Obtain planning permission for Western Avenue (July 23); present revised scheme and costs to Board
- Complete Vineyard St purchase
- Prepare all other schemes for planning application in 2024
- Present potential sites/schemes to EMT



Invest £52m in existing homes

Invest £52m in existing homes

- Produce NPV report for all stock (July 2023)
- Deliver investment programme
- Review Pre-Entry Survey
- Quality assurance programme to commence
- Identify 50 homes where boiler monitors can be fitted



Remodel existing sheltered schemes to continue to provide high-quality homes for over 55s

Invest in sheltered schemes to provide high-quality homes

- Install digital connectivity, develop specification, tender and evaluate telecare technologies and consult residents
- Complete optional appraisal for ARC
- Works Commence on site Q4 of 2023



Create investment strategies for Speke and Garston, our core neighbourhoods

Create Investment Strategies for Speke & Garston

- Undertake resident/community engagement during 2023 to identify community priorities
- Contact LCC to establish their lighting programme in the local areas



Planet

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.

Link to Corporate Plan

Description

Actions for 2023/24



Deliver a £1.25m pilot retrofit project

Deliver £1.25 Retrofit Programme

- Identify lowest performing properties
- Develop investment plan for future years
- Engage with the 24 residents for EWI
- Review Avela contract



Create a five-year net-zero strategy with SLH's current carbon footprint detailed with targets and action for continued reduction

Create a five-year Net Zero Strategy

- Develop strategy and investment plan for future years
- Consider carbon literacy training for all staff



Establish an opportunity to further extend Grow Speke



Build new homes to achieve Energy Performance Rating A



Establish a post-gas boiler delivery plan

Not included in year two actions



Pound

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

Link to Corporate Plan

Description

Actions for 2023/24



Achieve and demonstrate value for money in meeting our strategic objectives

Service charge review to ensure both income maximisation and value for money for our customers

- Complete fixed service charge review by May 2024

Procurement value for money review across SLH

- Complete procurement review and implement agreed actions

New contracts for banking and external audit

- Appointment of new day-to-day bank
- Appointment of new external auditors by Dec 2023



Deliver a refinancing project to provide a stable financial platform for future investment

New Treasury Strategy to focus on:
- SLH's Investment Framework
- Future loan refinancing

- Include in treasury strategy update and update standalone investment framework



Establish Environmental, Social and Governance (ESG) reporting

Embed Environmental, Social and Governance (ESG) reporting

- Create an ESG strategy
- Include ESG metrics from Q4 performance report
- Start building in additional indicators based on SRS if applicable



Enhance working relationships with local partners to identify strategic sharing opportunities

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- Sign Parklands lease.
- Review of overheads with AHS
- Explore other partnership arrangements (e.g. procurement)