People

Colleagues

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

Corporate plan 2022-27

Year 3 update

Link to Corporate Plan	Description	Actions for 2024/25	Evidence	Progress
Strengthen our workforce to create a resilient and high performing organisation.	Develop high performance teams that deliver excellent services to our customers.	• Facilitated sessions to define high performance. • Creation of team action plans. • Develop managers to lead high performing teams.	• High performing teams sessions completed, and action plans developed. • Action learning sets delivered.	100%
	Ensure the ICT infrastructure and systems enable our colleagues to deliver quality services.	• Review the CoStratify report and implement ICT roadmap. • Develop/implement a new technology strategy.	• Technology strategy and action plan approved by Board. • ICT roadmap completed.	100%
Ensure equality, diversity, and inclusion is at the heart of everything we do.	Deliver the organisational equality, diversity and inclusion (EDI) action plan, ensuring that colleagues value diversity.	• Provide support and training to colleagues, enabling them to constructively challenge behaviours that don't align with our values. • Continue to support the Everyone Counts forum to influence the organisations approach to EDI.	• Ongoing EDI training for all colleagues. • Everyone Counts forum well established and includes CEO. • Housing Diversity Network review recommendations included in the EDI action plan.	100%
Provide opportunities for colleagues to have a meaningful voice.	Develop an organisational culture that encourages ownership and respect for others.	• Leadership development programme for ELT/SLT. • Effective policies and procedures that are communicated and understood. • Benchmark our benefits offer.	• Leadership development programme for ELT/SLT completed. • Policies and procedures reviewed and rolled out in line with policy timetable. • Colleague benefits were benchmarked using an independent survey. No changes were required to benefit package.	100%
Create a learning environment that enables professionalism.	Create a culture of continuous professional development.	• Implementation of Investors in People recommendations. • Ensure support and compliance with professionalisation of sector. • Training for managers with reference to professional standards for engaging with complaints.	• Safety First campaign launched at colleague conference. • Institution of Occupational Safety and Health (IOSH) training completed for managers. • Behavioural safety training for managers completed in December 2024.	100%
	Develop an approach to behavioural safety across the organisation.	• Utilise Ark Workplace Risk feedback to develop 'safety' rather than 'compliance' culture • Run safety campaign in autumn. • Health and Safety Manager to deliver behavioural safety training to all managers. • IOSH training for all managers.	• Safety First campaign launched at colleague conference. • IOSH training completed for managers. • Behavioural safety training for managers completed in December 2024.	100%

People

Residents

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

Corporate plan 2022-27

Year 3 update

Link to Corporate Plan	Description	Actions for 2024/25	Evidence	Progress
Get to know our tenants and understand their needs.	Deliver the 'Knowing our Customers' campaign (KnOC)	• Neighbourhood Management Officers to complete an average of eight customer visits per week. • Review and report quarterly on outcomes.	• Over 2,000 KnOC surveys have been completed. However, we are having difficulties in gaining access to a significant number of homes. • KnOC trend data is shared with our Customer Service Committee (CSC) and SLH Board to influence decisions made on services.	65%
Improve opportunities for tenants to be involved.	To engage tenants to improve service delivery.	• Create a tenant involvement plan that demonstrates how to get involved, including up to four workshops and invite tenants to review services and feed into any new policies. • Capture the information from the Knowing our Customers campaign and contact those tenants who wish to be involved. • Report bi-yearly on tenant voice influence. • Use satisfaction data to target engagement.	• Customer Voice policy has been developed. • A new Customer Voice framework has been produced. • Three customer engagement events were held at the end of October, followed by an online survey. • An action plan has been created based on the events and shared with CSC, who will monitor the plan. A fourth workshop consulted on hate crime and anti-social behaviour (ASB).	100%
Maximise the offer and support to our tenants and residents through local partnership.	Providing opportunities for tenants to upskill and progress to being job ready.	• Map out our partners and what they offer. • Identify and focus on engaging with partners where there are any gaps. • Aim to deliver a summer job event targeting young people.	• A job fair was held, attracting over 200 attendees, including young people. • Partners were mapped out and shared with teams to identify any gaps in support.	100%
Meet our customers' expectations and aspirations through innovative service delivery.	Improve the complaint handling culture by having a collaborative approach towards resolving complaints and ensuring that lessons are learned from customer feedback that has a positive and measurable impact on services for tenants.	• Use data from the KnOC campaign to improve service delivery. • Ensure complaint handling is embedded across the organisation (SLH and Avela Home Service). • Develop a collaborative and co-operative approach towards resolving complaints. • Analyse repeat complaints and identify trends.	• Customer feedback is now focused on learning lessons and presented to CSC. • Job descriptions updated referencing complaints. • Monthly meetings held between Quality and Performance team and complaint managers to review progress. • Dedicated complaints and performance officer appointed.	100%

Place

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.

Corporate plan 2022-27

Year 3 update

Link to Corporate Plan	Description	Actions for 2024/25	Evidence	Progress
Build 280 new homes across South Liverpool.	Complete the 2022 - 2027 programme and establishment of development pipeline beyond 2027.	• Develop pipeline for remaining 70 units • Get on site at Western Avenue • Obtain planning permission for Window Lane, Church Road & South Parade. • Explore NHS funding opportunities. • Develop proposals for infill sites . • Identify opportunities for NHS funding for specialised accommodation.	• Planning approved for Western Avenue, with demolition works starting on site. • Planning permission secured for Window Lane, Church Road and South Parade developments. • The Old Baths on target for completion. • Board approved an increase in development beyond 2027. • Pipeline of potential development sites presented to board to complete the remaining 70 units in the current programme.	100%
Invest £52m in existing homes.	• Ensure we maintain 100% Decency of our homes. • Deliver the Annual Capital Investment Programme. • Improve the "follow-on" repair offer to tenants. • Implement dynamic repair scheduling & improve repair offer to tenants.	• Delivery of annual investment programme, • Explore different materials/methods to resolve damp, mould and condensation (DMC). • Test ongoing data integrity of Propella • Review of repair offer to customers. • Follow-on work (FOW) performance analysis. • Quality inspections reporting. • Review of void standard. • Commence smoke detection programme. • Review DMC protocol following Awaab's Law consultation.	• Investment programme on target and in budget. • Various methods have been explored and implemented for DMC. DMC protocol amended and updated to reflect Awaab's Law. • Repairs and maintenance audit completed and data integrity assurance tested. • Plans in place to explore repair timescales. • FOW reporting and analysis in place. • Quality inspection reporting commenced August 2024. • Five-year smoke detector programme commenced.	100%
Invest in our existing sheltered schemes to continue to provide high-quality homes for over 55s.	Upgrade buildings to ensure they are ready for the digital switchover due in 2025.	• Procure and install new warden call , door entry and fire alarm systems. • Replace communal fire doors. • Consult with residents on systems and service charge implications. • Complete the conversion of warden house into two flats. • Update PIMSS asset management system with mechanical and electrical (M&E) data.	• First stage of tender completed - Appello awarded contract. • Specification for all works completed. • WiFi installation specification completed and installed in one scheme. • Warden house in Servite Court has been converted into two apartments. • PIMSS updated with M&E data. • Consultation with tenants underway.	70%
Create investment strategies for Speke and Garston.	Develop a five-year green space plan which will outline our investment plans to improve the external environment.	• Identify two sites in Speke and Garston to deliver high level projects. • Partner with Liverpool City Council (LCC) to develop a flagship scheme. • Liaise with LCC to identify any land for redevelopment.	• Two sites identified - Groundwork to develop plans. • Three consultation events took place with residents to gauge a wider understanding of their priorities in their neighbourhood. • LCC meetings commenced. LCC to share their investment plans and identify any land opportunities.	50%

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 2024/25	Evidence	Progress
Develop and implement a five-year sustainability plan.	Develop and implement a five-year sustainability plan to improve the external environment. Invest in our homes to achieve EPC C by 2030.	• Consult and develop sustainability plan. • Develop a five-year green space plan • Provide carbon literacy training for colleagues and the community.	• Sustainability plan completed and approved by board in June 2024. • Carbon literacy training has commenced for tenants and colleagues. • Green space plan completed.	100%
Further extend the activity of Grow Speke.	Explore other parts of our neighbourhoods to develop smaller initiatives to improve the external environment.	• Install electricity supply at Grow Speke. • Explore community ownership. • Explore opportunities to repeat the success elsewhere. • Develop love your neighbourhood community events.	• Power supply is on site and meters connected. • Community ownership was considered but not pursued. • No alternative site found yet; discussions for other environmental schemes are ongoing.	100%
Build new homes to achieve Energy Performance Certificate (EPC) A where possible.	To build homes which are energy efficient and to mitigate future decarbonisation costs.	• Explore technologies to improve efficiency of homes. • Develop designs to maximise efficiency and enable tenant use/understanding • Obtain Homes England funding to support viability of schemes.	• Technologies have been explored and assessed for viability. • Each development evaluates technology suitable for the design, size, and use of the property. • Grant funding has been obtained to help The Old Baths achieve EPC A. • New home guides being developed to show the layout of homes and technology enhancements.	100%
Invest £1.25m to improve the energy efficiency of our homes.	Invest in our poorest/lowest energy-efficient properties to improve the SAP rating and reduce energy costs for customers.	• Develop investment programme to invest in all properties below EPC rating C. • Complete external wall insulation works to 22 homes using WAVE 2 funding. • Review outcomes from the Vericon boiler monitor installations.	• An investment programme has been established to upgrade all homes to EPC C by 2028. • External wall insulation works have been completed for 22 properties, and the necessary funding has been received. • Installation of 50 Vericon boiler monitors completed. Awaiting report.	100%

Pound

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

Corporate plan 2022-27

Year 3 update

Link to Corporate Plan	Description	Actions for 2024/25	Evidence	Progress
Achieve and demonstrate value for money in meeting our strategic objectives.	Treasury management	• Plan a 3-5 year a refinancing project to provide a stable financial platform for future investment. • Effective treasury management of excess cash reserves >£30m.	• Refinancing plan completed. • Managed day-to-day cash flow for the group's surplus cash and future transactions. • Evaluated new development opportunities and their impact on refinancing through business plan scenarios.	100%
	Achieve value for money through active management of budgets and partnership working.	• SLH - Achieve £200k (1%) saving target for 2024/25. • AHS - Achieve £50k (0.5%) saving target for 2024/25. • Undertake smart and coordinated procurement. • Set out a long-term funding solution for Grow Speke. • Service charge review for fixed charges to evidence transparency and fairness.	• £201k VFM savings. • No progress on the AHS target due to DMC delivery, voids, and kitchen replacement costs. • Managers follow robust procurement processes with clear market routes. Procurement continues to provide VFM through effective management. • Grow Speke funding model reviewed; it was decided to continue with existing model. • Service charge review is complete.	80%
Evidence accountability, transparency, fairness, responsibility, and risk management.	Risk management	• Risk to be included on all board, committee, forum and team meeting agendas. • Risk management training for managers.	• Risk management is embedded across the organisation. Detailed quarterly review of each risk is carried out with colleagues. • Discussed and reviewed risk management framework at team meetings, committees, audit and risk committee, executive leadership team (ELT), and board. • Risk appetite deep dive introduced at October's audit and risk committee. This will take place quarterly.	100%
	Governance and assurance	• Evidence compliance with the National Housing Federation (NHF) 2022 Code of Governance (quarterly). • Evidence compliance with the Regulator of Social Housing (RSH) self-assessment of economic and consumer standards. • Set and monitor any actions that come out of the 2024 SLH triennial governance review.	• Deep dives into the code of governance carried out on a quarterly basis and presented to governance and remuneration committee - self assessed as compliant. • Deep dives into the economic and consumer standards carried out. Consumer standards presented to CSC. • Achieved G1, V1, and C1 in the regulatory inspection. • Governance review was very positive and three quarters of the recommendations have already been implemented.	100%

Pound

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 2024/25	Evidence	Progress
Deliver excellent performance for customers.	Enhance performance reporting so it is available in real time and through benchmarking against peers and customer expectations.	• Power BI performance report • Develop and implement an action plan based on key performance indicator (KPI) performance to improve services (update each quarter). • Benchmarking with peers through the annual SDR, Vantage performance group and IFF (market research). • Record progress and performance against positive change/improvement that has come from customer feedback.	• BI reporting is in development. • Performance improvement action plans are overseen by ELT. • SLH now benchmarks performance through three peer groups. • Service improvement actions resulting from customer feedback are tracked by ELT.	80%

	Improve oversight of complaint handling across the SLH and Avela Home Service and make sure that lessons are learned from customer feedback that has a positive and measurable impact on services for tenants.	• Standalone complaints report to SLT/ELT and Customer Services Committee quarterly. Board annually.
		• Report to focus on progress and improvements on issues (lessons learned) raised as part of complaints; and:
		  ◦ Evidence improvement in service delivery i.e. less of the same complaints from the same team(s).
		  ◦ Evidence that repair complaints are reducing as a result of IT improvements.
			• A dedicated complaints report is considered by ELT and CSC on a quarterly basis and an annual report goes to board.
			• The report highlights lessons learned and actions arising from this.
			• The number of complaints is reducing including those for repairs.
				100%

	Environmental, Social and Governance (ESG) reporting	• ESG annual report • Meeting lender ESG KPIs • Develop planet KPIs and reporting	• ESG annual report completed and on the website. • Loan ESG certification received 30 Sep 2024. • Planet KPIs are reviewed by the ESG group via their action plan.	100%