



## Colleagues

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

# Corporate plan 2022-27

## Year 5 delivery plan

Link to Corporate Plan	Description	Actions for 2025/26
Strengthen our workforce to create a resilient and high performing organisation	Develop high performance teams that deliver excellent services to our customers	<ul style="list-style-type: none"> <li>Review recruitment process to underpin continued recruitment of high-performance colleagues.</li> <li>Provide quarterly wellbeing events for colleague; two social events and two all colleague conferences.</li> <li>Develop technology plan, evidencing existing weaknesses, changes required, performance improvements and efficiencies desired, and costs to be incurred.</li> </ul>
Ensure equality, diversity, and inclusion is at the heart of everything we do.	Develop colleagues who are informed and aware of diversity issues and confident in engaging in conversations.	<ul style="list-style-type: none"> <li>Work with partners to promote community cohesion and hold two community cohesion events.</li> <li>Everyone Counts committee to plan and deliver four colleague EDI activities across the year.</li> <li>Co-design the anti-racism strategy with colleagues and tenants and delivery of anti-racism and inclusive leadership training for all colleagues.</li> <li>Achieve 95%+ completion of workforce diversity data and use of data more effectively to identify and address inequalities in workforce and service outcomes.</li> </ul>
Provide opportunities for colleagues to have a meaningful voice.	Develop an organisational culture that encourages ownership and respect for others.	<ul style="list-style-type: none"> <li>Complete four quarterly colleague surveys.</li> <li>Continue with CEO pizza and chat meetings, inviting board attendance.</li> <li>Hold four "Lets talk about" events.</li> <li>Facilitate colleague shaping of the 27+ corporate plan through two whole organisation events.</li> </ul>
Create a learning environment that enables professionalism.	Create a culture of continuous professional development.	<ul style="list-style-type: none"> <li>Relevant colleagues either qualified or enrolled on accredited housing qualification (e.g. CIH Level 4/5 or top up units) within agreed timescales.</li> <li>Mandatory "professional standards &amp; behaviours" designed delivered and embedded.</li> <li>Annual competency assessment framework implemented for all housing management roles.</li> </ul>



## Residents

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

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Meet our customers' expectations and aspirations through innovative service delivery.	Ensure a robust and resilient organisation with a drive for continuous improvement.	<ul style="list-style-type: none"> <li>• Critical role risks identified and mitigated and succession plans in place.</li> <li>• SLH leadership framework introduced and embedded.</li> <li>• Robust performance management approach in place (including probation).</li> <li>• Introduce comms business partnering model enabling 100% of teams to contribute to a rolling 3-6 month communications planner.</li> </ul>
Maximise the offer and support to our tenants and residents through local partnership.	Supporting our tenants to overcome difficulties with the cost of living and expanding the horizons and opportunities of our young people.	<ul style="list-style-type: none"> <li>• Develop the offer of market Place to extend reach and quality of this project.</li> <li>• Work with LCC and the Venny on developing Austin Rawlinson and Garston Lifestyles offer for our young people.</li> <li>• Create network of work experience opportunities for our secondary school students.</li> <li>• Stakeholder perception measure established and baseline agreed.</li> </ul>
Knowing our Customers	We aim to visit every home enable us to better understand the needs of the households.	<ul style="list-style-type: none"> <li>• Develop questionnaire for KnOC 2 and complete 500 visits.</li> <li>• Identify 2-3 key issues from KnOC data and plan and deliver improvements in these areas.</li> <li>• Identify, plan and deliver two opportunities for improvement in each neighbourhood patch.</li> </ul>
Improve opportunities for tenants to be involved	To increase the number of engaged tenants that feed into service delivery and improvement.	<ul style="list-style-type: none"> <li>• Carry out consultation with customers on the new corporate plan in line with CP engagement strategy.</li> <li>• Carry out surveys and focus groups for neuro diverse, racially minorised, LGBTQ+, carers and disabled tenants.</li> <li>• 80% + tenant satisfaction with communication (measured via survey).</li> <li>• Improved resident engagement with digital channels (email open rates/MySLH etc).</li> <li>• Develop organisational comms strategy that is inclusive.</li> </ul>



## 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.

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Link to Corporate Plan	Description	Actions for 2025/26
Build 280 New Homes	To build 280 New Homes by 2027.	<ul style="list-style-type: none"><li>• Complete Western Avenue and Garston Baths developments.</li><li>• Complete South Parade development.</li><li>• Obtain planning permission for Alexandra Drive/Aigburth Road scheme.</li><li>• Progress infill sites with LCC.</li><li>• Complete and present assessment of potential for older persons accommodation for Speke.</li></ul>
Invest £52m in existing homes	Invest £52m in existing homes between 2022 - 2027.	<ul style="list-style-type: none"><li>• Deliver the annual investment programme.</li><li>• Develop and embed the efficacy of the complex repairs team and liaison with neighbourhoods.</li><li>• Develop a new five-year asset management plan.</li><li>• Develop a rapid, proactive programme for PV maintenance, netting and 5G upgrade.</li></ul>
Invest in our existing sheltered schemes to continue to provide high-quality homes for over 55s	Invest in our existing sheltered schemes to continue to provide high-quality homes for over 55s.	<ul style="list-style-type: none"><li>• Review use and preference of garden furniture with residents and replace.</li><li>• Review parking areas and options for installation of electric charging points.</li><li>• Consult with residents on communal areas, decoration and carpeting and furniture.</li><li>• Carry out an options appraisal on bedsits in independent living schemes.</li></ul>
Create investment strategies for Speke and Garston	To invest in our neighbourhood and community green and open spaces.	<ul style="list-style-type: none"><li>• Deliver spring event to celebrate orchard.</li><li>• Identify use for site of former autism adventures project and playground behind.</li><li>• Identify strategy for store returned by All Saints.</li><li>• Progress the Onward stock transfer for decision.</li><li>• Present plan for improvements to identified blocks.</li></ul>



## 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.

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Link to Corporate Plan	Description	Actions for 2025/26
Build new homes to achieve Energy Performance Rating A (where possible)	All new build homes to be built to achieve EPC rating A, subject to development viability assessments.	<ul style="list-style-type: none"><li>• Develop designs to maximise efficiency but enable tenant use/understanding.</li><li>• Obtain Homes England funding to support viability of schemes.</li><li>• Explore Octopus Tenant Power, for future developments.</li></ul>
Invest £1.25m to improve the energy efficiency of our homes	As part of our annual investment programme tackle the lowest EPC rated properties.	<ul style="list-style-type: none"><li>• Invest £250k in 214 homes during 26/27 to bring them up to EPC Rating C.</li><li>• Apply for any potential funding to improve energy efficiency of homes or to improve green spaces.</li><li>• Review outcomes from the Vericom installations and identify 50 more homes for installation.</li><li>• Develop a plan for electric car charging for blocks of flats and implement Car Charging Policy.</li></ul>



## Pound

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

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## Year 5 delivery plan

Link to Corporate Plan	Description	Actions for 2025/26
Achieve and demonstrate value for money in meeting our strategic objectives	Treasury management	<ul style="list-style-type: none"> <li>Finalise new treasury management strategy (May board).</li> <li>Agree/sign new loan facility (social loan) with NatWest.</li> </ul>
	Value for money	<ul style="list-style-type: none"> <li>Monitor delivery of in-year savings in line with the budget.</li> <li>Prepare savings for 2027/28 in line with approved business plan targets.</li> </ul>
Evidence accountability, transparency, fairness, responsibility, and risk management	Governance and assurance	<ul style="list-style-type: none"> <li>Evidence compliance with the NHF 2022 code of governance (quarterly) and self-assessments against the RSH's economic and consumer standards.</li> <li>Ensure board and committee effectiveness by providing support with governance, risk management, and decision-making processes.</li> <li>Continue to evidence compliance with data protection legislation.</li> <li>Evidence the tenants voice in decision making at committees and board which leads to service improvement.</li> <li>Continue to deliver a high-quality, robust and efficient governance function across the Group, ensuring regulatory changes are embedded in the governance structure.</li> </ul>
	Risk management	<ul style="list-style-type: none"> <li>Proactively manage the risk management process and ensure a quarterly review of all risks with risk owners.</li> <li>Maintain and monitor the risk register, ensuring that mitigations are effective and risks are regularly reviewed.</li> <li>Embed risk deep dives across the governance structure.</li> </ul>



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Deliver excellent performance for customers.	Enhance performance reporting so it is available in real time and through benchmarking against peers and customer expectations.	<ul style="list-style-type: none"><li>• Use insight to improve operational effectiveness and service delivery through SLT action plans based on KPI performance.</li><li>• Review and report any consistent underperformance through trend analysis of KPIs on a rolling 12-month basis.</li><li>• Record progress and performance against positive change/improvement from customer feedback.</li><li>• Introduce a 'PowerBI' performance report.</li><li>• Benchmark with peers through the annual SDR / Vantage performance group / Housemark / IFF (market research) and identify improvements.</li></ul>
	Improve and embed project management and introduce new ways of working that will help and improve project delivery and day to day operations.	<ul style="list-style-type: none"><li>• Roll out the innovation framework to showcase best practice and identify areas of improvement.</li><li>• Completion and roll-out of all projects on the current project list - monitoring monthly at SLT and ELT.</li><li>• Commence trial of Microsoft Copilot with Marketing and Communications and Governance teams (April - June); report to ELT July.</li><li>• Organise Copilot licences for all colleagues.</li><li>• Develop AI framework, policy and guidance for colleagues.</li></ul>