



## Colleagues

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

# Corporate plan 2022-27

## Year 4 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>• Complete front-facing service reviews.</li> <li>• Upskill and support colleagues to carry out their roles effectively.</li> <li>• Review and redesign colleague annual check in process to ensure consistency of use.</li> </ul>
	Ensure the ICT infrastructure and systems enable our colleagues to deliver quality services.	<ul style="list-style-type: none"> <li>• Recruit new Head of ICT.</li> <li>• Identify team development needs.</li> <li>• Implement organisational ICT systems training.</li> <li>• Make decision on whether to continue with current housing management system.</li> </ul>
Ensure equality, diversity, and inclusion is at the heart of everything we do.	Respond to the outcome of the external equality, diversity and inclusion (EDI) review	<ul style="list-style-type: none"> <li>• Agree actions from external EDI review.</li> <li>• Deliver organisational EDI action plan.</li> <li>• Continue to support the Everyone Counts Forum.</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>• Consult and consider implementation of colleague forum.</li> <li>• Implement programme of colleague events for 2025/26.</li> <li>• Explore improved methods of working with colleagues.</li> </ul>
Create a learning environment that enables professionalism.	Create a culture of continuous professional development.	<ul style="list-style-type: none"> <li>• Support front-facing colleagues through period of change management.</li> <li>• Develop and implement training plan to meet housing professional standards.</li> <li>• Strengthen Avela Home Service's (AHS) risk, governance and business continuity management.</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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Link to Corporate Plan	Description	Actions for 2025/26
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.	<ul style="list-style-type: none"> <li>• Ensure that complaints are managed in line with housing ombudsman guidelines.</li> <li>• Ensure complaint handling is improved across SLH and AHS.</li> <li>• Develop a collaborative, co-operative approach towards resolving complaints.</li> <li>• Analyse and evidence of learning from complaints and feedback (individual/team).</li> <li>• Review how Avela Home Service tracks and monitors complaints.</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Complete four employment events per year.</li> <li>• Develop relationship with larger employers to increase local employment.</li> <li>• Work with employers to facilitate work experience for high school leavers.</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>• Neighbourhood Management Officers to complete 1,600 Knowing our Customers visits during 2025/26 and report quarterly on outcomes.</li> <li>• Use insight from the Knowing our Customers campaign and tenant engagement activities to improve services.</li> <li>• Develop neighbourhood plans.</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>• Implement customer voice strategy</li> <li>• Report bi-yearly on influence of tenant voice.</li> <li>• Use satisfaction data to target engagement.</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>• Develop pipeline for remaining 70 units.</li> <li>• Complete Western Avenue, The Old Baths, Window Lane and Church Road developments.</li> <li>• Start on site with South Parade development.</li> <li>• Explore land purchases via Liverpool City Council (LCC).</li> <li>• Develop proposals for smaller sites.</li> <li>• Explore funding opportunities with LCC/Homes England.</li> </ul>
Invest £52m in existing homes	Invest £52m in existing homes between 2022 - 2027.	<ul style="list-style-type: none"> <li>• Delivery of annual investment programme.</li> <li>• Review materials and methods of resolving damp, mould and condensation (DMC).</li> <li>• Introduce urgent seven-day repair priority.</li> <li>• Improve customer journey and accountability during complaint process.</li> <li>• Develop five-year investment plan.</li> <li>• Review void standard (showers).</li> <li>• Report on EPC C progress.</li> <li>• Develop plans 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. Upgrade buildings to ensure they are ready for the digital switchover due in 2027.	<ul style="list-style-type: none"> <li>• Procure and install new warden call, door entry and fire alarm systems.</li> <li>• Replace communal fire doors.</li> <li>• Consult with residents on systems and service charge implications.</li> <li>• Consult with resident on communal area redecoration.</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>• Present green space plan to ELT/Customer Services Committee and SLH Board for approval.</li> <li>• Set five-year green space budget to deliver the plan.</li> <li>• Deliver two projects in Speke and Garston based on consultation with residents.</li> <li>• Identify land for development and land to improve green spaces for community use.</li> <li>• Plant 30 trees to discharge our section 106 duties.</li> <li>• Meet with LCC quarterly to identify joint-working projects.</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>• Explore technologies to improve efficiency of properties.</li><li>• Develop efficient and easy to use systems.</li><li>• Obtain Homes England funding for schemes.</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 £232k in 214 homes to achieve EPC Rating C.</li><li>• Submit bid for eligible carbon net zero funding.</li><li>• Review outcomes from the Vericon (energy efficiency monitoring) installations and identify 50 more homes for installation.</li><li>• Develop a electric car charging policy for residents.</li></ul>



## 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 4 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>Set out a medium term refinancing plan to provide a stable financial platform for future investment.</li> <li>Extend and increase the existing loan to provide an extra £10m - £20m of funding through to 2030/31.</li> <li>Plan a longer-term funding strategy and agree a fixed term loan to fund development through to 2028.</li> </ul>
	Achieve value for money through active management of budgets and partnership working.	<ul style="list-style-type: none"> <li>Monitor the delivery of SLH savings compared to the value for money plan.</li> <li>AHS - reduce subcontractor spend in order to deliver a profit of 5%.</li> <li>Outline budget savings for 2026/27 (by end Q3 2025/26).</li> </ul>
Evidence accountability, transparency, fairness, responsibility, and risk management	Governance and assurance	<ul style="list-style-type: none"> <li>Evidence Comply with the National Housing Federation (NHF) 2022 code of governance (quarterly) and self-assessments against the Regulator of Social Housing (RSF) economic and consumer standards.</li> <li>Ensure board and committee effectiveness by providing support with governance, risk management, and decision-making processes.</li> <li>Ensure any recommendations or actions from the regulatory inspection are implemented within agreed deadlines.</li> <li>Provide a framework and guidance for internal and external stakeholders regarding compliance with data protection legislation.</li> <li>Recruit a customer voice lead.</li> <li>Evidence the influence of the tenants' voice in decision making.</li> </ul>
	Risk management	<ul style="list-style-type: none"> <li>New risk report format for all meetings - focusing on assurance gaps and actions to achieve target.</li> <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 and risks are regularly reviewed.</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>