



Business Strategy

Our Direction

2025



Introduction

South Lakes Housing provides good quality homes in one of the most beautiful areas of in the country. The need for quality affordable homes has never been greater, with many working families unable to afford market homes. A rapidly aging population, fuel poverty and flood prone areas provide the backdrop to our priorities for action.

Our purpose 'Quality Homes, a platform for life' has been central to our planning for the future.

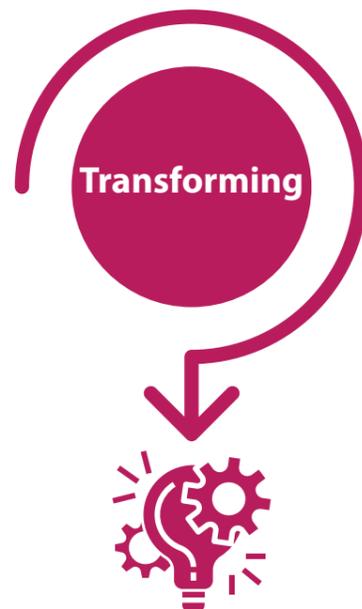
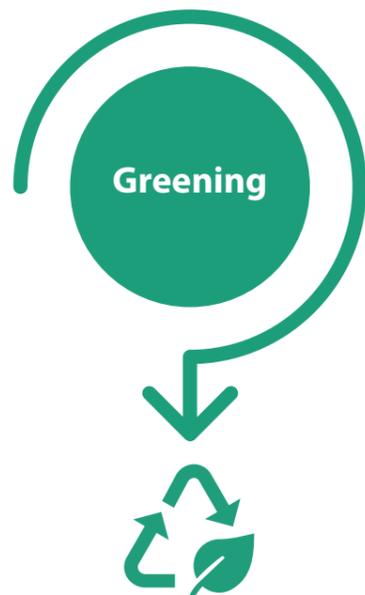
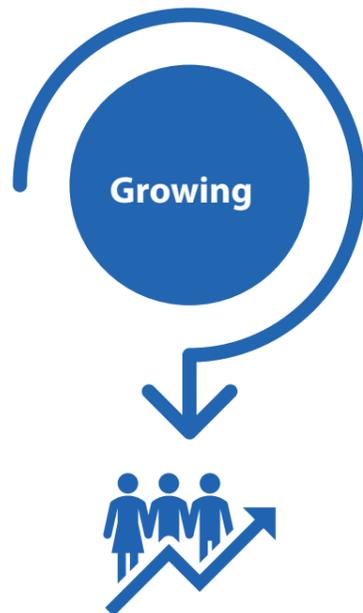
We are ambitious about the lasting impact we will have over the next five years and beyond on improving customer experience, their homes, neighbourhoods, energy efficiency, affordability and new supply of quality homes. Like many social, community-based housing associations we are grappling with the challenges of meeting growing housing need, decarbonising an ageing housing stock, and mitigating against the real risk of future flooding. This, in addition to the core expectations of keeping our homes safe and maintained to a good quality.



There is much to do – and we will work more closely with residents, communities and other stakeholders to shape our response to meeting these challenges.

Themes

Our business strategy for 2020-2025 focuses on 3 key strategic themes; Growing, Greening and Transforming.



The pace of change requires constant review and recalibration of the road map outlined in this strategy. We will examine our key activities and targets annually to ensure that we keep it fresh and respond to changes in customer expectations, standards and targets and access to resources and new technology.

The Board and staff at South Lake Housing are excited about the opportunities outlined in this strategy, supported by a more detailed delivery plan. We know we have to constantly challenge how we work, and our transformation platform will ensure we provide value for money and deliver lasting benefit for our current and future customers.

Our Journey

SLH was formed to improve the quality of affordable homes in the area and the service which customers receive. Since receiving over 3,000 “transferred” homes in 2012 we have achieved the initial outcomes and promises we made to tenants.

Growing



Greening



Transforming

Our Homes



- All homes have been brought up to / maintained to the Decent Homes Standard.
- £65m has been invested in improving and maintaining homes of which £4m spent on environmental improvements.
- More than 150 affordable homes have been built or acquired by SLH.
- 111 homes benefit from Solar Panels or Air Source Heat Pumps.

Our Customers



- Top performer in rent collection, re-letting homes and cost of housing management.
- Introduced dedicated financial inclusion support for customers.
- Provided grants to community groups for local priorities.
- Rents have been kept at an affordable level- amongst the lowest in the area.
- Strengthened our approach to support residents experiencing Anti-Social Behaviour.

Our SLH



- Highest regulatory assessment for Governance (G1) and Viability (V1) maintained.
- Refinanced borrowing to free up a further £40m borrowing capacity.
- Obtained Health and Safety accreditations.
- Undertook the People Development Programme (LEAP).

..... And we aim to do much more!



Quality
Homes, a
platform
for life.

Context

Customer Service, housing management, maintenance and compliance, in-house repairs, rural focus, financially sound and our customers recommending us to family and friends.



Corporate capacity, manager maturity, internal and external communication and processes.



Digital access to services, green agenda, relationship with strategic partners, brand, digitalisation of processes, people development and coaching style.



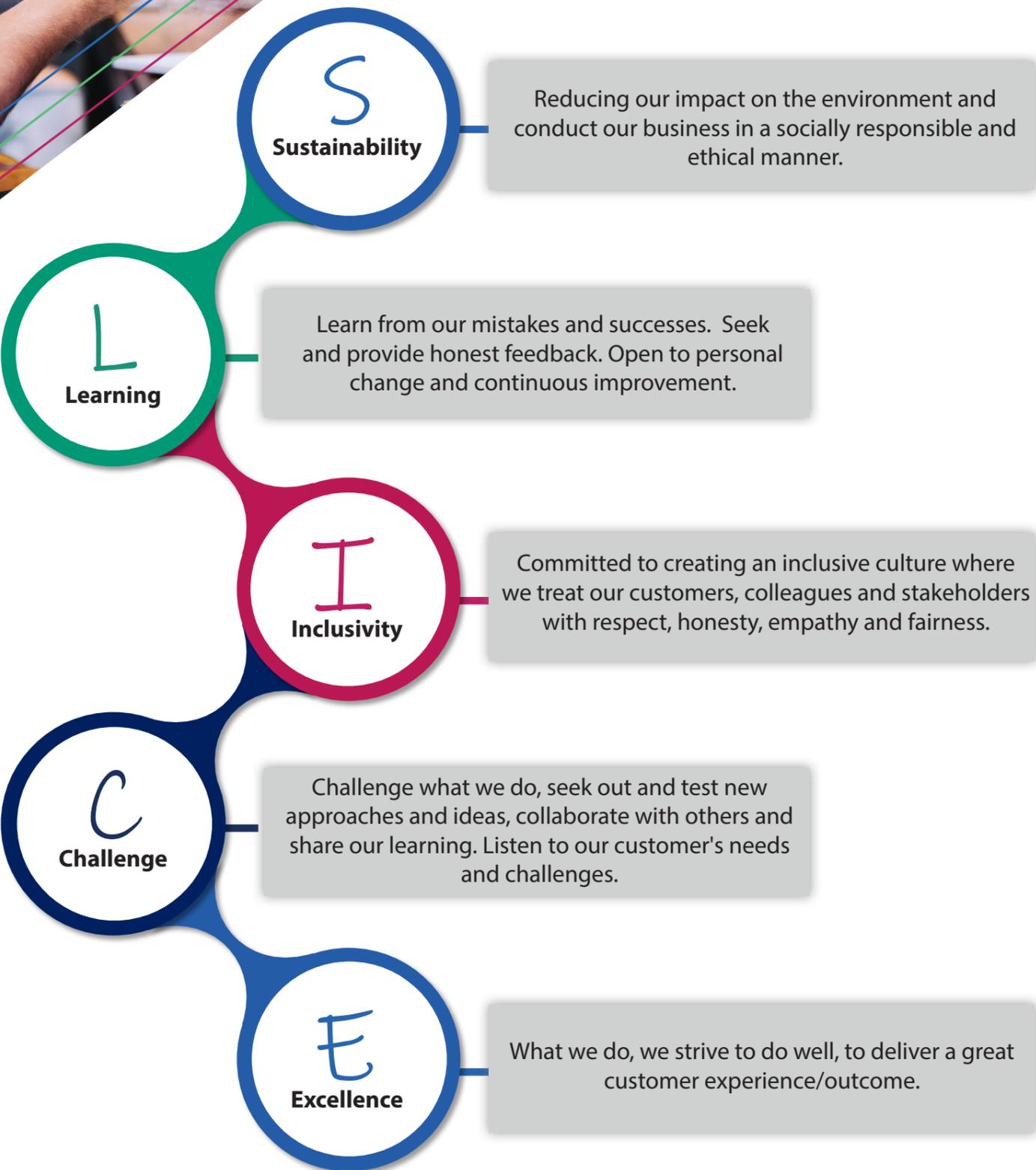
Land/planning/development, income collection, rent volatility, quality of SLH neighbourhoods, competition for skilled staff and changing demographics.



Drivers



Values



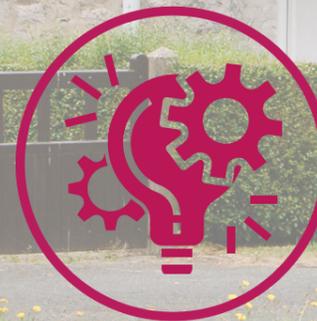
Our direction to 2025.



Growing



Greening



Transforming



Growing

Growing



By 2025

Actions

Our Homes

Meet the new SLH Home Standard
 Invest no less than £33m in existing homes
 500 additional homes delivered or started, including:

- 50 affordable homes per year
- 100 homes in rural communities
- 150 Acquisitions

Extend our extra care offer
 Increase availability of accessible homes

Our Homes

Re-prioritise investment spend
 Detailed stock condition analysis
 Maintain development pipeline
 Develop older persons offer
 Accessible homes offer

Our Customers

Rents that are affordable (no more than 35% of average income)
 Achieve a minimum of 90% customer satisfaction
 Delivery of Neighbourhood Plans
 Tenant satisfaction that rents and service charges are value for money
 Net Promoter score increased to 40+

Our Customers

More detailed affordability analysis to inform rent setting
 Implement 'radical' Customer engagement framework
 Invest £5m on improving estates
 Targeted neighbourhood consultation

Our SLH

Employ at least 6 apprentices in any one year
 Achieve 'Excellent' Health & Safety credentials (ISO Standard)
 Maintain G1 judgment and at least V2

Our SLH

Ambitious people strategy
 Enhanced apprenticeship programme
 Seek opportunities to work with others to meet goals
 Health & Safety Assessment



Greening

Greening



By 2025

Actions

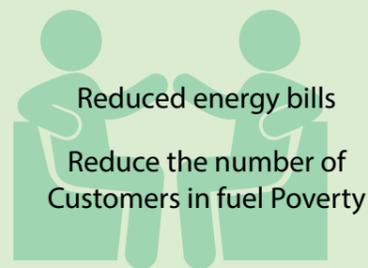
Our Homes

- No home to be below Band C* with a road map to achieve average EPC band B by 2050.
- Eco-demo scheme at Parkside Road
- All SLH led build to meet 'high eco' standard
- First Passivhaus scheme completed

Our Homes

- Complete EPC survey
- Invest £5m in energy efficiency
- Appraise options/market test for green technology
- Develop an SLH 'eco-high' design standard

Our Customers



- Reduced energy bills
- Reduce the number of Customers in fuel Poverty

Our Customers



- Targeted investment programme
- Obtain "green" grant funding
- Guidance and advice on use of green technology

Our SLH



- Green/Environmental Strategy
- Reduce Environmental Impact score
- Greening our operations

Our SLH



- Asses our environmental impact
- "Greening" our processes



Transforming

Transforming

By 2025

Actions

Our Homes

Use of Smart Technology
No gas central heating on replacement by 2025

Appraise options for Smart Technology
Invest in alternative heating

Our Homes

Our Customers

Digital access and inclusion for customers
80% of customers using digital account

Signpost customers for digital advice and training
Self-book repair appointments
Customer profile analysis
Customer preferences survey

Our Customers

Our SLH

Improved culture indicators
£100k+ efficiency made through use of digital processes

Staff survey completed - Yr 1 / Yr 4
People Strategy
- Staff Development
- 'LEAP Together' development reviews
Introduce 'agile' working
Data led decision making

Our SLH

Key Performance Indicators

Growing



Demand for SLH homes	Repairs completed within target time	Cost Per Unit
Decent homes	Health & Safety compliance	Development programme
Number of homes owned	Rent arrears	Rent collection
Number of Apprentices	Regulatory Ratings	Homes developed as a % of homes owned
		SLH new-build / refurb schemes

Greening



Community investment	Fuel Poverty	
Energy Efficiency Ratings	Eco Homes	Carbon Footprint

Transforming



Overall customer satisfaction	Customer satisfaction with repairs	Customer satisfaction with engagement with SLH
Void rent loss	My Account Members	Customer satisfaction with quality of home
Net Promoter Score	Employee satisfaction	
Digital Transactions	Employee sickness	Culture Indicators

Resources

