



Business Strategy

Our Direction

2025



Mid Term Review Update- February 2023

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.

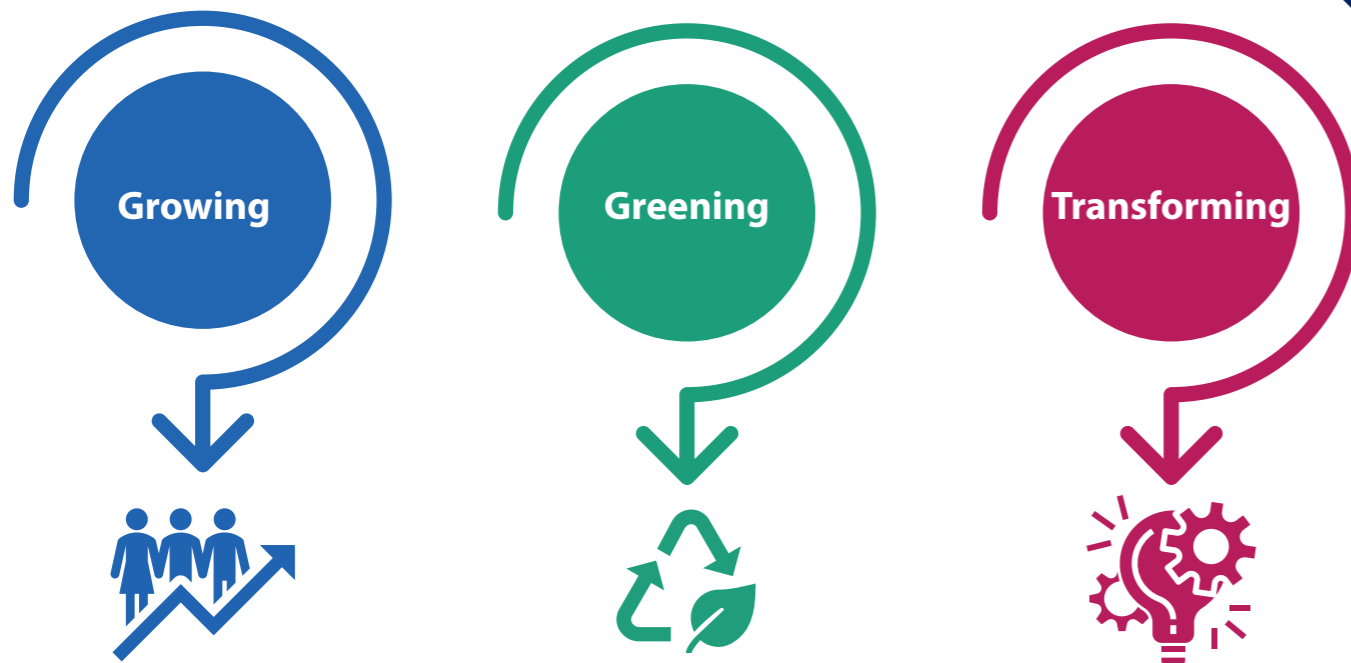
We are ambitious about the lasting impact we will have over the next five years and beyond on improving customer experience, their homes, neighbourhoods, energy efficiency, affordability and new supply of quality homes. Like many social, community-based housing associations we are grappling with the 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. (Re-graded to V2 in November 2022)
- 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.

S

STRENGTHS

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

W

WEAKNESSES

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

O

OPPORTUNITIES

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

T

THREATS

Drivers



Values

S
Sustainability

Reducing our impact on the environment and conduct our business in a socially responsible and ethical manner.

L
Learning

Learn from our mistakes and successes. Seek and provide honest feedback. Open to personal change and continuous improvement.

I
Inclusivity

Committed to creating an inclusive culture where we treat our customers, colleagues and stakeholders with respect, honesty, empathy and fairness.

C
Challenge

Challenge what we do, seek out and test new approaches and ideas, collaborate with others and share our learning. Listen to our customer's needs and challenges.

E
Excellence

What we do, we strive to do well, to deliver a great customer experience/outcome.

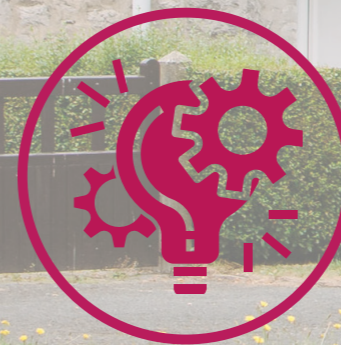
Our direction to 2025.



Growing



Greening



Transforming



Growing

Growing

By 2025

Actions

Meet the new SLH Home Standard

Invest no less than £33m in existing homes

400 additional homes delivered or started , including:

- 50 affordable homes per year
- **80** homes in rural communities
- 150 Acquisitions

Increase availability of accessible homes

Rents that are affordable (no more than 35% of average income)

Achieve a minimum of **80%** customer satisfaction

Delivery of Neighbourhood Plans

Tenant satisfaction that rents and service charges are value for money

Benchmarked as median on TSM perception survey

Re-prioritise investment spend

Detailed stock condition analysis

Maintain development pipeline

Review sheltered schemes

Accessible homes offer

More detailed affordability analysis to inform rent setting

Service charge review

Implement a more inclusive customer engagement framework

Customer First training

Invest £5m on improving estates

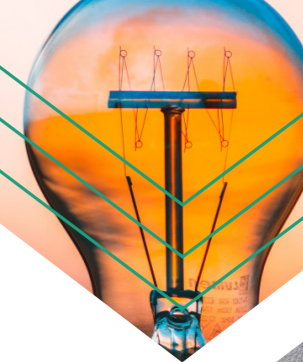
Review sheltered service

Targeted neighbourhood consultation



Greening

Greening



By 2025

Actions

No homes to be below Band C with a road map to achieve net zero by 2050

Eco-demo scheme at Parkside Road

All SLH led build to meet 'high eco' standard

First Passivhaus scheme completed

Customers will have an understanding of they they contribute carbon emissions

Sustainability Strategy

Reduce Environmental Impact score

Greening our operations

Complete EPC surveys

Invest £5m in energy efficiency

Appraise options/market test for green technology

Develop an SLH 'eco-high' design standard

Targeted investment programme

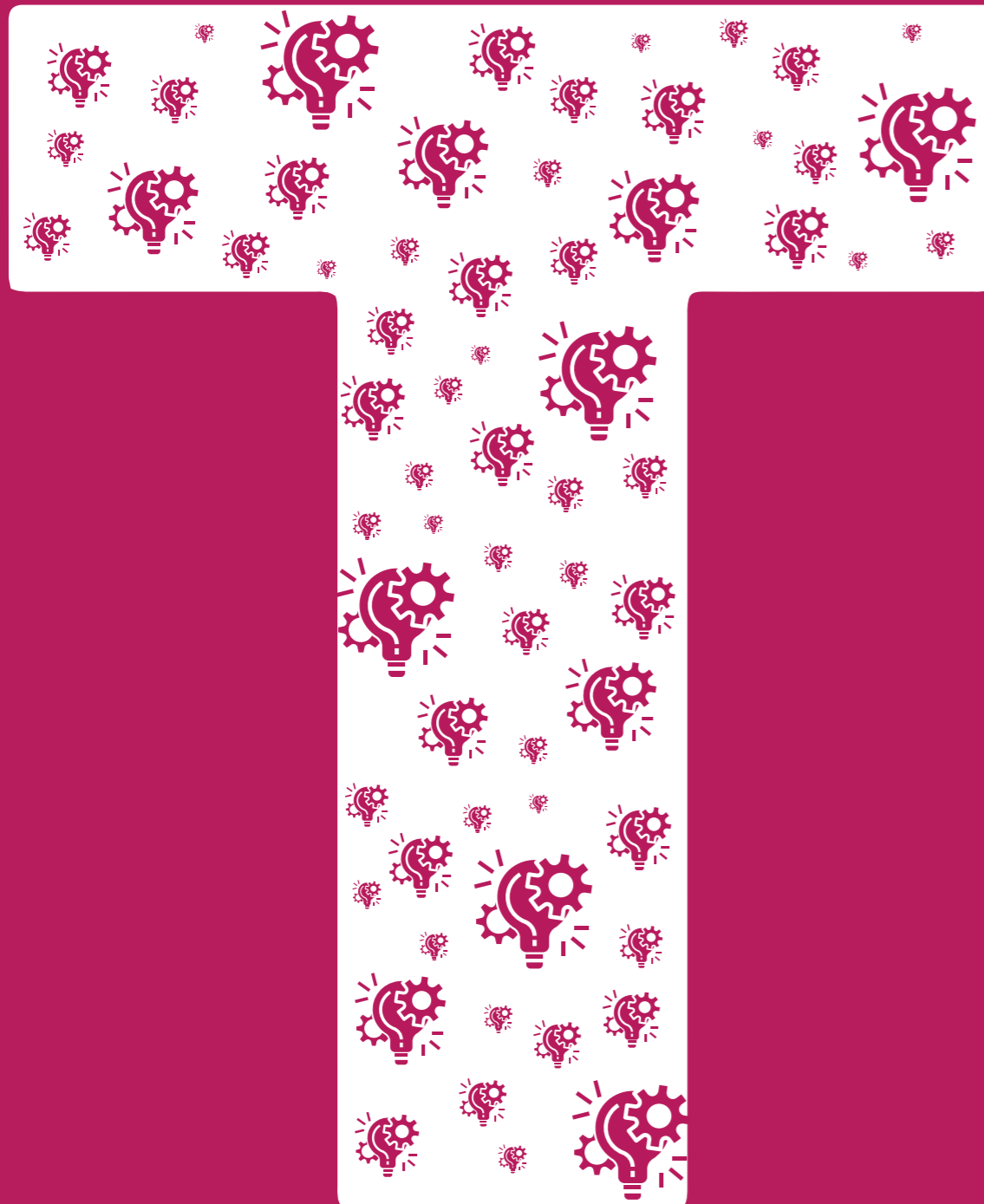
Obtain "green" grant funding

Improve guidance and advice on energy efficiency

Asses our environmental impact

"Greening" our processes

Colleague engagement and culture change programme



Transforming

Transforming

By 2025

Actions

Use of Smart Technology

Alternative options other than gas to be appraised for central heating by 2025

Digital access and inclusion for customers

75% of customers accessing services via digital account

Improved culture indicators

£100k+ efficiency made through use of digital processes and income generation

Invest in data solution and skills

Employ at least **4** apprentices in any one year

Achieve 'Excellent' Health & Safety standards

Maintain G1 judgment and at least V2

Appraise options for Smart Technology

Invest in alternative heating

Signpost customers for digital advice and training

Self-book repair appointments

Customer profile analysis

Customer preferences survey

Staff survey completed - Yr 1 / Yr 4

- Staff Development
- 'LEAP Together' development reviews

Introduce 'agile' working

Operate a change management framework

Ambitious people strategy

Enhanced apprenticeship programme

Seek opportunities to work with others to meet goals

Health & Safety Assessment

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

Figures reflect 2020 financial provision

