



Business Strategy Our Direction 2026



Review Update – January 2025



Quality
Homes, a
platform
for life

Introduction

South Lakes Housing provides good quality homes in one of the most beautiful areas of 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.

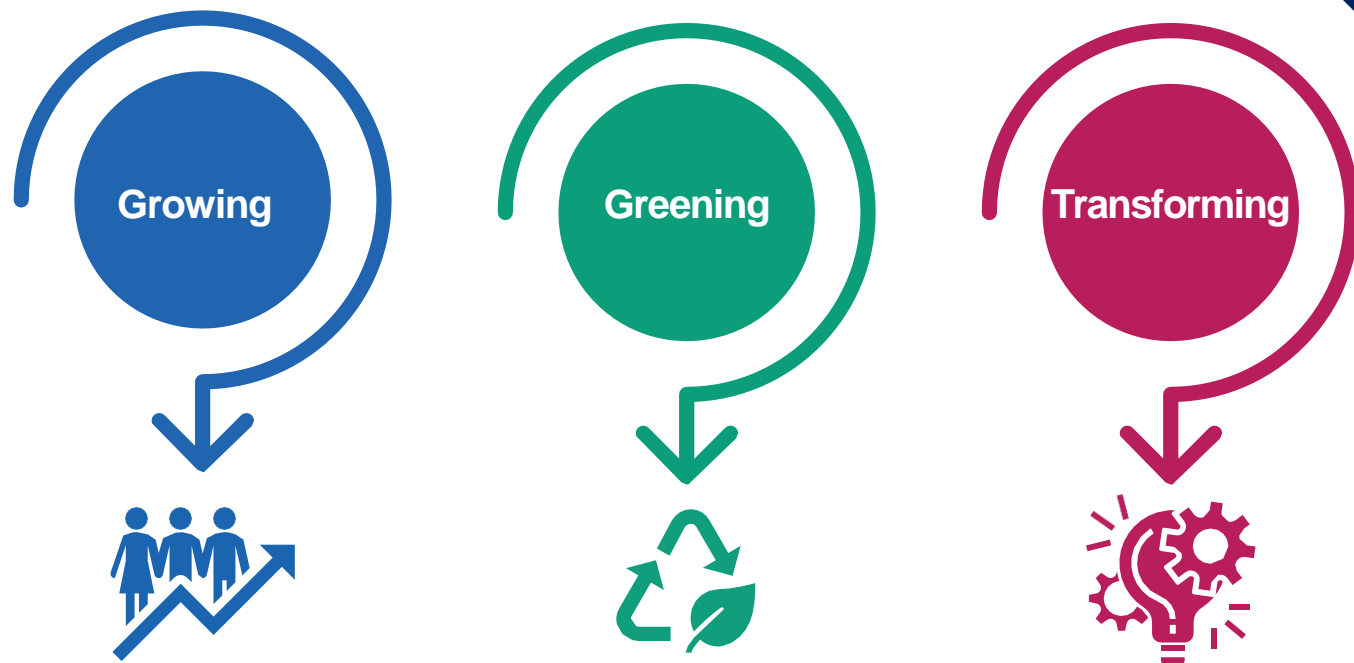
We are ambitious about the lasting impact we will have over the next five years and beyond on improving customer experience, their homes, neighbourhoods, energy efficiency, affordability and new supply of quality homes. Like many social, community-based housing associations we are grappling with the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



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 2020-2026 focuses on 3 key strategic themes; Growing, Greening and Transforming.

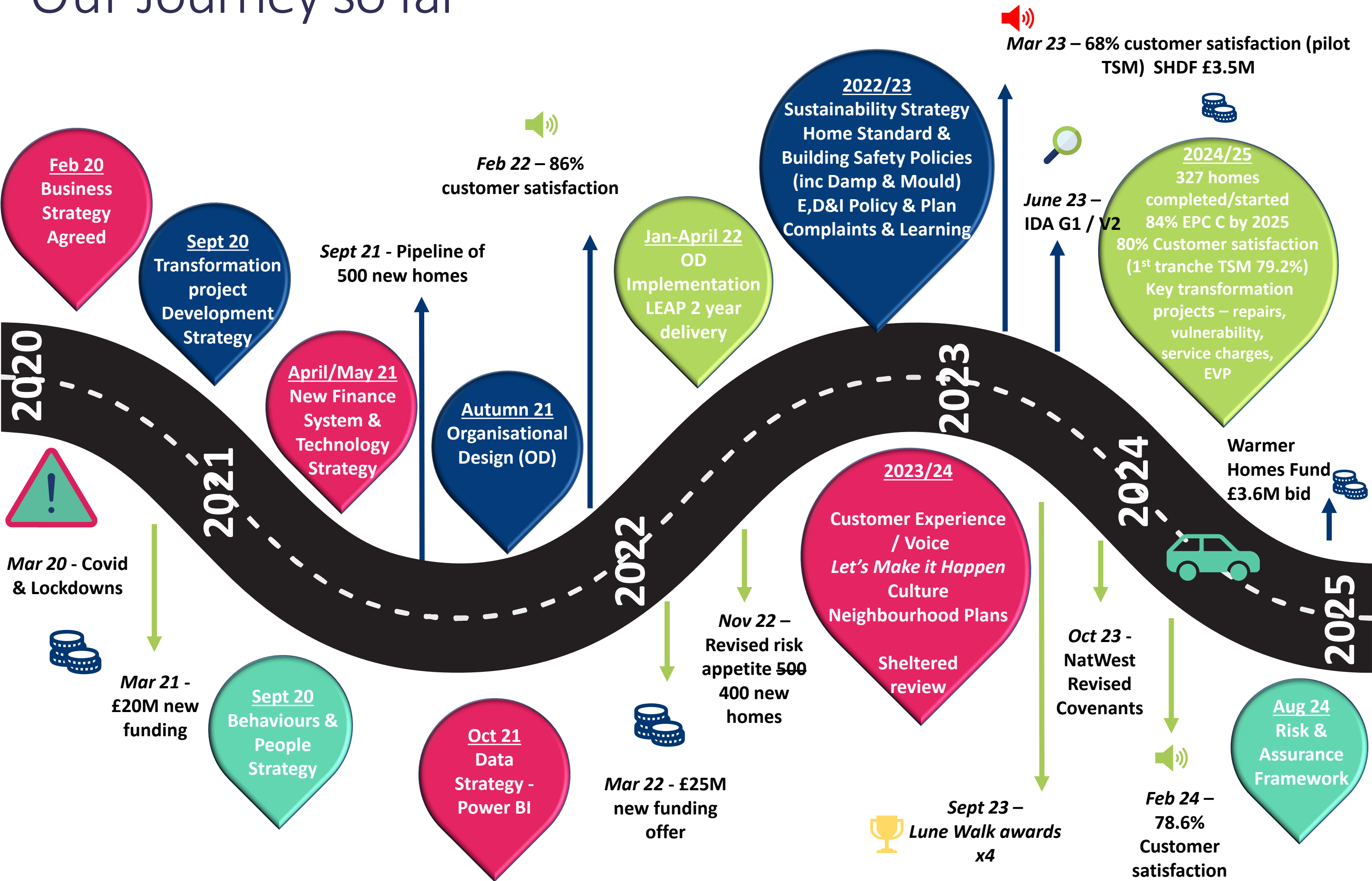


The pace of change requires constant review and recalibration of the road map outlined in this strategy. The Board examine our key activities and targets annually to ensure that we keep it fresh and respond to changes in customer expectations, regulatory requirements, and access to resources and new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

The Board reviewed progress with the Business Strategy in November 2024. They recognised the very ambitious strategy set out in 2020 and acknowledged a number of hurdles that SLH and the sector has faced since the strategy was initially put in place.

- The Board agreed to extend the Business Strategy period to 2026 in recognition of;
- The need to secure grant for new developments (particularly our land-led schemes), accessing grant for energy efficiency improvements to the existing stock, and gaining long-term certainty around future rent setting.
 - A number of transformation projects are underway focusing on improving customer experience, procurement of new contracts and use of data.
 - The implications of the forthcoming national long-term housing strategy, planning reforms and associated housing targets, local devolution plans and the Spending Review.
 - Recruitment of a new Chief Executive in spring/summer 2025.

Our Journey so far



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.

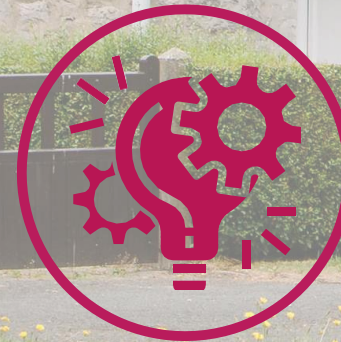
Our direction to 2026



Growing



Greening



Transforming

Business Strategy Headline Targets 2020-2026

Growing



400 homes completed/on site
78% customer satisfaction



Greening



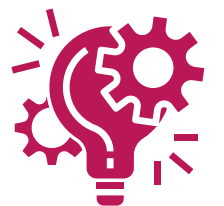
All homes at EPC C (except hard to treat)
High 'eco standard' new builds



Transforming



65% customers using 'My Account'
Culture transformation – *Let's Make it Happen*



Business Strategy

- *Progress Status January 2025*

Completed



In-delivery to
25/26



Next strategy
consideration



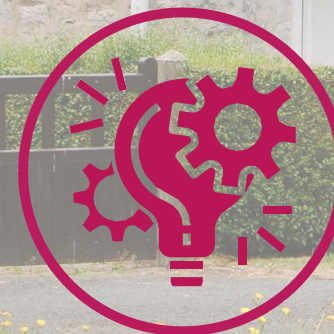
Our direction to 2026



Growing



Greening



Transforming



By 2025

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 80% customer satisfaction ■

Delivery of Neighbourhood Plans ■

Tenant satisfaction that rents and service charges are VFM ■

Benchmarked as median on TSM perception survey ■

Actions

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 ■

Completed

In-delivery

Next Strategy





Greening

By 2025

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 how they contribute carbon emissions



Sustainability Strategy



Reduce Environmental Impact score



Greening our operations



Actions

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



Completed

In-delivery

Next Strategy





Transforming

By 2025

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 judgement and at least V2 and aim for minimum C2



Actions

Appraise options for Smart Technology



Invest in alternative heating



Signpost customers for digital advice and training



Self-book repair appointments



Customer profile analysis/ support fair & equitable outcomes



Customer preferences survey



Staff survey completed - Yr 1 / Yr 4



Staff Development - 'LEAP Together' development reviews



Introduce 'agile' working



Ambitious people strategy



Enhanced apprenticeship programme



Seek opportunities to work with others to meet goals



Health & Safety Assessment



Completed

In-delivery

Next Strategy





Growing >





Greening >





Transforming >



