



South Lakes Housing

Assets & Development Strategy

2026-2029



SLH Assets & Development Strategy 2026-2029

Title	SLH Assets & Development Strategy
Person responsible	Chief Operations Officer
Customer consultation arrangement:	Consultation required? Yes? ☒ No? ☐ Residents consulted and engaged via Business Strategy Roadshows and their feedback, insight and priorities have shaped the Assets and Development Strategy.
Approved by	Board
Business strategy theme	Quality Homes, Quality Services, Quality People
Approval date	September 2026
Links to other key policies	• Resident Engagement Strategy • Data Strategy • Value for Money (VfM) Strategy • Procurement Strategy • Responsive Repairs Policy • Suite of Building Safety Policies • SLH Home Standard • Stock Condition Survey Programme • Adaptations Policy • Supporting Customers Policy
Review date	June 2029 with an annual review

Contents

SLH Assets & Development Strategy 2026-2029

4 Key Legislative & Regulatory Framework

5 Purpose & Scope

6 Vision & Strategic Alignment

7 Strategic Approach - One Portfolio

9 Strategic Objectives

10 Strategic Priorities

17 Value for Money

18 Data Insight & Performance

19 Governance & Delivery

20 Risk Management

21 Conclusion

Key Legislative & Regulatory Framework

This strategy is delivered in line with the following key legislation and regulatory requirements:

- Social Housing (Regulation) Act 2023
- RSH Consumer Standards (2024) – focus on Safety & Quality, Transparency, Influence & Accountability, Neighbourhood & Community and Tenant Satisfaction Measures
- Building Safety Act 2022
- Fire Safety Act 2021
- Landlord & Tenant Act 1985 and Homes (Fitness for Human Habitation) Act 2018
- Housing Health and Safety Rating System (HHSRS)
- Awaab's Law and Guidance for Social Landlords
- Decent Homes Standard (including forthcoming updates)
- Construction (Design and Management) Regulations 2015
- Homes England – Social and Affordable Homes Programme and Capital Funding Guide
- Energy and Net Zero requirements (EPC C, Minimum Energy Efficiency Standards (MEES) and Future Homes Standard)
- Heat Network regulations which came into force January 2026
- Procurement Act 2023
- Equality Act 2010

These requirements and our values underpin our approach to safety, quality, transparency, resident voice and accountability.



Purpose & Scope

This strategy sets out how SLH will:

- Deliver resident led Quality Services and Quality Homes
- Make the best use of our properties and land
- Invest in existing homes and deliver new homes
- Provide services which exceed expectations
- Achieve right first-time outcomes for our residents

It creates a single, joined up approach across asset management and development, ensuring we optimise outcomes across our whole portfolio, recognising the strategic choices for Board in balancing investment in more and better homes.

The expected benefits of a unified strategy include investment in existing and new projects can be planned together, stronger value for money, improved outcomes for residents, support better place making and regeneration, more effective use of data and insight and improved governance and oversight.



Vision & Strategic Alignment

To provide affordable, safe, decent, warm and sustainable homes in communities people are proud to live in and welcome their family and friends. This strategy is for 3 years and supports delivery of our **Business Strategy 2026-29** in the following ways:



QUALITY HOMES

Safe, compliant, affordable, sustainable homes



QUALITY SERVICES

Responsive, efficient services delivered right first time



QUALITY PEOPLE

Grow and develop skilled teams and partners working collaboratively



VALUE FOR MONEY

Best use of properties, land and resources



EQUITY, DIVERSITY AND INCLUSION

Homes and services that meet diverse needs

Strategic Approach – One Portfolio

SLH stock is currently valued at approximately £235m on a mixture of Existing Use Social Housing (EUV-SH) and Market Value Subject to Tenancy (MVT) valuation basis.

We will take a whole portfolio approach, considering all homes, land, other assets and opportunities together.

For each asset, we will determine whether to:

- Invest
- Develop
- Regenerate
- Repurpose
- Dispose

This ensures we:

- Maximise long term sustainability
- Improve resident outcomes
- Deliver strong financial performance

Where are we now?

The Portfolio

As at 31 March 2026, SLH owns and manages 3,353 homes, including 2,696 social rent general needs homes, 390 social rent sheltered homes, 252 affordable rent homes and 15 intermediate rent homes.

The portfolio is concentrated in Westmorland and Furness (95.1%), with 3,190 homes, and smaller numbers in Lancaster (2.7%), North Yorkshire (1.2%) and Wyre (0.9%), mostly achieved through the acquisition of Lune Valley Rural Housing Association in March 2026. In addition, SLH holds 150 shared ownership homes, 277 leasehold homes, 977 garages, two community centres and nine shops.

Development momentum

The organisation has maintained development momentum, delivering 350 new homes under the previous development strategy between 2021 and 2026. This included 150 shared ownership homes, 198 rental homes and two rent-to-buy homes, providing a strong platform for the new 2026-29 ambition to deliver a minimum of 250 further homes, subject to grant and funding availability.

Strategic Approach – One Portfolio...

Energy performance

Energy performance has improved significantly. Homes rated EPC C or above increased from 33% in 2020 to 81% by March 2026, taking account of RdSAP changes which moved some borderline EPC C homes into EPC D. Current data shows 2,745 homes rated EPC A-C, with 586 homes rated EPC D-G and 22 homes where the EPC position is not known.

Stock condition

The stock condition position is strong but requires continued focus. Stock condition surveys have been completed within the last five years for 3,126 homes, representing 96.63% of the surveyed stock condition dataset, with 109 homes, or 3.37%, either older than five years or not known. The strategy therefore continues the commitment to a five-year rolling stock condition survey programme, supported by periodic external validation of survey quality, lifecycle assumptions and cost assumptions.

Repairs performance

Repairs performance remains a key operational and resident priority. This strategy identifies the need to deliver an efficient and effective repairs and maintenance

service, with a specific focus on achieving 90% of non-emergency repairs within target time by 2027, improving right first time delivery, strengthening resource utilisation, and improving data quality, insight and performance management across both the in-house team and contractors.

Asset management

The current asset base presents both strength and challenge.

SLH stock is valued at approximately £235m, but the portfolio includes a significant proportion of older homes, with 1,894 homes built before 1965 and a further 679 homes recorded in the 1965-1980 age band.

This creates ongoing investment pressure around component replacement, energy performance, decency, damp and mould, building safety, regeneration and long-term sustainability.

The strategy therefore emphasises active asset management, option appraisal of poor performing and high value assets, targeted investment, use of disposal receipts where possible, and the need to balance investment in existing homes with the delivery of new homes within financial capacity.

Strategic Objectives

We will:

- Grow the number of homes we provide through a sustainable development and acquisition programme, aligned to our strategy for existing homes, financial capacity and local need.
- Use robust asset, financial and customer data to guide investment, maintenance and development decisions, delivering and maintaining safe, high-quality homes, sustainable over the long term.
- Maintain building safety and compliance standards across our homes.
- Actively manage our homes to optimise long-term performance and value, using asset data to inform decisions on investment, redevelopment or disposal.
- Maximise grant funding to support our ambitions to build new homes and improve existing homes and communities.
- Put residents first in how we manage and develop our homes, while broadening our housing offer to provide a wider range of tenures and housing options.
- Achieve EPC Band C for all homes ahead of the 2030 deadline, where possible.
- Develop a fully costed roadmap to become net zero by 2050.
- Engage customers and colleagues to improve sustainability awareness.
- Maximise access to funding for de-carbonisation and energy upgrades.
- Reach SHIFT Gold standard for sustainability performance value from our homes and land.
- Embed sustainability into strategic planning and service delivery.



Strategic Priorities

Resident Led Services

We will:

- Put residents at the heart of decisions.
- Publish an initial one and then a 5-year programme of planned works for every property, keeping residents informed in advance and supporting them through.
- Use insight from residents to shape investment and development and work with housing colleagues to deliver neighbourhood plans.
- Use resident data to make reasonable adjustments and tailor services.
- Deliver services that meet and exceed expectations.
- Building on our case management approach, continue to work with residents to explain the reasons we need access to their home for inspections, repairs and surveys to improve access for appointments.

Delivering Quality Homes - Investment in Existing Stock & Communities

We will:

- Deliver an efficient and effective repairs and maintenance service, with a focus on non-emergency repairs performance to achieve 90% within target time from a 2025/26 position of 81% and 72% in 2024/25 to be achieved via redesigning processes, stronger contract management, active management of oldest jobs and jobs at risk of being out of target, appointment scheduling, better materials provision, focus on first-time fix and addressing no access.
- Improve right first time delivery, strengthen resource utilisation, enhance data quality and insight and performance management of in house team and contractors.
- Review the **SLH Home Standard** and maintain homes to meet and exceed required standards, including tracking and reporting on decency.
- Carry out a 5-year rolling programme of stock condition surveys and obtain external validation of the quality of our surveys and assurance regarding lifecycle and cost assumptions every 4 years. We commissioned **Savills** to carry this out in 2026. As we improve and triangulate property and resident data and insight we will use this information as well as date order to target and re-profile as required.
- Carry out detailed communal blocks surveys so we can better understand condition and plan component replacements and communal upgrades, working with the area housing teams and considering service charge implications.
- Introduce ongoing professional development, and enhanced monitoring through post-survey scrutiny and validation.

Strategic Priorities...

- Use stock condition and repairs and maintenance data to provide insight, which together with external benchmarking, inform lifecycle assumptions and prioritise investment and drive planned programmes.
- Deliver coordinated programmes to improve efficiency.
- Provide a timely aids and adaptations service to enable residents to live independently, working with partners and

supporting residents to access external funding.

- Consider options to work with residents and wider partners to shape and build communities where we can make a difference.

Our focus:

- Safe, warm, well maintained homes
- Services delivered right first time

Delivering New Homes & Growth

We are proud to have delivered 350 new homes under our previous development strategy, between 2021-26, with 150 Shared Ownership and 198 rental homes and 2 rent-to-buy and are keen to maintain this momentum.

We will:

- Aim to deliver a minimum of 250 new homes during the life of the Business Strategy 2026-29, subject to availability of grant and funding.
- Focus new development and other growth within our existing footprint of South Lakeland and North Lancashire, with any exceptions approved by Board.
- Develop simple frameworks to consider development and wider growth opportunities which will mean we develop in areas where we can genuinely offer excellent homes and services.

- Have a robust investment appraisal framework for assessing new build, acquisition, divestment and regeneration opportunities, including financial assumptions approved by Board.
- Deliver a sustainable and affordable development programme.
- Focus on areas/ properties of greatest need, including rural communities.
- Provide a range of tenures, including social and affordable rent and shared ownership.
- Contribute to Place Making, working across SLH and with residents and partners in our communities.
- Maximise the value of strategic partnerships.

All homes will meet high standards of design, quality, safety, energy efficiency and sustainability.

Strategic Priorities...

Building Safety & Compliance – Safety First Culture

Safety is our highest priority & we will:

- Maintain full compliance with all statutory and regulatory requirements.
- Embed a safety first culture across the organisation and supply chain.
- Ensure clear accountability for building safety through defined roles and responsibilities.
- Ensure our properties are free from hazards, embedding the requirements of Awaab's Law and preparing for future phases, including phase 2 from October 2026 and phase 3 from October 2027.
- Strengthen our approach to damp, mould and other hazards by using clear case triage, risk assessment, timely inspection, diagnosis, re-mediation, resident communication and follow-up assurance.
- Link Awaab's Law readiness to repairs responsiveness, ensuring urgent hazards are identified, prioritised, completed within required time-scales and supported by effective escalation where access, vulnerability or repeat failure issues arise.
- Improve asset, repairs, compliance and resident data quality so that we can identify hazards earlier, target interventions, understand repeat issues, tailor services and evidence compliance.
- Provide regular assurance through performance reporting, case review, audit, learning from complaints, tenant satisfaction measures and Board and Committee oversight.
- Prepare for emerging regulatory requirements, including Decent Homes 2 and Minimum Energy Efficiency Standards, so future investment programmes address decency, safety, energy performance, affordability and resident outcomes in a joined-up way.
- Maintain a suite of policies and robust programmes for:
 - Fire safety
 - Gas safety
 - Electrical safety
 - Water safety
 - Asbestos management
 - Lift safety
 - Damp and Mould
 - Radon
 - Other Landlord health and safety – balconies/ abnormal structures and trees

Strategic Priorities...

We will strengthen our approach by:

- Improving the way we communicate with residents about our responsibilities and why we need access to carry out surveys, inspections and servicing.
- Ensuring all contractors and partners demonstrate competence and compliance.
- Maintaining accurate and up to date asset and compliance data.
- Delivering clear and transparent KPI and wider reporting and assurance to Board and Committees.
- Providing residents with clear information and confidence in the safety of their homes.

- Our approach reflects the strategic priority to maintain building safety and compliance standards and embed a safety first culture across the business.

We will also ensure that:

- Safety is considered at every stage of development and investment decisions.
- Learning from incidents/ accidents, audits, and feedback drives continuous improvement.
- Safety is understood as everyone's responsibility.

Greener Future-ready Homes

We have improved the EPC C and above rating of our homes from 33% in 2020 to 81% in March 2026 (taking account of the changes to RdSAP which caused a number of borderline EPC C homes to drop to EPC D).

We will:

- Improve energy performance across existing homes, achieving EPC C ahead of the 2030 deadline.
- Deliver new homes that meet or exceed standards, with a minimum of EPC B.
- Develop a roadmap to net zero by 2050.
- Maximise external funding opportunities, such as Warm Homes.
- Invest in flood resilience measures and ensure new supply is fit for future climate changes.

Strategic Priorities...

Approach to Achieving Net Zero

We will:

- Plan our approach to achieving Net Zero Carbon by 2050 in a financially sustainable way, aligned with wider asset investment priorities and our long-term financial capacity by 2030/31.
- Build on the progress already made through our programme to bring homes to EPC C ahead of the 2030 deadline, moving the next phase beyond energy efficiency improvements towards full de-carbonisation.
- Take a phased approach, complying with MEES requirements by 2039, which recognises the scale of investment required and the current uncertainty around technology, costs and future grant funding.
- Use stock condition data, energy performance information and future investment modelling to identify the most appropriate pathway for different property types.
- Prioritise investment decisions alongside decent homes compliance, building safety, resident need, affordability and the continued delivery of new affordable homes.
- Include provision in the Long-Term Financial Plan for the cost of achieving Net Zero Carbon by 2050, based on current assumptions of targeted investment from the mid-2030s onwards.
- Recognise external grant funding as an important part of the delivery model, while retaining flexibility to update assumptions as technology, regulation and funding opportunities develop.
- Treat de-carbonisation as a core long-term financial commitment rather than an unfunded aspiration.
- Continue to monitor sector guidance, government policy, funding programmes and emerging best practice to refine our approach.
- Support delivery through robust governance, regular review of investment assumptions and clear reporting to Board on the financial, operational and resident impacts of the transition to Net Zero Carbon.

Making Best Use of Properties & Land

We will:

- Use data to understand asset performance and need, and carry out option appraisals on the worst performing and high value assets -homes, garages, shops.
- Target investment for maximum impact.
- Recycle and utilise receipts from disposals to support the delivery of new homes, where possible, as RTB proceeds gain for transferred stock are shared 50/50 with Westmorland and Furness Council until 2042.
- Identify garage sites for redevelopment.
- Deliver regeneration and redevelopment where appropriate and viable.

Strategic Priorities...

Strengthening acquisition & divestment

We will:

- Strengthen our approach to acquisition, disposal, stock rationalisation and active asset management so that decisions are evidence-based, transparent and aligned to our whole-portfolio strategy.
- Assess acquisition opportunities where they support local housing need, strengthen our presence in existing communities, provide good-quality homes, or create wider regeneration, place-making or partnership benefits.
- Use a robust investment appraisal framework for acquisitions, including financial assumptions, grant or funding availability, future maintenance and compliance costs, energy performance, building safety, management implications and the ability to provide excellent services to residents.
- Consider disposal or divestment where an asset no longer provides a strong strategic fit, requires disproportionate investment, performs poorly financially or operationally (or geographically), presents persistent management or compliance challenges, or where disposal would release value that can be recycled into existing homes, new homes or regeneration.
- Review poor-performing and high-value assets, isolated homes, garages, shops, land and sites with redevelopment potential as part of our active asset management approach.
- Base stock rationalisation decisions on a balanced assessment of asset performance, resident impact, investment need and strategic fit.
- Consider stock condition data, repairs history, component replacement requirements, EPC performance, compliance risk, demand, lettability, neighbourhood context, service delivery implications, resident vulnerability and the potential impact on communities.
- Put resident impact at the centre of decisions, including communication, rehousing, reasonable adjustments and the need to minimise disruption wherever possible.
- Use data and option appraisals to determine whether to invest, hold, improve, redevelop, regenerate, repurpose, acquire or dispose.
- Support recommendations with clear evidence, financial and non-financial appraisal, resident and community considerations, value for money analysis and appropriate governance approvals in line with delegations.

Strategic Priorities...

Strategic Partnership & Collaboration

We will work closely with:

- Local Authorities
- The new Cumbria and Lancashire Combined Authorities
- Local Housing Partnerships, such as Cumbria and Lancaster
- Homes England
- Developers and Contractors
- Funders
- Wider stakeholders

These partnerships will support:

- Delivery of new homes
- Access to funding and land opportunities
- Regeneration and place based outcomes for residents and the wider community
- Innovation and shared expertise

This reflects our strategic approach to partnership working and maximising funding opportunities.

Procurement & Delivery Excellence

We will:

- Ensure contractors working on our behalf embrace our values.
- Ensure procurement and supplier relationship management drives quality, value and compliance, achieving better rates and environmentally friendly products for major repairs component replacements where they are value for money.
- Engage residents in procurement and product choices.
- Engage and remove barriers where possible for local SMEs to bid for and deliver services.
- Deliver programmes efficiently and safely.

Value for Money

We will:

- Balance investment in existing homes and new development, recognising the strategic choices and trade-offs Board will need to make.
- Use robust appraisals to guide decisions.
- Ensure our in-house repairs team provides better VfM than other alternatives.
- Carry out post-inspections to ensure work is carried out to the right quality.

We will actively:

Maximise external funding, including:

- Homes England grants
- Government funding programmes
- Local authority and partner contributions

We will ensure every decision:

- Delivers maximum benefit for residents
- Supports long term financial sustainability



Data Insight & Performance

We will:

- Maintain high quality up to date asset, compliance and resident data, ensuring we can tailor services for our residents' diverse needs, ensuring fair and equitable access and outcomes.
- Triangulate and turn data into insight to inform future investment decisions and active asset management planning.
- Continuously improve the understanding of our homes and customers.
- Continue to explore the opportunities, potential insights and efficiencies of technology/ AI, such as smart sensors for early identification and targeted intervention in cases of damp and mould, diagnostic tools, drones to assess the condition of buildings, including roofs.

We will measure success through the following:

- Property and Compliance KPI Dashboards
- Customer satisfaction
- Tenant Satisfaction Measures – General Management and Customer Satisfaction
- Energy performance – EPC Rating
- Delivery outcomes
- Value for money



Governance and Delivery

This strategy will be led by the Operations function working collaboratively across SLH.

We will:

- Develop a clear annual action plan, reviewed and updated each year, with progress reported to the Investment and Development Committee.
- Align delivery with the Business Strategy and Long Term Financial Plan.
- Monitor progress and be held to account, in accordance with accountabilities and delegations through:
 - Board, who will approve this strategy and receive an annual update as part of the Business Strategy update.
 - Investment & Development Committee, who will oversee operational delivery of the strategy through the action plan.
 - Housing and Communities Committee, who will provide a resident lens and voice on the delivery outcomes.
 - Audit and Risk Committee,
 - Repairs Forum, who act as a critical friend in shaping and improving the repairs service.
 - Senior Leadership Team
 - Quarterly KPI reporting to Board and Annual TSM reporting, specifically relating to repairs, building safety, stock condition surveys, decent homes, damp and mould, planned maintenance and energy efficiency and the impact and outcomes for residents.



Risk management

We will maintain a structured and joined up approach to risk through:

- Principal Risk Register – strategic risks
- Stress Testing and Resilience Planning
- Operational Risk Registers – service-level risks
- Scheme / Project and Programme Risk Registers – development and investment risks
- Risk Assessments and Method Statements
- Case risk assessment, for example when assessing and prioritising damp and mould
- Horizon scanning to ensure we identify and prepare for emerging risks

Supported by a strong Risk & Assurance Framework and governance oversight, ensuring:

- Effective identification and management of risk, including counter party risk
- Clear accountability and escalation
- Continuous review and improvement
- Programme of Internal Audits and Deep Dives



Conclusion

This strategy ensures that SLH will:

- Make the best use of our homes, other assets and land
- Deliver safe, high quality and sustainable homes
- Provide services which exceed expectations
- Embed a strong safety first culture
- Deliver new homes and investment in communities

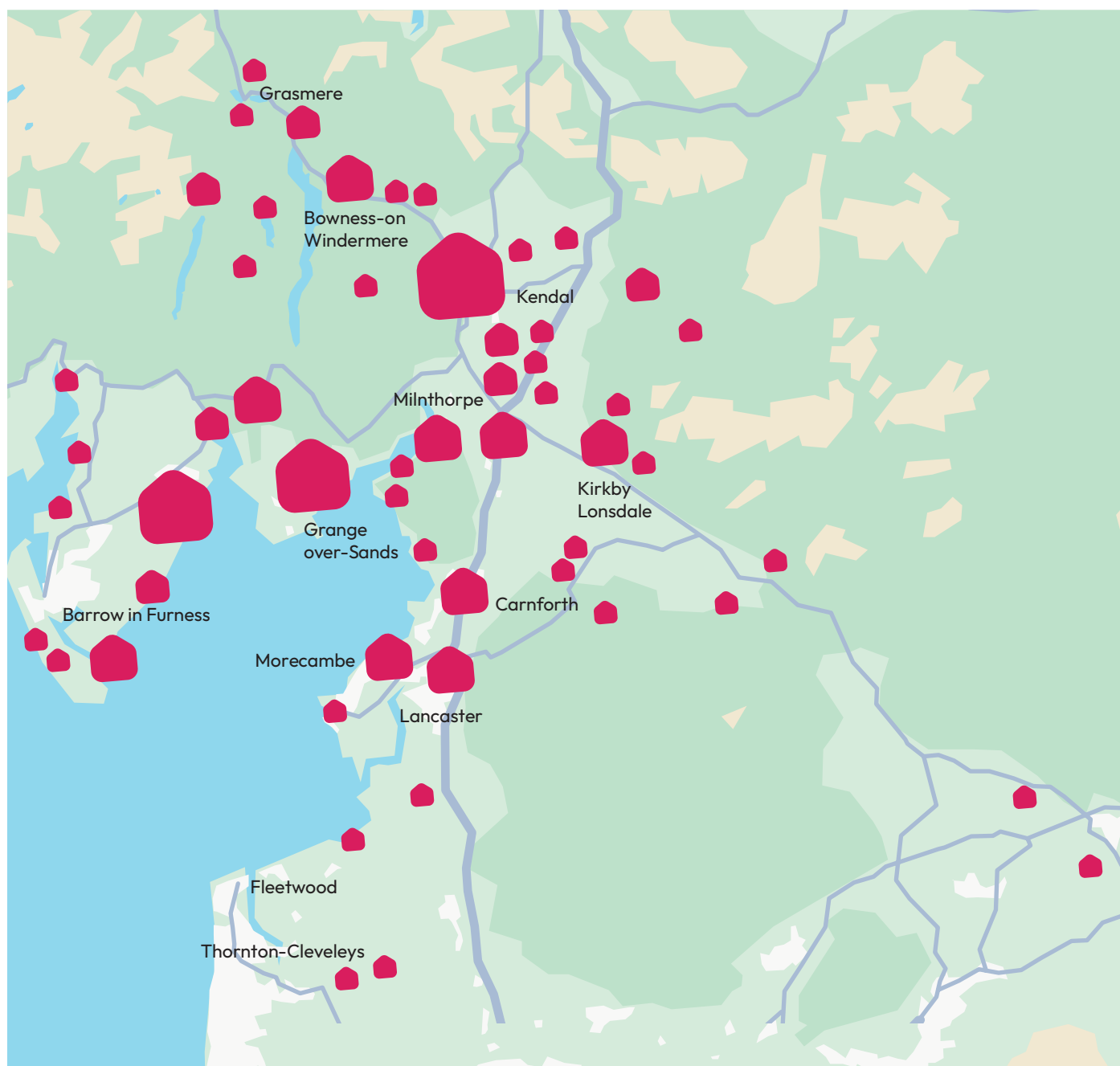
By taking a whole portfolio approach, delivering right first time and putting safety and residents first, we will create high quality homes and places that meet the needs of our communities now and in the future.

The Assets & Development Strategy aligns with the Business Strategy Action Plan Year 1 Quality Homes priorities.



Statistics

All Data is as of 31st March 2026



Rent type	No. homes
Social rent - general needs	2696
Social rent - sheltered	390
Intermediate rent	15
Affordable rent	252
TOTAL HOUSES	3353

Local Authority

Local Authority	No. homes
Lancaster	92
North Yorkshire	40
Wyre	31
Westmoreland & Furness	3190
TOTAL HOUSES	3353

EPC Rating of homes by Band

EPC band	No. assets
A	37
B	754
C	1954
D	543
E	754
F	8
G	5
TOTAL	3353

Homes by Approx. Year and Rent Type

Age band	No. assets (excl. affordable rent)	No. assets (affordable rent)	Total
Pre 1919	43	14	57
1919-1944	578	0	578
1945-1964	1257	2	1259
1965-1980	679	0	679
1981-1990	412	5	417
1991-2000	69	0	69
2001-2010	1	0	1
2011-2020	19	83	102
Post 2020	43	148	191
TOTAL	3101	252	3353

Homes by Archetype

Type	No. assets (excl. affordable rent)	No. assets (affordable rent)	Total
House or Bungalow	1989	175	2164
Flat (including maisonettes)	1112	77	1189
TOTAL	3101	252	3353

Other Assets

Type	No. assets
Shared Ownership	150
Leasehold	277
Garages	977
Community Centres	2
Shops	9
TOTAL	1415

Stock Condition Surveys

Survey frequency	No.	%
Within last 5 years	3126	96.63%
Older than 5 years/not known	109	3.37%
TOTAL	3235	100%

Component Lifecycle

Component	Lifecycle (years)	Component	Lifecycle (years)
Kitchen	22	Storage heaters	15
Bathroom/wet-room	32	Concrete tile roof	55
External door	35	Slate tile roof	90
Window	35	Fascias / soffits / barge-boards	60
Boiler	15	Rainwater goods (uPVC)	60
Heating system (radiators)	35	External boundaries	25

Action plan

Year 1: 2026-27

Priority	Board-level action	Outcome evidence	Lead
Quality homes	Publish our annual programme 26/27 to residents	Improved communication and preparation	Director A&D
Quality homes	Review how we support residents during planned works with pre-during and post support	Improved resident experience, getting it right first time	Director PO
Quality homes	Develop a joint asset and development strategy	Improved VFM and prioritisation	COO
Quality homes	Develop a RAG rated system to understand the performance of all assets	Improved strategic decision making	Director A&D
Quality homes	Review the repairs transformation project and prioritise	Improved communication and service to residents	Director A&D Director H&I
Quality homes	Review and improve productivity of in house trades team	Improved services and response times for residents	Director PO
Quality homes	Increase the knowledge and approach to property related safety within SLH	Improved colleague skills	Director PO
Quality homes	Review the structure and commission an external review of property services	External assurance and best practice	CE
Quality homes	Review how we procure materials/use of depot etc.	Improved communication and preparation	Director PO
Quality homes	Review requirements within Independent Living schemes	VFM, improve productivity and speed of service to residents	Director A&D Director C&C
Quality homes	Develop options for use of additional monies in development/ property and present to Board	VFM, growth and quality of properties	CE, DCE, COO, CFO
Quality homes	Switch from spreadsheets to dashboards	Improved performance monitoring and visibility	Director PO, Director H&I
Quality homes	Review our approach to Aids and Adaptations	Best use of properties, additional support for residents, VFM	CE Director A&D Director C&C
Quality homes	Research the use of digital tools for residents to manage their home	Proactive management of property and hazards, resident empowerment, VFM	Director PO Director A&D Director H&I
Quality homes	Review the quality of empty homes and move in process with residents	VFM, improved resident experience	Director PO Director A&D Director H&I

Year 2: 2027-28

Priority	Board-level action	Outcome evidence	Lead
Quality homes	Publish a five year programme of works to residents	Improved communication and access	Director A&D
Quality homes / services	Embed the resident risk dashboard across all services including processes and outcome recording	Improved access and support	DCE Director H&I
Quality homes	Proactive pre/post visits introduced for major works and sample repairs	Improved quality	Director A&D Director PO
Quality homes	Pilot predictive technology on all Awaab's law hazards	Proactive approach, improved services and support. VFM.	Director C&C Director PO
Quality homes	Assistive technology pilot in independent living	Improved service and support	Director C&C Director PO
Quality homes	Develop a plan for all garage sites	Improved use of assets, growth	Director DA&D
Quality homes	Increase the knowledge and approach to property related safety within SLH	Improved colleague skills	Director D&A
Quality homes	External assurance review of in-house trades service	Independent assurance and improvement opportunities	Director PO
Quality homes / services	Develop an up to date environmental sustainability strategy	Proactive use of assets and wider sustainability impact	CE DCE COO
Quality homes / services	Maintain and grow strategic partnerships	Increased investment, funding opportunities and delivery capacity	COO Director A&D

Year 3: 2028-29

Priority	Board-level action	Outcome evidence	Lead
Quality homes	Embed predictive technology within homes where needed	Reduced cost and improved services	Director PO Director H&I
Quality homes / services	Embed assistive technology in independent living schemes and wider community	Improved services and support	Director C&C Director PO
Quality homes	Introduce easier to use / more flexible appointment systems	Improved services and resident choice	Director PO Director H&I
Quality homes	Embed system changes including efficiencies	VFM and improved services	Director H&I Director PO
Quality homes	Commence master-planning on Waterside	Methodology and scope	COO
Quality homes	Introduce new component choices based on pilot feedback	VFM and resident choice	Director PO Director D&A
Quality services	Establish a new proactive model for CST	Improved communications and well-being	CE DCE COO
Quality homes	Complete master-plan for Waterside including costs and possible partnerships	VFM and improved standards	COO Director D&A



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