

CORPORATE PLAN Summary 2010-15

“Making it happen”

Message from the Chair

This latest version of the Corporate Plan comes at the end of a very busy and our most successful year.

During 2009/10, SLH has driven down costs, improved operational performance, and continued to listen to its customers to ensure it provides even better value for money to its customers.

Our mission remains unchanged. SLH will continue in its mission to make South Liverpool **the** place to be, to take us towards the vision of high quality homes in clean, safe, and inclusive neighbourhoods, where residents benefit from the delivery of world class services, and the local economy is thriving and prosperous.

However the journey towards the vision has many challenges but despite this, the Corporate Plan sets even more challenging performance targets for the executive management team. However, I am confident that the team will build on past achievements and successfully meet the challenges for the following year and beyond.

John McHale Chairman SLH Group Board

Message from the Chief Executive

I am pleased to present our Corporate Plan for 2010-15 which has as its theme, 'Making it Happen'. This recognises the need to build on the strong foundations set out in the last two years to ensure we provide world class homes and services in thriving neighbourhoods that our customers expect and deserve.

Our customers are at the heart of everything we do, helping to shape our vision, strategies, policies, and service standards to ensure effective local accountability and delivery of services to neighbourhoods they can be proud to live in. We understand the challenges our customers are facing with the impact of the current economic climate and will work with them to mitigate the effects.

Julie Fadden, Chief Executive, SLH Group

Corporate Planning Framework

Our mission, vision, and values provide the overarching framework on which we develop our strategic themes to deliver our corporate objectives.

As part of the planning process an environmental scan was performed that analysed the likely impact of political, social, economic, environmental and technological factors on the housing sector generally and SLH specifically. This analysis has helped to shape the strategic themes and aims of the Group.

The information gathered in the environmental scan was validated by our customers and the National Housing Federation.

In addition to the scanning exercise, we have taken account of the strategic direction taken by Liverpool City Council (LCC), most recently expressed in its Sustainable Community Strategy.

Our Corporate Plan complements this vision of a better, healthier and economically robust city. We share its aims of achieving improved housing standards, a wider housing choice and safer neighbourhoods to create places where people actively choose to live. We have completed the master planning project for Speke and have incorporated its recommendations into this Corporate Plan.

We support wholeheartedly the Council's view that "people who feel that they can play a part in their local communities and have a say in decision making have a greater sense of belonging and personal responsibility for their area". This strongly resonates with our objective to empower customers and achieve excellent customer satisfaction rates.

SLH is now entering a very exciting phase in its development and is now commercially capable of pursuing new business and widening our product offer to the customer – both existing and new, and we relish the opportunity this presents.

Our aim is simple – to provide world class services to people who deserve them and we will continue to strive until our neighbourhoods are the best there are and the place that everyone aspires to live in.

Introduction

SLH was formed in October 1999 following the large scale voluntary transfer (LSVT) of 4,400 properties from Liverpool City Council. The transfer was undertaken with the support of local residents to secure additional investment in the stock whilst maintaining affordable rent levels.

We currently own and manage around 3,600 properties in the South Liverpool area, predominantly in Speke and Garston.

Operating Context

SLH operates within areas of considerable social and economic stress. Speke remains in the worst 1% of Super Output Areas as measured by the Index of Multiple Deprivation. Educational attainment is low with high levels of unemployment and major social issues such as serious crime and disorder.

Our Mission, Vision and Values

Our mission reflects the business we are in, our long term aspirations for the Group and our neighbourhoods within South Liverpool, and the ever increasing importance of the '*place shaping*' agenda.

Our Mission

- ***to make South Liverpool **the** place to be.***

Our Vision

- Homes - *quality homes in thriving and inclusive neighbourhoods of choice and improved quality of life.*
- Services - *delivering world class, value for money services, relevant to the needs of our customers*
- Enterprise - *Opportunities for wealth creation and retention through, education, employment and self-employment.*



Our Values

- *Respect, openness and accountability*
- *Equality, diversity and inclusivity*
- *Socially responsible behaviour*
- *Progress through challenge and innovation*
- *Empowerment and development of staff and customers*
- *Continuously improve quality of our services*
- *Treat others as you would want to be treated*

Corporate Plan Themes

The themes within the plan stem from the vision. A series of aims which we expect to achieve through a series of linked short and medium term objectives.

Theme 1: Homes, Choice and Diversity

Theme 2: Services, Society, and Culture

Theme 3: Enterprise, Education, and Economic Development

Theme 4: Resources, Partnerships and People

Theme 5: Governance, Viability, and Value for Money

Theme 1: Homes, Choice and Diversity

- Provide quality homes in neighbourhoods of choice and improve the quality of life for our customers in South Liverpool.
- Grow an affordable and sustainable asset base within South Liverpool.
- Understand the needs of our neighbourhoods and communities and what makes them sustainable.
- Lead and influence physical regeneration activity within defined areas of South Liverpool.

Theme 2: Services, Society, and Culture

It is essential to provide services that are relevant to the needs of customers and stakeholders, and that add value. The way in which this can be demonstrated is through customer satisfaction, continually challenging what we do and how we do it and involving our customers and stakeholders in this process to ensure service improvement is driven by customer aspiration, not simply need.

Theme 3: Enterprise, Education, and Economic Development

To promote opportunities for wealth creation and retention, through education, employment and self employment.

The Speke neighbourhoods and areas of Garston do suffer from acute deprivation, as illustrated by the indices of multiple

deprivation indicators. There are high levels of worklessness, disability and poor educational attainment. The areas, particularly Speke, also suffer from high levels of crime including organised and economically motivated crime.

It is against this backdrop that SLH is committed to dedicating resources to create a meaningful dialogue and relationship with private sector employers and key local employment agencies, whilst championing a campaign to improve the image of both Speke and Garston.

SLH is also committed to establishing a social enterprise as a viable and sustainable business in its own right. After an initial setting up period, the social enterprise would generate surpluses that could be a revenue stream for the local community or SLH, the main the parent body.

Theme 4: Resources, Partnerships and People

Underpinning our core corporate objectives are supporting objectives set to enable the delivery of the core themes of the Corporate Plan.

It is important that the people within the organisation demonstrate the highest levels of customer care and have the passion to deliver world class services. To this end we want to grow the skills, experience and knowledge of our Board members, managers, and staff.

In order to achieve more and better outcomes for our customers and stakeholders, we understand that we cannot achieve these without the support of others through working in partnership with those who share our mission, vision, and values.

Theme 5: Governance, Viability, and Value for money

It is important that we have that right governance structures, systems and people in place to help ensure effective governance arrangements are maintained and improved.

Effective governance extends beyond good corporate governance and includes strong resident involvement to ensure local accountability to the residents in the neighbourhoods we serve.

Financial Viability

The long term financial viability of SLH is monitored and assessed through our 30 year financial plan. This demonstrates our ability to service and repay the loans we have taken out to meet the capital improvement transfer promises and decent homes standards.

Our 30 year Financial Plan informs our annual budget and is adjusted for known changes over the respective years for items such as 'Right to Buy' property sales, new build development, stock condition surveys and rent restructuring. The budget is reviewed and approved annually and forms the basis of financial monitoring on a monthly, quarterly, and annual basis.

The latest plan forecasts a peak debt of £31.2m in 2012-13 reflecting a transfer of stock from Servite Houses, increased development activity, a loss of income from Right To Buy sales and a loss in anticipated overage from the Garston Urban Village Project. The debt is forecast to be repaid in 2032.

Risk Management

The Board and Management of SLH are committed to maintaining the long term financial viability, the effective use of resources, and the quality of service provision of the organisation.

SLH seeks to minimise risk through effective systems of control that manage risk and mitigate its effects to an acceptable degree.

Risk Strategy

- We maintain an effective control framework designed to contain risks in a cost effective way.
- We maintain a Business Continuity Plan.
- We reject any project or proposed activity where we cannot mitigate the risks involved to an acceptable degree.
- We ensure the authority and responsibility to take decisions involving risk is appropriate to the level.
- Major external threats will be identified and monitored and contingency plans made.
- Insurance cover or another form of indemnification will be arranged to minimise the impact of major external threats should these arise.

Please contact us if you would like a full copy of our Corporate Plan 2010-2015.

If you want a translation please contact 0151 285 5600

Jeśli potrzebne jest Państwu tłumaczenie, to proszę zadzwonić na nr tel.: 0151 285 5600. (Polish)

若是你想索取一份中文譯本，請致電 0151 285 5600 查詢。 (Chinese)