

Strategic Plan

Service Delivery

March 2026



L&Q

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Introduction

L&Q's second corporate strategy, adopted from 2026, refreshes our purpose: *'to provide social homes that everyone can be proud of'*. It also sets out three strategic commitments:

1. We'll provide social homes to meet housing need
2. We'll provide good landlord services
3. We'll be efficient and maximise our impact

To support and deliver these commitments, we have developed nine strategic plans, each aligned to one of our strategic risks. These plans are grouped around themes and set out:

- The activities we plan to deliver over the next five years
- The key milestones by when we will deliver this activity
- The measures we will use to track progress
- The strategic risk definitions and statements that govern delivery

Each strategic plan covers the five-year period (2026-31) outlined in our corporate strategy and will be reviewed and updated annually to ensure alignment with our five-year budget, Long-Term Financial Plan, risk appetite and any legislative or regulatory changes, as well as to the other eight Strategic Plans. Each Strategic Plan links with one or more annual Run the Business (RTB) plans across the teams responsible for delivery, which translate the Strategic Plan into specific initiatives for each financial year. Figures used are correct at document cover date.

These Strategic Plans are the tools we will use to track progress against our new corporate strategy and to provide assurance to the Group Board through our governance framework. They set out consistent board-level planning and assurance across all directorates, giving the Group Board confidence that the delivery of our corporate strategy is aligned, realistic, affordable, compliant, and within agreed risk appetite.

This document is the Strategic Plan for Service Delivery.

How to use this document:

The strategic activities set out in this Strategic Plan may involve specific resource requirements (i.e., training) and may be influenced by cross-functional activities, including those associated with our Transformation and Change Portfolio. Therefore, this document should be reviewed in conjunction with People and Talent, Organisational Governance and Control, and Data Control Strategic Plans.

The Executive Portfolio Accountability Owner for this plan is the Executive Group Director – Customer Service. They hold the authority to set the direction, standards and parameters for their teams and associated activity, and agreement will be sought with those responsible for delivery, working collaboratively towards alignment wherever possible.

Accountable owners and delivery leads should use this plan as the single planning baseline for prioritisation, budgeting and delivery through the annual RTB planning and budgeting cycle. They should also report progress quarterly against the agreed RTB plans and Key Performance Indicators (KPIs), Performance Indicators (PIs) and Key Risk Indicators (KRIs), and escalate significant variances and risks through the established performance reporting and governance cycle.

Link to the new corporate strategy

Commitment 1: We'll provide social homes to meet housing need

Strategic Outcome: We'll provide homes with long-term tenancies, giving residents the **security** they need to build successful lives.

Things that we'll do:

- We'll offer clear and consistent tenancies, and be clear on our responsibilities and those of residents.
- We'll be clear on where our support ends and where that of other organisations we partner with begins, and ensure these boundaries are well understood by our colleagues and partners. In doing so, we can support residents to maintain a safe and stable home.

Commitment 2: We'll provide good landlord services

Strategic Outcome: We'll provide **reliable, repeatable** and **consistent** services that are easy to use, delivered in a way residents need, and achieve predictable, positive results.

Things that we'll do:

- We'll introduce a clearly defined service offer for residents, setting out what we do, and how and when we'll do it, underpinned by clear policies, procedures and processes. This will include the core range of landlord services we provide and how we meet regulatory requirements.
- We'll design services that are reliable, repeatable, and consistent to make sure residents know exactly what to expect and can hold us to account to deliver this.
- We'll ensure that the way our business is organised enables us to deliver good landlord services and outcomes for residents, as well as value for money. We'll design and shape services centrally but deliver them regionally so that they are responsive to local needs.
- We'll design services so they deliver consistent outcomes for residents. To help us do this, we'll make sure residents are placed at the heart of informing, influencing, and shaping our services, and will use their views to ensure we continuously improve.
- We'll expand the range of digital services available and will enable and encourage those that can to engage with us online. However, we will also have the people, resources, and arrangements in place to serve residents that need more intensive help or support through our teams.
- We'll deliver all of our services with respect and empathy.

Commitment 3: We'll be efficient and maximise our impact

Strategic Outcome: We'll focus our resources on areas of **highest impact** connected to our **social purpose**.

Things that we'll do:

- We'll ensure our colleagues focus on being efficient and delivering value for money, doing so in a way that puts residents first and aligns with our purpose and values.
- Where we are able to, or it is appropriate for us to do so, we'll tailor our products and services to help residents that need it most.

Strategic Plan – Service Delivery

Please refer to the People and Talent, Organisational Governance and Control, and Data Control strategic plans for service delivery activity associated with the Transformation and Change Portfolio.

The tables below outline the activity that will take place over the next five years relating to the following themes:

Theme 1 – Service offer and standards

We will embed a clearly defined service offer on areas of highest impact. This will provide clarity on where we lead, partner, or refer, while clearly identifying areas outside our remit. By focusing our resources, we can strengthen our advocacy for residents by partnering with and signposting to other agencies where they are better positioned to lead or support them.

1. **Establish service standards aligned to the service offer.** In 2026/27, having agreed our L&Q ‘service offer’, with clear boundaries on where we will lead, partner, refer, or not be involved, we will establish clear and proportionate service standards across key services. In 2027/28, the service standards will be launched. Enabling residents to understand what to expect and to hold us to account for service delivery.
2. **Embed operational partnering with statutory agencies.** We will develop and embed effective operational working with statutory partners across multiple departments, helping residents to receive the services they need from the most appropriate providers. We will also ensure L&Q colleagues are clear on where our roles start and end, providing clarity for residents and colleagues and supporting operational excellence.
3. **Refresh Local Authority nominations agreements.** We will begin an iterative piece of work with all Local Authority partners to review and strengthen lettings nominations agreements.

Theme 2 – Knowing residents

We will use data insights to improve services and strive for service equity through targeted service adjustments.

1. **Service equity and targeted service improvements.** In 2026/27, we are developing a programme to capture data from within our resident journeys. In 2027/28, we will use the data insights to strengthen our approach to enable service equity for residents by adjusting our service around specific needs in a consistent and systematic way. We will deliver services to better meet resident needs and expectations, as well as tailoring services for residents with additional needs.

2. **Conversational Intelligence.** In 2026/27, a programme of activity will be developed to explore and strengthen how we use existing Conversational Intelligence capability. This will increase the availability of resident insight and sentiment to support customer service learnings and improvements to improve first contact resolution, proactively respond to resident dissatisfaction, enhance the quality and effectiveness of call handling, and ensure compliance with policies, processes, and Standard Operating Procedures (SOPs).

Theme 3 – Improved resident outcomes

We will deliver targeted service improvements to enhance residents' experience.

1. **Low Cost Home Ownership (LCHO) improvement.** In 2026/27, we will develop a range of targeted and measurable initiatives aimed at improving customer satisfaction, measured by the customer satisfaction score (CSAT) for homeowners. Iterative improvements will continue over the course of the corporate strategy.
2. **Embedding the Managing Agent service offer.** In 2026/27, we will raise awareness and improve the effectiveness of the L&Q Managing Agent service internally and externally. We will embed a comprehensive service for contracting with Metra and continue to develop operating practices and processes to ensure a compliant and responsive service.
3. **Biodiversity and green spaces.** By Quarter 4 2028/29, we will embed enhanced biodiversity and green spaces requirements into all Grounds Maintenance contracts, including contractor training, policies and procedures.
4. **Supporting residents with additional needs.** By the end of Quarter 2 2026/27, we will develop a comprehensive plan to improve the support we provide to residents with additional needs. From Quarter 3, we will begin implementation of initiatives within the plan, with further improvements to be developed over the life of the corporate strategy.

Theme 4 – Keeping residents safe and tackling anti-social behaviour

We will keep residents safe and support stronger neighbourhoods by preventing and tackling anti-social behaviour through early intervention, consistent case management, victim-centred support, and effective partnerships.

1. **Deliver prevention and early intervention on high-risk estates -** In 2026/27, we will work with the L&Q Foundation to secure funding to develop targeted interventions aimed to improve the experiences for residents living in high-risk estates so that we can reduce Antisocial Behaviour (ASB) from occurring. In 2027/28, we will report on the positive outcomes that this partnership work with the L&Q Foundation has created.

2. **Implement effective ASB case management** - By Quarter 4 2027/28, we will implement an enhanced ASB case management approach by increasing our resources in the ASB team and embedding reliable, repeatable and consistent service delivery in line with our service standards. In 2027/28, we will explore the use of technology to help support residents report ASB more easily, ensuring residents get a faster, more effective response.
3. **Embed victim-centred support** - By Quarter 4 2027/28, we will deliver victim-centred support by increasing safeguarding and support services for ASB victims and improving our partnership referral links with specialist services.
4. **Strengthen partnerships** - By Quarter 4 2027/28, we will strengthen our approach to partnership working to prevent ASB and respond collectively with other agencies in local neighbourhoods. By the end of 2026/27, we will provide a presence at stakeholder events in key local authorities with improved partnerships evidenced through the new stakeholder survey results.

Theme 5 – Supporting residents with money, work, and digital skills

We will reduce financial, digital and social exclusion and sustain tenancies by helping residents increase income, improving access to work, build digital skills and meet essential costs.

1. **Financial inclusion.** By Quarter 4 2026/27, we will implement a more consistent financial inclusion offer for residents covering money management, welfare rights, energy and debt advice and hardship support. Over the course of the corporate strategy, we will engage with 30,000 residents and evidence that at least 60% have improved financial resilience (for example, income gains, reduced arrears, reduced high-cost borrowing) and that at least 500 tenancies per year are sustained, which would otherwise have been at serious risk.
2. **Employment and skills.** From Quarter 1 2026/27, continue to provide an employment and skills offer that prioritises opportunities within L&Q and its supply chain. By March 2031, support at least 1,000 residents into sustained employment (for example; in work for three months or more), including 150 residents into roles within L&Q or its suppliers, and track the impact on rent balances.
3. **Digital inclusion.** From Quarter 4 2026/27, develop and rollout a digital inclusion programme in all L&Q Foundation anchor communities, providing access to devices, connectivity and basic digital skills training for residents most at risk of exclusion. By March 2031, ensure that at least 1000 residents have improved their digital capability to a defined minimum standard and are able to use L&Q's core digital services confidently.
4. **Food and fuel poverty.** From Quarter 1 2026/27, work with partners to provide targeted support for residents experiencing food or fuel poverty, including referrals to local provision and energy efficiency advice. By 2030/31, we will have supported at least 2,500 residents per year and evidenced improved outcomes, for example, an improved ability to meet essential bills.

Theme 6 – Thriving places and community hubs

We will strengthen the quality, safety and liveability of L&Q neighbourhoods by applying good placemaking and area-based community development, supported by a network of community hubs.

1. **Deliver place-based Community Investment.** By March 2027, we will review and refocus a list of anchor communities the L&Q Foundation operates within. We will consult with stakeholders in those boroughs about the community priorities, which the L&Q Foundation should focus its investment and activities on. Foundation investment will build the capacity of local community organisations and strengthen community engagement in our anchor communities.
2. **Apply the placemaking framework to all new developments.** From 2026/27, assess 100% of new developments above an agreed size threshold against the Place Standard at design stage and post-occupation. By March 2031, ensure that 95% of developments achieve an agreed minimum Place Standard rating.
3. **Establish and sustain community hubs.** By the end of 2027/28, establish an L&Q Community Hub offer in all anchor communities, either through direct ownership or formal partnership arrangements, with a clear minimum service specification. From 2028 to 2031, ensure at least 10,000 customer engagements per year at hub-based activities, and maintain at least 30% of hub running costs through sustainable funding sources (for example; external grants, partner contributions, earned income).

Group Balanced Scorecard KPIs

The table below identifies the KPIs on our Group Balanced Scorecard that will be used to measure the impact of activities over the life of this strategic plan. This is to enable the Group Board to assess the effectiveness of this strategic plan to deliver the associated strategic outcomes within our corporate strategy. This also enables them to assess the effectiveness of the controls we have implemented to mitigate our strategic risks.

KPI	Definition
% Overall Satisfaction - TSM TP01 (LCRA)	Percentage of residents who say they are satisfied with L&Q's overall service as their landlord, based on the standard TSM survey question.
% Overall Satisfaction - TSM TP01 (LCHO)	Percentage of residents who say they are satisfied with L&Q's overall service as their landlord, based on the standard TSM survey question.
% Resident experience on the moments that matter	Percentage of residents who report a positive experience at key "moments that matter" in their end-to-end resident journeys, measured as a composite score across four standard questions: <ul style="list-style-type: none"> - I knew what to expect - I was kept informed / updated with the information I needed. - It took a reasonable amount of time to resolve - It was done to an acceptable level of standard / service
% of Group Complaints Decision Sent By Due Date (Stage 1 & Stage 2)	The proportion of complaints where the Decision Sent date is on or before the decision Sent due date <u>Stage 1 Complaints</u> - within 10 working days of Stage 1 acknowledgement date (day of acknowledgement being day 0), to a maximum of 15 working days from Complaint received date (day 0) - extensions will be additional to this <u>Stage 2 Complaints</u> - within 20 working days of Stage 2 acknowledgement date (day of acknowledgement being day 0), to a maximum of 25 working days from Complaint escalation requested date (day 0) - extensions will be additional to this
% Routine Repairs Completed Within SLA (20 Working Days)	Proportion of non-emergency routine repairs completed within L&Q's target timescale of 20 working days, during the reporting year (LCRA stock only), measured from report to completion.

KPI	Definition
Average Re-Let Days (Empty Homes)	Average number of calendar days a rented home is empty between one tenancy ending and the next tenancy starting.

Strategic Risk: Service Delivery

2026/27 Strategic risk description

- **Risk that:** we may fail to deliver reliable, repeatable, consistent landlord services
- **Caused by:** an insufficiently defined and/or inadequately executed service offer
- **Resulting in:** failure to achieve satisfactory customer satisfaction and service standards

Key Risk Indicators

- % Overall Satisfaction - TSM TP01 (LCRA)
- % Overall Satisfaction - TSM TP01 (LCHO)
- Resident experience on the moments that matter (%)
- % Group complaints decision sent by due date (Stage 1 & Stage 2)
- Number of Stage 1 complaints received in the period per 1,000 properties
- Number of Stage 2 complaints received in the period per 1,000 properties
- Average Re-Let Days (Empty homes)
- % Routine Repairs Completed Within SLA (20 Working Days)
- Resident vulnerability indicator (TBC)
- % and number of P1 and P-type ASB cases with the Assessment Details and RAM Assessments completed within the SLA
- % Satisfaction - Quality of ASB Case Management

Risk Appetite Level

The strategic objective is to provide reliable, repeatable and consistent landlord services. The Strategic Plan commits to design and deliver service standards in line with a clear service offer and our Service Design Transformation Programme commits to redesign and strengthen our ways of working. We therefore accept there will be some performance variance during this time and have set a **medium appetite** for service delivery risk. This also acknowledges that the level of investment in our homes will also impact the repairs service. Through the delivery of the strategic plans, we anticipate being able to transition towards a lower risk appetite towards the end of the strategy period.

2026/27 Risk appetite and level

We will accept

- The C2 (Consumer Standard) rating by RSH as this indicates we are compliant with the standards, but further improvement needed, which is being addressed through the Strategic Plan.
- That we will not meet all the expectations of our resident and customer groups but we will set clear satisfaction targets across these groups with action plans to reach and sustain target levels.
- That as our formal service offer and associated service standards will not be launched until Year 2; some variance in the resident and customer experience and expectation is anticipated during the first part of the strategy period. During and beyond this period we also accept occasional breaches in service delivery, which will be monitored and managed through clear actions plans to address and ensure recovery.
- A reasonable level of long-term voids so long as there is a justification and a plan in place.
- Proactive and targeted support for residents to access and receive financial and digital inclusion opportunities to enable them to sustain their tenancies and maximise their income
- Not all residents will benefit from area-based community initiatives. The focus will be on boroughs where we have the most residents.

We won't tolerate

- Sustained or significant drops in satisfaction that could indicate systemic failures, poor communication, or non-compliance with our standards leading to a potential C3 or C4 grading.
- Providing services outside our responsibility or where other organisations are better placed to deliver.
- Failure to provide accessible reporting routes, clear information, and meaningful engagement opportunities, or ignoring resident views and insight in decision-making.
- Neglecting vulnerable residents and/or not carrying out reasonable adjustments when required to do so.
- Consistently missing statutory timeframes and/or high compensation levels indicating significant service failures.
- Excessive turnaround times of our general needs properties which undermine our ability to meet housing need effectively.
- Low levels of referrals to support services that limit residents' access to financial and digital inclusion opportunities.

Expected risk status and proposed risk appetite level for 2026/27

Key	Current Risk Status	Proposed Risk Appetite
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Strategic risk theme	Very low	Low	Medium	High	Very High
Service Delivery					