



Housing with Care

LACE Housing Limited

A voluntary, non-profit making association with charitable status specialising in affordable housing and support services for older and vulnerable people in and around Lincolnshire.

Strategic Plan 2021 to 2025

CONTENTS



03

Our Vision, Mission, Objectives, Values and Culture

Our Vision	03
Our Mission	03
Our Objectives	03
Our Values	04
Our Culture	04

05

Organisational background, context and operating environment

Organisational background	06
Context and operating environment	07
Strategies in support of Strategic Plan	08
Providing excellent services, focusing on people, places and partnerships	09
Providing well designed, safe, secure, good quality and energy efficient places that residents are proud to call home.	10

12

Exercising good governance and maintaining strong finances

Finance	12
Governance	12
Risk	12
Value for Money	13

15

Delivering sustainable growth to meet the changing needs of older and vulnerable people within the community

Being a great place to work	17
How will we know if we are delivering against the strategic plan?	18

Our Vision, Mission, Objectives, Values and Culture

Our Vision

To be Lincolnshire's leading provider of specialist housing and support services for older and vulnerable people.

Our Mission

To provide and maintain a high standard of specialised housing and support services for older and vulnerable people, delivered through a strong brand, service excellence and meaningful partnerships.

Our Objectives

To provide and maintain a wide range of specialist housing schemes for older and vulnerable people.

Within this overall objective we are committed to:

- a) providing excellent services, focusing on people, places and partnerships,
 - b) providing well designed, safe, secure, good quality and energy efficient places that residents are proud to call home,
 - c) exercising good governance and maintaining strong finances,
 - d) delivering sustainable growth to meet the needs of older and vulnerable people within the community,
 - e) being a great place to work.
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Our Values

We hold dear and seek to express the following values in all of our policies and activities.

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|-------------------|--|
| Excellence | By encouraging best practice, we will strive to deliver quality services to the highest possible standard. |
| Diversity | We will treat everyone with the respect and dignity that we all deserve. |
| Openness | We will encourage an honest and open culture without fear of judgement. |
| Potential | We will empower everyone to achieve their full potential. |
| Innovative | Together we will seek to be creative exploring new ways of working. |
| Integrity | We will ensure that our actions are for the right reasons. |

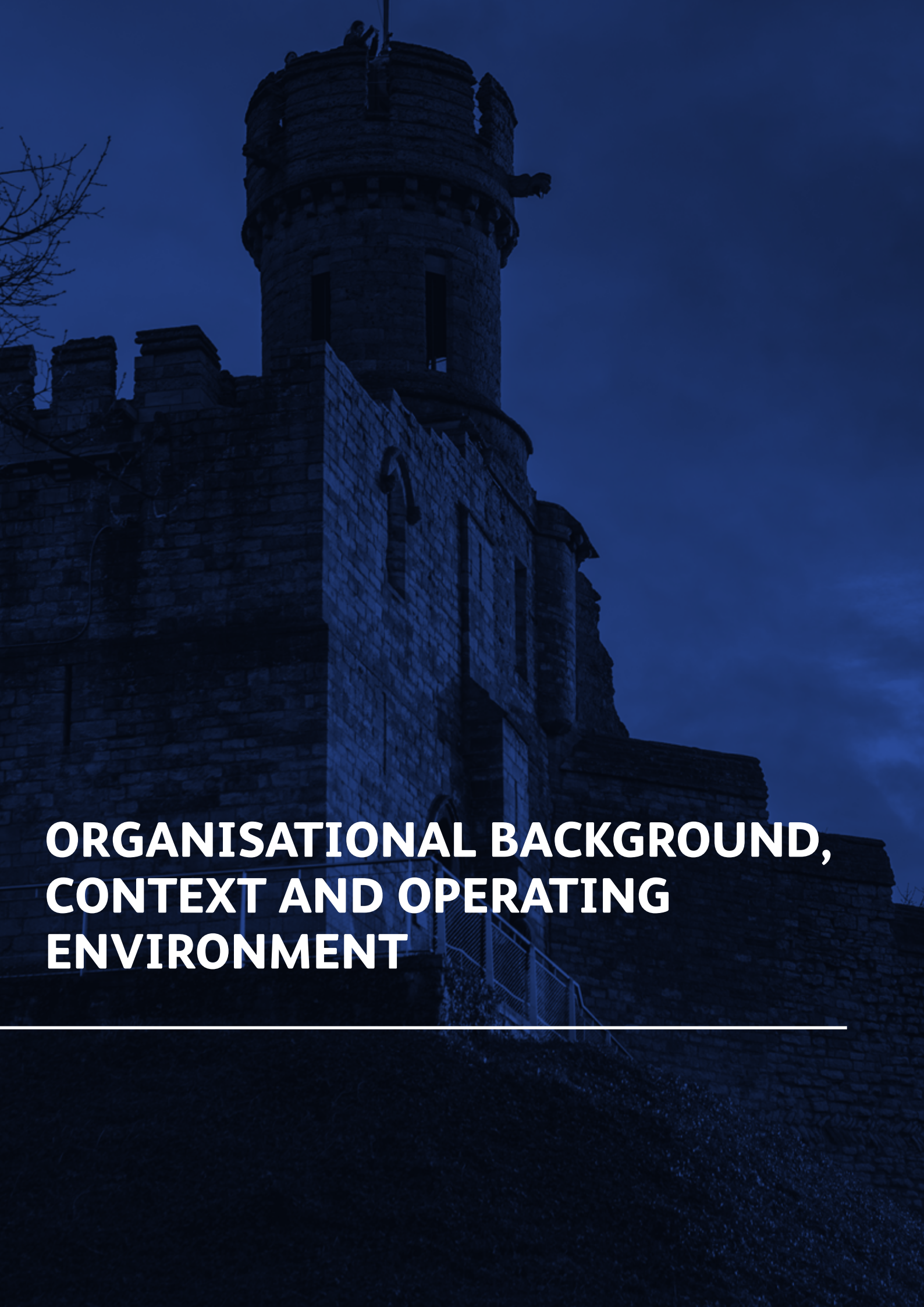


Our Culture

To underpin our values we have adapted the following:

- to be kind and to care,
- to keep people safe,
- to be honest,
- to work together and develop meaningful partnerships,
- to be a learning organisation, through listening, engaging with residents and staff, embrace change and be at the heart of our communities.





ORGANISATIONAL BACKGROUND, CONTEXT AND OPERATING ENVIRONMENT

Organisational background

LACE Housing Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 registration number 16677R, Homes England registration number L0438, regulated by the Regulator for Social Housing and accepted as a charity for tax purposes by the Inland Revenue reference number XN 17483. VAT registered number 886 6889 31.

Established in 1964, we are a local housing association specialising in the provision of housing and support services for older and vulnerable people within Greater Lincolnshire and the surrounding area. We provide a wide range of housing options in order to optimise personal dignity and independent living.

Our registered office is: Lace House, 2 Olsen Rise, Lincoln. Lincolnshire. LN2 4UZ. Telephone: (01522) 514444. Email: enquiries@lacehousing.org.

We are managed by a voluntary Board of Management and members are from a range of social and commercial backgrounds including finance, housing, human resource management, legal, health and social care services. Collectively the Board has a wide range of knowledge and experience. The Board is supported by an Audit and Compliance Sub-committee.

We operate in accordance with our rules, Model 2015 published by the National Housing Federation. We have also adopted the National Housing Federation Code of Governance (2020 edition) which promotes board excellence for housing associations.

In accordance with our rules, we are of benefit to the local community, providing housing, associated amenities, services and assistance for older and vulnerable people.

The responsibility for the development of new services and the management of our existing operation falls upon our Executive team, led by our Chief Executive Officer, Nick Chambers and incorporating Anne Graves, Director of Operations, supported by an outsourced Finance Director and a Treasury Management consultant.

We are a member of the National Housing Federation, Housing Ombudsman Service, Dementia Action Alliance, Lincolnshire Chamber of Commerce, Blue Skies Consortium, Greater Lincolnshire Housing Association Partnership, Lincs Independent Living Partnership and the Voluntary Lincolnshire Engagement Team.

As a member of the Blue Skies Consortium, which is a partnership of housing associations committed to excellence and one of the most respected developers in the Midlands, we focus on the delivery of high quality affordable housing. Further information regarding the consortium can be found on the website: www.blueskiesconsortium.org.uk. We are a delivery partner for the Longhurst Group/Nottingham Community Housing Association Strategic Partnership.

We are one of four charitable organisations who work collaboratively, as Lincolnshire Independent Living Partnership, in order to provide integrated support services which are of mutual benefit.

We are a member of Acuity, enabling us to analyse trends, compare performance and share good practice with other small housing associations.

We represent specialist housing and support services for older and vulnerable people on the following working groups/meetings:

- a) Greater Lincolnshire Housing Association Partnership.
- b) Lincolnshire Care Association.
- c) Lincolnshire Dementia Action Alliance.
- d) Lincolnshire Housing, Health and Care Delivery Group.
- e) Lincolnshire Voluntary NHS Sustainability and Transformation Partnership Stakeholder Board.
- f) Lincolnshire Voluntary Engagement Team.

Further information can be found on our website:

www.lacehousing.org



Context and operating environment

The housing sector is going through an unprecedented period of change and opportunity, driven by Government policy. The Social Housing White Paper, established in response to the Grenfell tragedy sets out 7 commitments to social housing tenants. This is resulting in synchronization across other regulatory bodies, such as the Housing Ombudsman and the Health and Safety Executive, to achieve the intended outcomes of the White Paper, particularly around building safety. We will respond positively to the themes of the White Paper; these having been historically embedded through our vision, mission, values and culture.



Wider society is changing, with greater emphasis on eliminating any form of discrimination, prejudice and ignorance within society. As a responsible, inclusive, caring organisation we welcome these changes. We are strongly committed to respecting and promoting diversity, inclusion and equality of opportunity for new and existing customers, staff, stakeholders and volunteers. We want to continue to have a working environment and housing schemes that are inclusive and free from discrimination, prejudice or harassment. We believe everyone has the right to be treated with dignity, fairness and respect. We want to make sure that no individual or group experiences unfair treatment in their employment with us, or in accessing our housing or through other services we provide.

We will ensure that diversity and inclusion is embedded within our approach to Governance. This will be driven by our Board so as to shape our role as both an employer and landlord. This will allow us to achieve greater creativity and innovation and perspectives necessary to meet the needs of our residents and staff. It will create an environment in which the talents of our staff can flourish; developing even greater services to our residents.

The need for accessible housing for older people has never been greater and will only increase as our population ages. At the same time the Government is setting ambitious goals for the development of new homes to meet the needs of the population across all tenures. As a small organisation we have sought optimal benefits from our asset base, and over the last five years we were able to grow our financial and organisational capacity resulting in the development of 99 new homes, an increase of 42% of our existing stock. We invested £9.15 million into our new housing schemes over the last 2 years (2019 -2021).

We have an approved development programme of 145 new homes and have identified additional opportunities to pursue. The construction of new homes will continue our investment in the wider Lincolnshire economy. In February 2021 Homes England approved our application to become a Delivery Partner, as part of the Longhurst Group and Nottingham Community Housing Association Strategic Partnership. We have also been successful in the continuation of access to funding through the Longhurst Group and Nottingham Community Housing Association Strategic Partnership 2 bid.

A key focus of this Strategic Plan will be to ensure sustainable growth and to secure a competitive long term loan facility to underpin our aspirations for a long term development programme. We will continue to develop our stress testing and business contingency planning in support of the long term business plan and to address these emerging priorities. With this in mind, we have updated our Asset Management Strategy, Environmental Sustainability Strategy and ICT Strategy to recognise the need to reduce carbon emissions, to work towards the Government's energy efficiency target (2030) and the zero carbon target (2050). The first phase of this will see us review existing data and start to estimate the potential costs across our 30-year business plan. Timescales will be established once supply chains are well established and economical.

We have strengthened our Governance, improved all areas of resident safety, and set the foundations to strengthen our residents' voice. Customer service remains at the heart of this Strategic Plan and we will continue to listen to our residents' voice and embed our resident scrutiny panel.

We have reviewed our staffing structures across all functions to empower our staff to delivery excellent customer outcomes, build meaningful relationships and achieve their full potential. We have encouraged staff to step forward together, harnessing the dedication and commitment of team members to learn from, and challenge each other, and learn from our resident experiences.

We are committed to providing a supportive working environment that maintains and promotes the health and wellbeing of all our staff. Over the last 5 years we have developed a wellbeing policy, bullying and harassment policy, updated and raised awareness of our whistle blowing policy and a range of family friendly orientated policies. We completed a wellbeing survey and implemented a number of actions. Through engaging with our staff we reviewed the terms and conditions of employment based on instigating those with the greatest value to the majority of our staff. We expanded our WPA (a NHS top up cash plan) to all staff, including access to a 24-hour counselling service.

Following the Covid-19 pandemic, the way we work and engage with tenants and stakeholders has changed. Covid-19 will continue to present challenges as we learn to live with the virus following the lifting of restrictions. The Covid-19 pandemic has forced us to think differently, to find new ways of working, new ways of engaging and new ways of connecting to residents and stakeholders. Our aim remains the same; to keep our residents and staff safe and try

and protect their financial position. We will continue to support the wellbeing of residents and staff and ensure that the risk of transmission within both the workplace, and our schemes, remains as low as reasonably practicable.

We welcome the opportunity to evolve and improve what we do and how we do it, as we apply some of the key learning acquired over the last 18 months. We will reduce travel to the office and to meetings and seek to utilise technology available to us to help deliver services in different ways. We remain committed to having sufficient office space for collaborative and creative working, recognising that home working is not suitable for all staff. This is reflected in our Environmental Strategy and ICT Strategy.



Strategies in support of Strategic Plan

We have developed a number of strategies approved by the Board in support of our strategic objectives. Some of which incorporate separate action plans.

- Risk Management Strategy.
- Asset Management Strategy.
- Treasury Management Strategy.
- ICT and Cyber Security Strategy.
- Development Strategy.
- Equality, Diversion and Inclusion Strategy.
- Resident Engagement.
- Value for Money Strategy.
- SWOT analysis.



Providing excellent services, focusing on people, places and partnerships

We ensure our resident voice is heard and through a variety of resident engagement methods, including at a strategic and local level, we understand the level of satisfaction of our homes and the services delivered.

We aim to continue to deliver a consistently great service and customer experience, with high levels of customer satisfaction. We listen to, engage and support our residents and we are proud of our achievements in meeting these priorities in our response to the Covid-19 pandemic.

We want to maintain positive relationships with our residents, built on mutual respect, trust and transparency. To do this we will continue to review our data and processes, such as our work on service charge and leasehold accounting.

We will encourage feedback from our residents so that we can review how we are performing. We have improved our complaints process with greater focus on resolution and using experience and learning to enhance our internal systems. This is embedded within our Governance structure, with reporting to the Board and the Audit and Compliance Sub-committee.

Income maximisation is an important factor in meeting this objective. We have worked with our front line teams to improve our key performance i.e. through efficient and effective income collection, void management, hospitality service and repairs and

maintenance processes. This enables us to maximise our resources to provide great services, invest in our assets, deliver new homes and be a great place to work.

We will continue to use existing partnerships and will develop new relationships with other organisations to provide our residents with services that fall outside of our expertise. This includes maintaining and developing links with schools and encouraging our staff to share their skills and experience both on a professional and voluntary basis.

We have reviewed our finance, property maintenance and housing function to realise potential and provide a constant high standard of service. The housing review aimed to integrate our Housing with Extra Care schemes with our Housing for Older People schemes for consistency in service delivery. The longer term aim is to create our Housing with Extra Care schemes as a support and social hub for wider use by our residents. It also gives us scope to absorb future growth with a number of staffing options potentially available to us.

We will prepare for changes to the Regulator for Social Housing Consumer Standards and support Tenant Satisfaction measures. We will continue to seek external recognition for our services, such as the LABC Awards, Greater Lincolnshire Housing Awards and CIH Regional Awards.

Key milestones to achieve

- Development of a complaint handling dashboard.
- Completion of a:
 - tenant satisfaction survey ('STAR')
 - self-assessment against the revised Consumer Standards once published by the Regulator of Social Housing.
- Targeted customer led scrutiny projects which add real value to the Board, officers and to the wider resident base.
- Adoption of 'Together with Tenants'.
- Optimise income collected through service charges through a service charge and leasehold management review, with a phased implementation.
- Maintaining and developing meaningful partnerships.
- Seeking further quality awards and accreditations.



Providing well designed, safe, secure, good quality and energy efficient places that residents are proud to call home.

We provide high quality places to live that people are proud to call home. We want residents to be happy with the homes we build, and how we manage and maintain existing homes. We prioritise the safety of those living, using or visiting our schemes and offices. We undertake an annual inspection of our schemes, the outcome of which is incorporated within an approved annual property and maintenance improvement plan.

We have updated our Asset Management Strategy so we are clear about how we will maintain high quality places to live that people are proud to call home and maintain a high standard of safety. It will allow us to develop our understanding of sustainability and enable long-term planning based on analysis of property and financial data to predict capital and revenue expenditure over a 30-year period. We will introduce a set % completion rate of stock condition surveys to assess how key components are performing.

Included in our Environmental Sustainability Strategy are sustainability and carbon neutral plans to ensure our properties meet Government carbon neutral targets. We believe protecting the environment is an integral part of being a responsible organisation. We will start by improving our understanding of the carbon neutral agenda. We will seek to reduce the environmental impact of our activities through effective management of our energy use, resource use, and waste.

The detail will be worked up and we will develop relationships and work collaboratively to deliver our stated objectives. We will utilise our membership of the Blue Skies Consortium and our key development stakeholders to explore modern construction and components that support our aspirations. We will further our work with Lincoln University, established in the 2017 published report by the University 'Ideas for Change: Housing with Extra Care in Lincolnshire' and the 'EnrichMe project'; not only to ensure that our housing meets the needs of our residents, both now and in the future, but to achieve our environmental aspirations. We welcome the opportunity to support the students of Lincoln University. We will explore how we can expand our focus on environmental work by involving local schools who we partner with.

We see the small size of our business as one of our biggest strengths, both as a place of work and in providing great services to our residents. We have an

excellent brand based on forging positive and effective relationships with stakeholders. We will embrace the agility our size offers us but will look to see how we can utilise technology to ensure we can deliver a resilient service, not reliant on any one place or person.

We will consider what is a suitable workspace for our central staff. This will lead to a review of LACE House and our unit on Paving Way to consider its appeal and suitability for the future, mindful of the opportunities that the site may offer for sale or re-development. We will do this by investing in technology and considering the office space currently available in some of our existing schemes or in future developments.

To respond to the Covid-19 pandemic we developed IT solutions which enabled engagement via web, mobile, social media, and video conferencing. We re-launched our website in 2020. This offers greater functionality and has been well received by our residents and stakeholders and is also supporting staff communication. We relaunched our resident scrutiny committee (Resident Involvement Group - RIG) as a virtual platform in July 2021. Once our Covid secure arrangements allow, the RIG will be supported by face to face resident meetings across our extra care schemes.

We will continue to build on these digital foundations and IT systems so that we can respond to changing business needs, improved working practices, enable agile working, increase communication routes with our residents, improve robustness of data for decision making and reporting on compliance.

We have developed an ICT and Cyber Security Strategy to safeguard as far as reasonably possible against the increasing threat of Cyber Security and ensure compliance with GDPR and the Data Protection Act 2018. For future schemes we will explore the opportunity for connected, smarter homes and technology that helps our residents to be digitally enabled and feel safe.



Key milestones to achieve

- **Continuing to:**
 - comply with the Decent Homes Standard,
 - involve existing residents in the future design and delivery of specialist housing.
- **Implementing the action plan supporting the delivery of our:**
 - Asset Management Strategy, including calculating anticipated expenditure to feed into our 30-year business plan,
 - Environmental Sustainability Strategy to meet national Energy Efficiency targets (2030) and decarbonisation targets (2050 –to be phased, i.e. restrictions on gas boiler, and new diesel/petrol vehicles),
 - ICT and Cyber Security Strategy.
- **Monitoring for the anticipated Decent Homes Standard 2 (Government timetable is Summer 2022) and assess and plan compliance. On release develop a Decent Homes dashboard.**
- **Reviewing:**
 - our Covid strategy and develop an impact assessment,
 - Lace House, unit on Paving Way and available space within existing schemes and approved programme schemes,
 - the LACE Accommodation Standard,
 - and the value of our holiday accommodation.
- **Working with our partner organisations and consultants to explore alternative modern methods of construction, fabric-first approaches, Passivhaus Standards and renewable technology solutions to achieve sustainability targets.**
- **Ensuring we have robust systems in place for the capture of all asset data, including stock condition, energy performance and compliance, that is accurate, easy to use, share and report upon and which enables a high standard of assurance reporting to the Executive and the Board for business forecasting and legislative and regulatory compliance.**
- **Exploring how assisted technology can strengthen our support offer and support our VFM objectives.**
- **Completing access surveys of our places and consider how further aids and adaptations can support independent living.**



Exercising good governance and maintaining strong finances

Finance

We are a voluntary, not for profit, housing association with charitable status. The generation of surplus is reinvested into future housing and support services. We are committed to ensure that our finances are strong so that we remain financially viable and able to navigate through any external economic challenges.

Our published 5-year financial forecast and our 30-year business plan reflects upon the impact that our key strategic objectives will have on our resources and incorporates a number of assumptions and trends. We will continue to stress test our long-term financial model in conjunction with our risk register, in order to ensure it is based on prudent assumptions, that covenants are met, standards are maintained and we remain viable.

During 2020 we undertook a review of the production and reporting of the Management Accounts with data being extracted automatically from our SDM finance software. These went live from May 2021. During the remainder of 2021 and in to 2022 we will work towards refining processes to enable both the reporting of monthly management accounts to the Executive and Senior Officer team.

We implemented the Brixx Business Planning Software to improve upon the existing cash-flow forecasting system and manage financial risks. The recent review of our Finance function identified a preference to outsource the maintenance of Brixx to our treasury management specialists so that our forecasting is based on good practice adopted across the housing sector. We continue to maintain control of costs, apply a planned process to procurement, and use procurement frameworks to achieve VFM. We adopted a new payroll processing from April 2020, generating efficiencies in production time and reducing the risk of non-payment of salaries due to unplanned absence, an important consideration for a small organisation.

Governance

We have developed our Governance arrangements, updating our Code of Governance: including Terms of Reference, the development of a Governance succession plan and introducing Board member appraisals. In response to the succession plan a Board recruitment campaign will commence in November 2021.

In 2020 the Board decided to adopt the National Housing Federation Code of Governance from January 2022. A working group of Board members and the Executive was subsequently established and has developed its own action plan to achieve compliance with the Code's Principles by the end of our financial year 2021.

We support remaining independent, recognising the strength of our brand, and seek opportunities to acquire, integrate or provide support to other organisations where we can demonstrate that this will be of mutual benefit to all concerned. Our Board seek independent assurance regarding treasury management, financial management and data integrity and has historically appointed both external and internal auditors.

Risk

Our Board is responsible for establishing and overseeing a risk management framework and determining our tolerance of risk in order to safeguard our assets and reputation. The Board delegates the detailed scrutiny and evaluation of risk to the Audit and Compliance Sub-committee. Risk management is an integral part of our approach to good Governance and service improvement and forms a central part of both this Strategic Plan and our operational management plan. It is the process whereby we identify, assess, and analyse the risks inherent to and arising from our activities, including strategic, financial and reputational and puts in place robust and effective controls to mitigate those risks.

Our Risk Management Strategy describes the systems that we will use to embed risk management throughout the Association in order to provide assurance that risks are managed and an effective internal control system is in place. Our approach to risk management is considered in correlation with our stress testing and business reporting processes and our 'asset and liabilities register'.

The Board reviews our risk appetite on an annual basis, unless significant internal or external change requires us to do this more frequently. The Board established a zero tolerance for activity which could result in failure to comply with relevant law, this includes health and safety legislation, and regulatory standards and a very low risk appetite for activities which could threaten the solvency, liquidity, reputation or our long-term viability. The Board is determined that diversified activities (non-social housing activities) should not put social housing assets at undue risk.

Value for Money

We ensure Value for Money (VFM) is at the heart of our business through our strategic objectives. We aim to generate and maintain resources to support delivery of VFM objectives embedded in this Strategic Plan and linked to our social purpose. We will demonstrate accountability to our residents and stakeholders. We improved our operating margin in 2020, and moved up to the second quartile of our peer comparison group. The Board recognises the higher costs associated with the provision of supported and extra care housing and is seeking to improve cost related benefits through economies of scale associated with bringing new units into management. The impact of the 82 new homes completed during 2019 is demonstrable within our performance metrics. In doing so, the Board recognises its social purpose and the added social value return that is achieved through providing high quality housing specifically for older people to enable its residents to age in place.

We define VFM in terms of how we deliver against both our financial and non-financial objectives. To understand how our technical and internal VFM metrics are performing, we compare our results year-on-year and against target, but also against a group of peers. To do this we are a member of Acuity's Smaller Providers Benchmarking Group (SPBM). This assists us to compare our performance, learn and improve. Our Board's current aim is to achieve median performance compared to our benchmarked peer group and seek improvements where our performance falls below this level.

We aim for continuous improvement of our existing housing and support services whilst growing our business through new-build development. We seek to optimise efficiency through refining our business processes. Over the term of this Strategic Plan it is critical that we understand our cost and the outcomes of delivering our services, as well as the underlying factors which impact on these costs, so that we can continue to drive efficiencies and improve the services we deliver. We recognise that there are costs considerations to plan for, to achieve our Asset Management Strategy, Environmental Sustainability Standard and ICT Strategy. We have a clear objective of responsibly managing existing housing and support services. Emphasis is placed on ensuring compliance with asset related health and safety responsibilities to keep our residents, each other, and our reputation safe. We also recognise our broader strategic role of generating wider social impact returns through the provision of specialist, high quality housing for older people, resulting in cost benefits to the NHS and Social Care budgets.

We completed a review of our Executive and Senior Management model/structure to realise potential, maximise contribution, demonstrate VFM and ensure service continuity through a plan for succession. This led to outsourcing our Finance Director requirements from June 2021. The outcomes of our VFM performance and future targets are presented to key stakeholders through our annual Financial Statements.



KEY MILESTONES



Key milestones to achieve

- Completing 145 new homes by end of 2024.
- Delivering 73 homes through SP1 by 2024.
- Achieving 40 starts on site in 2021, 72 in 2022 and 33 in 2023.
- Updating the Treasury Management Strategy part of formalising long term loan facility requirements.
- Securing district council funding for new developments.
- Exploring how we:
 - can reduce carbon emissions through build quality and innovation.
 - quantify the Social value delivered £ through new development and our existing schemes.



VFM

- Reviewing internal VFM performance measures and establish VFM technical and internal targets for successive years.
- Achieving costs per unit around the median for our peer group, or better.
- Considering VFM within all relevant Board reports and make VFM decisions within the context of our social purpose and business objectives and in doing so articulate and promote our social input into our local communities.
- Exploring:
 - ways to evidence the £ of social value gained through LACE activities and its developments
 - opportunities/enhanced offer associated to property maintenance and gardening services, undertaking a review of the level of resource required and service continuity,
 - as a member of Lincolnshire Independent Living Partnership, opportunities to recommence our transport service through any new funding initiatives.
- Raising VFM awareness among our residents, share with them our achievements and commitment to VFM, and involve them through our Resident Involvement Group to shape, improve and develop services.
- Maintaining effective procurement that supports our values as expressed in our Procurement Policy.



**DELIVERING SUSTAINABLE
GROWTH TO MEET THE
CHANGING NEEDS OF OLDER AND
VULNERABLE PEOPLE WITHIN THE
COMMUNITY**

We will continue to develop our growth strategy in line with our vision to address the housing shortage of specialist accommodation for older people. In doing so, this provides social value to the Adult Social Care budget and relieves pressure on the NHS.

We will continue to pursue development opportunities that are financially viable, align with our financial capabilities and respond to the identified needs of older and vulnerable people within Greater Lincolnshire and surrounding area.

We will build on and enhance our relationships with local authorities and key stakeholders to deliver great places and services. We will prioritise developing in the local authority areas of Greater Lincolnshire. These are areas where we already have a significant presence, well-established partnership working with the local authority, and good prospects of securing support and funding for new development projects. We will continue to work in partnership with Lincolnshire County Council, West Lindsey, East Lindsey and South Holland District Council regarding the provision of Housing with Extra Care. We will also work with private developers, on sites designated for mixed development under a local authority's affordable housing policy. We will consider the development of private market value housing in support of our development plan.

By developing schemes across a range of support levels, including Housing with Extra Care, we aspire to provide accommodation and services as part of a broader preventative agenda - enabling residents to regain or retain independence.

Our development programme will be balanced to ensure that there is a strong, evidenced demand for the homes that we build and that the programme reflects our financial capacity and the Board's risk appetite. We have secured the use of our Recycled Capital Grant Funding in June 2021.

We will also balance the needs of existing and future residents, but are committed to providing as many new homes as our financial capacity will allow. As a full member of the Blue Skies Consortium, we will adopt procurement methods that produce optimum value for money and facilitate the delivery of community benefits. We will maintain close relationships with our Treasury Management Specialists and outsourced Finance Director, funders and Regulator, and ensure that our development activity does not compromise covenants with our lenders.

Finance

- Continuing to strengthen stress testing and business mitigations plans linked to our Risk Register.
- Completing a feasibility study for moving to an April to March financial year.
- Developing a funding memo for prospective funders to secure the long term funding required to support our development strategy.
- Securing a long term loan facility to underpin our development programme.
- Producing monthly management accounts.

Governance

- Adopting the NHF Code of Governance 2020.
- Completing a successful Board recruitment campaign.
- Re-tendering for an internal audit and external audit provider.
- Achieving 100 % compliance against all regulatory and statutory requirements.
- Maintaining a safety-first culture.

Being a great place to work

Led by the Board and the Executive Team we will continue to create an environment where engaged staff can thrive and enjoy exciting, interesting and rewarding roles. We want our staff to feel a sense of belonging to the Association and to know that they are valued and respected for who they are. We will ensure that we listen and engage with our staff. Through our Equality, Diversity and Inclusion Strategy we recognise and promote how diversity brings continuous improvement and helps us to understand and reflect the needs of our residents.

We will ensure that staff feel respected to be themselves and we will support them to reach their full potential. Our staff will be a well-trained, skilled, empowered, committed to our values and culture and do their best to deliver excellence across the business. We will help them to be well prepared for an ever-changing external environment through embracing change.

Our staff will continue to work together as one team and we trust them to work collaboratively towards achieving our ambitions by being focused on outcomes. In doing so we will achieve improved outcomes for our residents and our business.

We will celebrate staff success through our annual 'Celebration Evening' (Covid controls permitting) and always recognise the positive impact staff make on the business and on the lives of residents and stakeholders.



We are committed to providing a supportive working environment that maintains and promotes the health and wellbeing of all our staff. This includes the organisational environment through effective and sensitive management; enabling individuals to cope successfully with the demands and pressures of work, and providing support for those whose health and wellbeing are affected by stress or poor mental health. We seek to provide a workplace free from bullying and harassment. We will support our staff to strike a healthy work/life balance. Helping us attract and retain the best talent.



Key milestones to achieve

- Improving reporting on key HR statistical data.
- Ensuring staff understand the business and how their contribution makes a difference.
- Fully implementing the People HR system, particularly in developing internal communication.
- Keeping pension requirements under review and explore further the implementation of a Salary Sacrifice Scheme.
- Reviewing our future office opportunities as a result of moving to a more agile and digital workforce which supports our VFM, and Environmental Sustainability agenda; taking advantage of the new ways of working that have been successful during the Covid 19 pandemic.
- Monitoring the development of professional standards for housing professionals and understanding of mental health and allocate future training budget (Social Housing White Paper).



How will we know if we are delivering against the strategic plan?

We have established a number of performance metrics to assess our progress with meeting our strategic objectives. Performance against these key targets identified within this Strategic Plan will be reported six-monthly to the Board, with the Audit and Compliance Sub-committee responsible for delivery and monitoring of progress against the targets that are specific to its Terms of Reference.

The Executive and Senior Officer team will monitor all other targets and the implementation of the supporting Operational Management Plan.

In this way we will ensure that the Board, the Executive and Senior Officer team are fully accountable for the delivery of our Strategic Plan's objectives.

We have developed a Strategic Plan/VFM dashboard to enable a holistic understanding of the Association's performance that can be easily viewed and shared across our teams.





LACE Housing Association

LACE Housing Ltd is a registered society under the Co-operative and Community Benefit Societies Act 2014 Reg. No. 16677R, Homes England Reg. No. L0438 and accepted as a Charity for Tax purposes by the Inland Revenue Reg. No. XN17483. VAT Registered No. 886 6889 31.

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