



LACE HOUSING STRATEGIC PLAN 2025- 2028

People, Places, Partnerships: Building on Strengths 2025 -2028

People, Places, Partnerships: Building on Strengths 2025-2028 builds on the success of our previous strategic plan while responding to a changing operating environment. Our strategy keeps our vision and mission intact but strengthens our commitments, ensuring every objective is aligned to clear resident outcomes and our social purpose.

People, Places, Partnerships: Building on Strengths 2025 -2028

Executive Summary

People, Places, Partnerships: Building on Strengths 2025-2028 builds on the success of our previous plan while responding to a changing operating environment. Our strategy keeps our vision and mission intact but strengthens our commitments, ensuring every objective is aligned to clear resident outcomes and our social purpose.

By 2029, we will have:

- **Maintained our position as a financially strong, independent, local and specialist housing association** – agile, connected, and deeply rooted in Lincolnshire communities.
- **Expanded the supply of high-quality homes for older and vulnerable people** through targeted, sustainable growth, while safeguarding investment in our existing schemes.
- **Strengthened our reputation as a trusted provider and influential voice** in local and regional housing, health, and care policy, ensuring older people’s needs are prioritised.
- **Placed resident voice at the heart of decision-making** – embedding feedback into governance, service design, and performance monitoring.
- **Fostered a workplace culture where colleagues step forward together** – supporting and enabling each other to be the best version of themselves today and even better tomorrow.
- **Strengthened our reputation as not only a trusted provider of housing, but also as one of the best small employers in the UK** – recognised for our culture, wellbeing, and commitment to colleagues.
- **Maximised value for money**, reinvesting efficiencies into homes, services, and growth that deliver tangible benefits to residents and communities.
- **Invested in ICT, cyber security, and digital solutions** to improve efficiency, data-driven decision-making, and resident access to services.
- **Prepared for and actively progressing environmental improvements**, with clear plans in place to deliver measurable gains in energy-efficiency, climate adaptation, and sustainability over the coming years, and the capacity to deliver EPC C by 2030, and new environmental requirements introduced by Decent Homes 2 – improving resident comfort, safety, and affordability.

Strategic Priorities 2025-2028

People

- Keep the resident voice central to decision-making, strengthening trust and accountability.
- Promote a positive, inclusive workplace culture where colleagues step forward together – enabling each other to be their best today and even better tomorrow.
- Maintain high satisfaction while improving in areas such as complaint handling.

Places

- Maintain and improve safe, high-quality, energy-efficient homes.
- Invest in both existing stock and new developments using a value for money approach.
- Prepare for and actively progress our journey towards measurable environmental improvements, with clear plans, early actions, and the capacity to deliver EPC C by 2030 and environmental requirements of Decent Homes 2.

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Partnerships

- Strengthen relationships with local authorities, health, and care partners for a wider understanding of the benefits of integrated housing, health and care for older people.
- Remain a trusted partner in regional strategies and seize opportunities arising from political change.
- Maintain a watching brief on opportunities beyond Lincolnshire that align with our mission.

Strategic Enablers

- **Sustainable finances:** Maintain financial strength, optimise reserves, and use our asset base to secure funding.
- **Digital transformation:** Continue ICT and cyber security modernisation, including the resident portal, AI exploration, and Cyber Essentials Plus accreditation.
- **Value for money:** Reinvest savings into homes, services, and growth.
- **Equality, Diversity, Inclusion and Belonging:** embed EDIB in every decision, policy, and interaction.

Measuring success

Our Board and Executive Management Team will monitor progress through a Strategic Plan Dashboard, combining data, lived experience, and case studies to ensure the strategy delivers not just outputs but real-world impact.

Our ambition

By 2029, we will have:

- Delivered 80 new specialist homes.
- Maintained high satisfaction and trust.
- Prepared for and actively progressed our journey towards measurable environmental improvements, with clear plans, early actions, and the capacity to deliver EPC C by 2030.
- Strengthened our influence locally and regionally in recognition of new political structures.
- Continued to be recognised as a specialist sector leader whose scale does not limit our impact.

Our approach remains simple yet powerful: People, Places, Partnerships – building on our strengths, staying true to our values, and ensuring that every decision we make creates better futures for the people and communities we support.

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Continuity and purpose

This strategy builds directly on the success of our 2021-2025 plan. Our vision, mission, and corporate objectives remain unchanged, reflecting the enduring relevance of our purpose and the strength of the approach that has served us well. The new plan strengthens our commitments, responds to a changing operating environment, and ensures our work continues to deliver the best possible outcomes for the people and communities we support.

At its heart is our commitment to align every objective to clear customer outcomes. We measure success not simply by what we deliver, but by the difference it makes: helping residents live well, independently, and safely in thriving communities. Every action in this plan will be assessed by the positive impact it has on the quality of life, independence, and wellbeing – for current residents, future residents in newly developed schemes, and, where relevant, our colleagues – and will inform our decision-making and resource allocation.

We have chosen to remain an independent, local, and specialist housing association because it enables us to be agile, deeply connected to our communities, and focused on delivering services shaped by local knowledge. This independence will be maintained unless there is a clear and demonstrable evidence that an alternative structure could deliver better outcomes for our residents and enhance our financial resilience.

Our title *People, Places, Partnerships: Building on strengths 2025-2028* reflects both the continuity of our purpose and the ambition to deepen and broaden our impact.

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 overall objective

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

Within this objective, we are **committed to**:

- a) Providing excellent services, focusing on People, Places, and Partnerships.
- b) Creating and maintaining well-designed, safe, secure, high-quality, and energy-efficient homes that residents are proud to call home.
- c) Exercising good governance and maintaining sustainable finances.
- d) Delivering sustainable growth to meet the needs of older and vulnerable people in our communities.
- e) Being a great place to work, where staff can thrive and deliver their best.

About us – our social purpose

Lace Housing is a specialist housing association with a proud history of serving older and vulnerable people across Lincolnshire since 1964.

We provide high-quality homes and welcoming communities where residents can live independently, safely, and with dignity.

We believe that housing is more than bricks and mortar – it is a foundation for health, wellbeing, and quality of life. By providing safe, well-designed homes with the right support, we help older people remain active and connected, reducing the need for hospital care and easing pressure on adult social care services.

As an example, a new resident in one of our extra care housing schemes described the move as “life changing” – a transition from isolation and declining health to independence, safety, and friendship. These outcomes are the true measure of our success and demonstrate the strategic importance of housing that supports independence and community connection.

As an independent, not-for-profit organisation, every pound we generate is reinvested into our homes, services, and communities. We focus our efforts where we can have the greatest impact: in the towns, villages, and neighbourhoods of Lincolnshire, where our local knowledge, strong partnerships, and trusted reputation help us deliver meaningful change.

Our work is guided by our values and our commitment to People, Places, Partnerships. We measure success not only in the quality of the homes we provide, but in the strength of the relationships we build, the communities we support, and the independence we help our residents maintain.

Our Values

We hold dear and seek to express the following values in all that we do:

- **Kindness and Care** – We treat people with respect, empathy, and understanding.
- **Safety and Integrity** – We keep residents, colleagues, and our reputation safe, always acting ethically and with honesty.
- **Excellence** – We aim for the highest possible standards in everything we do.
- **Openness** – We are honest and transparent in our communication and decision-making.
- **Innovation** – We seek creative ways to improve services and solve problems.
- **Curiosity and Learning** – We empower colleagues to ask questions, challenge constructively, and take ownership of compliance, safeguarding, and improvement.

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Our Culture

Our culture is how our values come to life every day.

- To be kind and to care.
- To keep people, each other, and our reputation safe.
- To be honest.
- To work together and develop meaningful partnerships.
- To be a learning organisation, embracing change and engaging with all colleagues and stakeholders.
- To be part of our communities, listening, responding, and contributing.
- To promote colleague wellbeing as a core part of our workplace culture, recognising that personal resilience and support for one another benefits all our stakeholders.
- We encourage colleagues to step forward together –learning from each other, and from our residents' experiences – so that everyone can be the best version of themselves today and even better tomorrow.

Our approach – People, Places, Partnerships

People – Our residents, colleagues, volunteers, and Board members bring our vision to life. We listen to residents' priorities, value the skills and dedication of colleagues, and create opportunities for everyone to contribute to a safe, supportive, and vibrant community. We celebrate the everyday acts of kindness, initiative, and pride that makes our schemes more than just places to live.

Places – Places mean more than buildings. It is the quality, safety, and energy-efficiency of our homes – and the welcoming, inclusive, and thriving communities they support. It also means our place in the sector: trusted, respected, and recognised as a leading provider of specialist housing for older people in Lincolnshire. We are proud of our reputation and determined to protect and enhance it.

Partnerships – Partnerships give us reach and impact beyond what we could achieve alone. We work with local authorities, community organisations, and sector partners to respond to emerging needs, share expertise, and open new opportunities for our residents. Through partnerships, we connect housing, health, and care so that older people can live independently, with dignity, and in the right home for their needs.

Together, People, Places, and Partnerships form a continuous cycle of trust, quality, and shared purpose. They are not just words – they are the foundation of every decision we make, every goal we set, and every success we celebrate.

Operating Context

The housing sector is evolving rapidly, with political, economic, environmental, and regulatory shifts directly shaping our priorities. This strategy is designed not just to respond to these changes but to ensure they translate into positive, measurable outcomes for our current and future residents.

1. Political and structural change

The creation of the Greater Lincolnshire Mayor and the move towards a Greater Lincolnshire Combined County Authority will reshape local decision-making.

We will maintain and strengthen relationships with district councils, Lincolnshire County Council, and the emerging combined authority – recognising that our Chief Executive’s partnership working is vital in this environment.

Through this engagement we will:

- Influence housing, health, and care provision so older people can age in the place of their choice.
- Promote the delivery of high-quality housing for older people in Lincoln, and key towns and villages across Lincolnshire.
- Champion the Extra Care housing model as a route to greater independence and reduced reliance on residential care.

For residents, this means continuing to shape local plans, so older people’s needs are understood, prioritised, and reflected in future housing and care provision.

We will also maintain a watching brief on development opportunities in neighbouring authorities, but only where these align with our social purpose, build on our specialist expertise, and protect our strong local presence and established partnerships.

2. Regulatory change

We are preparing for major updates to the regulatory framework, including:

- The new Competency and Conduct Standard, strengthening expectations for colleague competence and behaviour.
- Decent Homes Standard 2.
- The Renters’ Right Act.
- Awaab’s Law (phased implementation from October 2025).

These changes will require robust governance, clear accountability, and the skills and capacity to adapt quickly.

For residents, this means greater assurance of safe, well-maintained homes, transparent service standards, and a skilled, respectful, and responsive service.

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3. Economic pressures

Higher interest rates, inflationary pressures, and rising construction costs will continue to impact operating margins and development viability. We will safeguard financial resilience through prudent treasury management, agile investment planning, and value for money delivery – ensuring independence remains a deliberate, evidenced-based strategic choice.

For residents, this means we will continue to operate independently, invest in homes and services, without taking unnecessary financial risks.

4. Environmental sustainability and climate change

We are committed to meeting all government energy-efficiency targets, including achieving EPC Level C by 2030. As a smaller organisation, we will prepare for and actively progress our journey towards measurable environmental improvements - focussing on realistic, cost-effective actions that deliver clear benefits for residents, and building the capacity to deliver long-term outcomes, rather than pioneering unproven technologies before they are viable at scale.

We will also prepare for the impacts on climate change, including:

- Higher summer temperatures in homes, affecting health and comfort.
- Changes in grounds maintenance requirements due to shifts in seasonal patterns.

To support these goals, we will continue improving property data and insight to inform long-term maintenance of both new and ageing properties. This will help us balance investment between new developments with improvements to existing homes through a structured asset investment programme.

For residents, this means warmer homes in winter, cooler homes in summer (where needed), and well-maintained communal spaces –achieved in a way that balances environmental benefits with affordability.

5. Technology, cyber security, and organisational capability

We have modernised our ICT systems to improve efficiency, data quality, and resident communication. Building on this, we will:

- Prepare for the implementation of a resident portal.
- Maintain a strong cyber security posture, positioning us to upgrade to Cyber Essentials Plus accreditation and default multi-factor authentication.
- Ensure resilience in a server free future.
- Develop cyber recovery planning so we can respond quickly to an incident.
- Explore the potential of AI to improve service delivery for residents, enhance colleague experience, and drive efficiencies.
- Support technology-enabled independence for residents through longer-term partnership solution linked to health and care preventative services.

We will also promote a culture of curiosity and learning, equipping colleagues to challenge constructively, spot safeguarding concerns, and identify service improvements early.

For residents, this means quicker, more convenient ways to access services and confidence that their personal information is secure.

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6. Sector-wide priorities

We will align with best practice in governance, resident engagement, and knowledge and information management – learning from Housing Ombudsman reports and continuing work on inclusive leadership, better EDI insight, and diverse governance.

7. Our local presence and values

Our size, agility, and deep local knowledge are key strengths. We have demonstrated that, as a small housing association with specialist expertise, we can consistently achieve influence, secure funding, and deliver measurable benefits that reflect our specialist skills and strong brand.

We will continue to use these advantages to provide a personalised service, build strong relationships, and respond quickly to emerging needs – ensuring our values remain visible in every interaction with residents, partners, and colleagues.

Review of positive achievements

Over the life of our 2021-2025 strategy, we have delivered meaningful growth, strengthened our financial position, invested in our homes, and demonstrated the trust and satisfaction residents place in us. Despite unprecedented challenges – from the pandemic to global economic pressures – we have remained true to our vision, values, and our focus on People, Places, and Partnerships.

1. Delivering sustainable growth for older people

We have continued to expand the supply of high-quality, specialist housing in Lincolnshire and Greater Lincolnshire, carefully balancing ambition with financial viability and evidenced demand.

Against our target of 145 new homes, we completed 112 high-quality homes:

- New housing for older people schemes in Lincoln and Scunthorpe.
- A 62-home extra care scheme in Welton.
- 10 shared ownership bungalows in Welton, linked to extra care scheme facilities.

This has been achieved through strong partnerships with West Lindsey District Council, North Lincolnshire Council, Lincolnshire County Council, and the Blue Skies Consortium. These completions have increased the supply of affordable homes for older people, generated new income streams, improved economies of scale, and positioned us as a trusted delivery partner for future housing schemes for older people.

While one development was delayed, our programme remains focused on meeting local need and maintaining delivery momentum.

Case study - Residents both in their seventies, moved from an isolated village home into a warm, accessible, and supportive community in one of our housing with extra care schemes. Their health needs are now met on site, they enjoy regular social interaction, and both describe having a new lease of life. This reflects the strategic importance of housing that not only meets physical needs but transforms residents' wellbeing.

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2. Awards and recognition

Our commitment to high-quality, resident-focused design has been recognised through prestigious awards.

- Regional Winner, Building Excellence Award – Best Small New Social Housing Development for Collinson Court, Scunthorpe.
- LABC Bricks Award – Social Housing Development of the Year (over 51 units) for Diamond Place, Welton – named North Region Winner and now shortlisted for the LABC National Awards in London.

These awards showcase the skill of our teams, the strength of our partnerships, and the quality of our developments. They also strengthen our profile as a specialist provider, opening opportunities for future developments.

Alongside development recognition, we will also explore sector-leading accreditations that highlight our commitment to colleagues, such as The Times Best Places to Work. We recognise that our people are our greatest strength, and external recognition will reinforce our ambition to be a great place to work.

3. Safe, high-quality, and well-maintained homes

Comprehensive stock condition surveys confirm our homes are well cared for and valued by residents, supported by resident engagement feedback. We have strengthened asset management by:

- Planning an asset management review (by April 2026) to enhance data insight and link directly to our 30-year business plan.

These steps ensure safety, quality, and efficiency while preparing for new regulatory and environmental standards. They also support our value for money approach by targeting investment where it delivers the most benefit. We recognise that as our housing stock ages, balancing reinvestment in existing homes with delivering new supply is essential to long-term sustainability, compliance, and quality of life for residents.

Case study - A resident who moved from unsuitable private rented accommodation into a purpose-built apartment designed for older people. This reduced her risk of falls, improved comfort, and lower heating bills - directly supporting our commitment to safety, quality, and value for money.

4. Maximising value for money

We achieved significant value for money gains through:

- Selling our Paving Way property maintenance depot and disposing of a small scheme of four flats that no longer met the long-term needs of older people when three of the four flats had become vacant.
- Consulting with residents and reducing communal energy usage in five schemes in response to rising electricity costs.
- Achieving staffing cost savings of £90,074 in 2023/24 compared to 2022/23, because of IT investment and operational efficiencies.

Our value for money work is about more than savings – it is about reinvesting efficiencies into services, homes, and growth that deliver tangible benefits to residents and communities.

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5. Strengthening resident engagement and celebrating community life

We reshaped resident involvement from a formal scrutiny model to more flexible, local engagement. Highlights include:

- The Resident Involvement Group's review of our empty home process before its disbandment.
- Expansion of our resident engagement programme in 2024/25 and reaching all schemes by summer 2025; introducing clear and succinct governance reporting so that our Board and EMT understand our residents' priorities and opinions.

We know that while we provide the homes and shared spaces, residents bring them to life. From planting flowers and painting benches, to organising coffee mornings and social events, these everyday contributions foster pride, neighbourliness, and mutual support. They reflect the heart of our People, Places, Partnerships approach – where colleagues and residents create safe, welcoming, and supportive communities together.

6. ICT and Cyber Security Modernisation

We accelerated our ICT and Cyber Security Strategy to improve efficiency, resilience, and resident outcomes during a challenging economic climate.

Our new combined housing, property, and finance system has streamlined processes, improved data quality and created new communication channels.

We have strengthened cyber security, finalised Cyber Essentials accreditation and striving for Cyber Essentials Plus whilst preparing for a server free future.

We will enhance data-driven decision making by embedding Power BI for reporting and insight – improving transparency, accountability, and the ability for colleagues and residents alike to see the impact of our work.

This investment future-proofs our systems, enhances service accessibility, and safeguards resident data – while creating the digital foundation to explore emerging technologies such as AI for service improvement and efficiency gains.

7. Strong financial performance

The economic climate of 2022 - 2024 tested our resilience, but it also embedded a culture of cost awareness and operational efficiency.

Key achievements include:

- Securing two new loan facilities totalling £12 million enabling new housing developments.
- Streamlining processes and improving data accuracy, contributing to £90,074 staff cost savings in 2023/24 compared to the previous year.
- Delivering efficiencies that allowed us to outperform our lettings account surplus target for 2023/24 without impacting resident satisfaction.
- Changing our financial year end to improve efficiency and align with sector norms.
- Progressing legal work to revalue stock for enhanced borrowing capacity.

This disciplined approach underpins every part of this strategy – giving us confidence to invest, grow, and adapt while staying true to our social purpose.

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8. Excellent tenant satisfaction

Our latest Tenant Satisfaction Measures (February 2024) demonstrate consistently high trust and satisfaction.

- 93% satisfied with overall service.
- 96% say their home is well maintained.
- 95% say it is safe.
- 96% satisfied with the cleanliness and maintenance of communal areas.
- 94% satisfied with the overall repair service.
- 91% with the time taken to complete repairs.
- 92% agree we make a positive contribution to their neighbourhood.
- 95% say we treat them fairly and with respect.
- 90% trust us and find us easy to deal with.

We recognise that satisfaction with complaint handling (44%) is lower and we are committed to measurable improvements through our new Learning from Complaints Committee and clearer “You Said, We Did” reporting.

High satisfaction reflects the combination of personalised service, quality homes, and strong community relationships. Where challenges are identified, we treat them as opportunities to learn, adapt, and strengthen trust.

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Our strategic commitments 2025-2028

a. Providing excellent services, focusing on people, places, and partnerships

Strengths

- Statutory Board Member Responsible for Complaints and a voluntary Board Resident Champion – ensuring resident voice and oversight at the highest level.
- Resident engagement programme expanded to all schemes in 2025.
- High Tenant Satisfaction Measures, with strong results in trust, fairness, and communication.
- A culture of learning from complaints and feedback, already embedded.

Strategic narrative

We will provide excellent services by keeping the resident voice central to decision-making, ensuring transparent performance, and using every engagement opportunity to listen, respond, and improve. Our approach will combine face-to-face relationships with enhanced digital communication and a transparent website that allows residents to see our performance and see how their feedback drives change.

The Board and Executive, through the Board Resident Champion and Board Member Responsible for Complaints, will ensure learning from feedback is understood strategically and acted upon.

We will nurture community life in schemes, supporting resident-led activities and foster inclusive, supportive environments where residents feel ownership and pride. We will measure and report social value to capture the wider benefits of engagement and partnerships.

Key milestones

- Integrate resident voice systematically into Board and EMT service reviews by April 2026, ensuring governance decisions are informed by lived experience.
- Launch enhanced, transparent website by December 2025, including quarterly “You Said, We Did” updates and performance dashboards.
- Create a separate resident involvement budget from 2026/27 for initiatives and projects.
- Introduce policy cafes by April 2026 as open forums for residents and colleagues to co-design policies.
- Promote and support a formal resident scrutiny panel to strengthen accountability, transparency, and continuous improvement.
- Review automated survey scope by May 2026 to ensure alignment with consumer standards and capture fairness, respect, and being listened to indicators.
- Co-create local engagement plans with residents at each scheme by April 2026.
- Adopt the Together with Tenants Charter by April 2027.
- Implement Knowledge and Information Management Standard by April 2027, with regular audits for data completeness and accuracy.
- Implement the HomeMaster Tenant Portal by September 2026.
- Maintain both digital and non-digital access routes for residents by September 2026 for inclusion and equity of access.
- Expand performance reporting to include equality data by April 2026 to better understand and respond to diverse needs.

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- Deliver annual equity and access reports to the Board from April 2026 to strengthen oversight of inclusion.
- Undertake an external perception survey by May 2026 to assess influence and standing.
- Capture and publish measurable partnership outcomes by April 2026, evidencing contributions to wellbeing and social value.

b. Creating and maintaining well-designed, safe, secure, high-quality, and energy-efficient homes

Strengths

- Majority of homes covered by recent stock condition surveys, confirming high satisfaction with quality and safety.
- High Tenant Satisfaction Measures with strong results in condition, maintenance and safety of homes and communal areas.

Strategic narrative

We will invest in our homes to maintain safety, quality, and energy-efficiency, ensuring compliance with all current and emerging standards.

This includes preparing for:

- Full implementation of Awaab's Law.
- Maintaining Decent Homes compliance and prepare for Decent Homes Standard 2.
- Compliance with heat network legislation where applicable.
- Climate change adaptation to maintain resident comfort, safety, and wellbeing.

We will strengthen property data and insight to balance investment in new and existing homes, using a structured asset investment programme that targets greatest resident and long-term organisational benefits.

Our Environmental Sustainability Strategy will be refreshed by April 2026, with a full review by 2028, focusing on cost-effective improvements that deliver tangible benefits to residents.

Key milestones

- Complete strategic asset management review by April 2026, to balance investment between new and existing stock.
- Environmental Sustainability Strategy refresh by April 2026; full review by April 2028 – ensuring we are prepared, resourced, and actively progressing towards measurable environmental improvements.
- Deliver phased Awaab's Law implementation plan with operational KPIs, and timely reporting.
- Decent Homes 2 readiness plan, with gap analysis on release of final requirements.
- Achieve compliance with Heat Network regulations from April 2026.
- Begin implementing our climate adaptation journey from 2026/27 – starting with consultancy and planning – with a preventative focus to prepare for and progressively introduce measures that mitigate overheating, enhance ventilation, protect grounds and valued landscaped areas, and maintain resident comfort and safety.

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c. Exercising good governance and maintaining sustainable finances

Strengths

- Experienced Board with a strong resident and colleague focus.
- Board skills-based composition across housing, finance, legal, HR and health.
- Internal control framework with Audit and Compliance Sub-committee oversight.
- Twice-yearly stress testing and active risk management.
- Strong treasury management and value for money track record.

Strategic narrative

We will maintain high governance standards through transparent, evidence-based decisions, aligned to our social purpose. Independence will remain a strategic choice, reviewed annually by the Board and EMT with clear risk mitigations.

We will actively engage in political and regional housing agendas – positioning our specialist role in integrating housing, health, and care for older people.

Financially, we will remain agile – using reserves for maximum return, managing borrowing costs effectively, and using our asset base as security to unlock funding for development. This approach increases affordable housing supply, strengthens income, and delivers economies of scale that support further value for money gains, enabling us to seize development opportunities without compromising long-term stability.

Key milestones

- Annual review of Board succession plan.
- Agree and embed an Executive succession plan by September 2026.
- Strengthen the Board induction programme by April 2026 to accelerate new members' contribution to governance and strategic oversight.
- CEO, EMT and senior officer engagement with key partners – ongoing, with reportable milestones.
- Annual review of Treasury Management and Risk Management strategies.
- Maintain twice-yearly stress testing.
- Implement Procurement Policy action plan by March 2026.
- Undertake a formal review of Lace's benchmarking arrangements to ensure peer group comparisons remain proportionate, relevant, and reflective of organisations with similar size, stock type and development activity by quarter 4 2025/26 (in time to inform the 2026 VFM Statement).

d. Delivering sustainable growth to meet the needs of older and vulnerable people

Strengths

- Strong track record of delivering new homes in partnership with local authorities and Blue Skies Consortium.
- Established reputation for high-quality, specialist provision for older people.
- Membership of strategic development partnerships enabling access to funding and opportunities with a commitment to delivery.

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Strategic narrative

We will grow sustainably, guided by evidenced demand, financial viability, and value for money principles. Our development strategy aims to deliver 80 new homes by 2029.

We will maintain a watching brief on opportunities in neighbouring authorities, ensuring alignment with our social purpose, specialist expertise and local presence. We will also consider opportunities to meet the needs of other vulnerable groups (e.g. younger people with physical or mental support needs), where this aligns with our values and capabilities.

We will seek partnerships that enhance social value, strengthen income within core functions and never put social housing assets at risk.

As a small, specialist association, we will leverage our strong brand, proven delivery record, and agility to position ourselves as the “go-to” provider of older people’s housing in our region – influencing strategies, securing development funding, and ensuring new homes support independence, community, and wellbeing.

Key milestones

- Deliver 80 new specialist homes by 2029, meeting demand, viability, and resident outcome criteria.
- Establish clear Board and EMT monitoring points for the development pipeline, linked to borrowing capacity and asset utilisation.
- Set milestones for devolution engagement with local authorities to embed older people’s housing in regional priorities.
- Pursue external accreditation and recognition for new housing schemes and services to showcase quality and reinforce stakeholder confidence.

e. Being a great place to work

Strengths

- Supportive management culture with colleagues looking out for each other.
- Flexible working applied wherever possible within service needs.
- High employee engagement and strong alignment with organisational values.

Strategic narrative

It is through the talent and commitment of our people that our values are made real, and our purpose is delivered.

We encourage colleagues to step forward together – learning from each other, and from our residents’ experiences – so that everyone can be the best version of themselves today and even better tomorrow.

We will continue to promote wellbeing and consider financial wellbeing through considering employer pension contributions.

We will embed training on new policies and procedures, recognising the volume of regulatory change ahead.

Our part-time digital promotional role will showcase our people and work across platforms, celebrating achievements, and strengthening our brand.

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We will also explore creating flexible, part-time specialist roles – including opportunities for existing colleagues to take on additional roles – ensuring legal working time limits are met and wellbeing is protected. These roles will broaden skills, increase earnings, and contribute to innovation and service quality while retaining commitment to our core values.

Key milestones

- Embed and measure positive outcomes from the part time digital promotional role by April 2026.
- Complete staff wellbeing survey by April 2026; action plan by September 2026.
- Embed comprehensive training programme for new policies and procedures from October 2025.
- Operationalise the Remuneration Sub-committee agreed in July 2025.
- Review pension contributions by March 2026 for competitiveness and affordability.
- Continue promoting wellbeing, flexible working and supportive management as service enablers.
- Develop and embed “values lived” and “curiosity” indicators by April 2027.
- Explore new part-time specialist roles, assessing their impact on quality, innovation, and value for money.

Risk management

We maintain a comprehensive Board Assurance Framework to identify, assess, and mitigate risks that could affect delivery of this strategy.

The Board, supported by the Audit and Compliance Sub-committee and EMT, reviews the risk strategy annually, with twice yearly stress testing to model resilience under a range of adverse scenarios. This enables proactive decision-making and ensures our independence remains a conscious, evidence-based choice.

We have a low-risk appetite for anything that could compromise resident safety, financial viability, or regulatory compliance, and zero tolerance for breaches of health and safety law or regulatory standards. Risk appetite and mitigation strategies are integrated into business planning and investment decisions, ensuring risk management is an enabler of strategic delivery rather than simply a safeguard.

Progress against risk mitigations will also be monitored through a Consolidated Action Tracker, ensuring that assurance actions, regulatory requirements, and strategic commitments are implemented and reported systematically to the Board.

How we measure success

We will track delivery through a Strategic Plan Dashboard, combining:

- **Quantitative performance** – metrics and targets.
- **Qualitative feedback** – lived experience and case studies.

This approach ensures we measure not only what we deliver, but the impact it has on residents, colleagues, and communities.

Alongside KPIs, resident stories – such as Kelly’s, who moved from temporary care into one of our extra care housing schemes and flourished – will demonstrate the wider social value of our housing model.

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Progress will also be monitored through a Consolidated Action Tracker, which aligns delivery actions with regulatory standards and risk mitigations. Together, these two tools provide assurance that we are achieving impact while meeting all governance and compliance requirements.

Dashboard actions:

- Build and launch by September 2026.
- Review quarterly at EMT, twice yearly at Board.
- Publish annual resident-friendly summary.
- Update to reflect new regulations or emerging priorities.
- Include culture and value measures so they remain visible and lived.

The dashboard will set out:

- The measure, baseline, and target.
- Current performance.
- Narrative on resident impact.
- Case studies to bring data to life.
- RAG status with owner and next actions to enable timely corrective action.

We will measure success of the plan by:

1. Resident outcomes and engagement

- Overall satisfaction (maintain 90% +).
- Satisfaction with repairs (maintain 90% +).
- Complaint satisfaction (target 65% by 2026).
- Evidence of “You Said, We Did”.
- Participation in engagement plans and activities.
- Documented social value case studies showing improved community wellbeing.

2. Safety, quality and home standards

- Compliance with Awaab’s Law timeframes.
- Decent Homes and readiness for Decent Homes 2.
- 100% compliance with all safety requirements (gas, electrical, fire, water, lift, asbestos).
This will require improvements in lift compliance.
- EPC trajectory towards C by 2030.
- Overheating/adaptation actions exploration through appointment of a specialist contractor.
- Asset data accuracy and full coverage for decision-making.

3. Governance, assurance and value for money

- Annual review of Treasury and Risk Management strategies.
- Twice yearly stress testing.
- Value for money technical and internal metrics met or exceeded.
- Independence reviewed annually and confirmed as strategic choice as part of the Board self-assessment.

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4. Growth and development

- Delivery of 80 new homes by 2029.
- Quality and resident outcome measures for new schemes.
- Stakeholder engagement measures for development projects.
- Write-off costs for aborted development projects.

5. People and Culture

- Staff engagement and wellbeing survey outcomes.
- Gender pay reporting and follow up actions.
- Retention and recruitment success in key roles.
- “Values lived” indicators from staff and resident surveys.
- Curiosity indicators for staff (confidence to question, challenge, and raise safeguarding concerns).

6. Data, ICT, Cyber, and Knowledge Information Management

- Cyber Essentials Accreditation status, including target for Cyber Essentials Plus.
- Multi-factor authentication (MFA) adoption across all core systems.
- Disaster recovery planning tested and updated annually.
- Resident portal readiness and usage rates.
- Data quality measures for Awaab’s Law cases.

Equality, Diversity, Inclusion (EDI)

We are committed to being a fair, inclusive landlord and employer. We will ensure residents and colleagues are treated with fairness and respect, and that no one experiences discrimination or harassment.

The Board will continue to lead on EDI across governance, employment, and service delivery – improving data, insight, and action.

We will explore adding “belonging” to our EDI strategy, recognising its inclusion in the NHF corporate strategy and how belonging already features within our values and behaviours.