



**LHP**

# Strong, together

Corporate Plan 2019-2023





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# Welcome from our chair

**LHP exists to provide great homes, in strong communities across Lincolnshire.**



**By great homes we mean great places to live which are secure, well-built, efficient to heat and run and which have sufficient space. But we know that to make a house into a great home they need to be in places where people want and can afford to live.**

So, we reinvest rental income into repairs, upgrades and new affordable homes, but also into projects that improve health, build community spirit, reduce crime and which give people opportunities to realise their ambitions. A strong community is one where people come together and support each other, and to achieve that we know we must join together with partners and customers.

We are one of the largest employers in the region, and currently house over 20,000 people. As a recently merged organisation with some 12,500 homes and a £50m turnover, our focus during the lifetime of this plan is on achieving a consistent, solid service across our area, and ensuring customers can actively influence our decisions. We will do this by putting them first. Through strong governance and a keen eye on value for money, we will ensure we are a sustainable business that is in a position to grow.

This document sets out our intentions over the next four years. By delivering six core strategic priorities, and by listening and responding to the changing needs of customers, we will together deliver great homes, in strong communities. Our customers and partners supported our merger last year on a clear mandate to improve services, and to build and invest in new homes. This corporate plan outlines how we will do this.

**Lynda Bowen, Chair**



**We hope you enjoy the read, and if you've any questions or have ideas how we can work together to achieve more, please do contact myself or our chief executive via**

**[letusknow@lincolnshirehp.com](mailto:letusknow@lincolnshirehp.com)**

## Our vision and values

One of our first tasks as a newly-merged organisation was to work with colleagues and customers to devise our new vision and values. After thorough consultation with tenants, partners and staff we agreed what we stand for, and the way we will go about our work.

# LHP

## Great Homes, Strong Communities

### Customer first

We will put customers at the heart of our decision-making process and develop services that are built around their needs.

This emphasis will be felt by customers in every interaction with us, driving up our customer satisfaction and ensuring we invest our money where it has the greatest impact.

### Together

We will proactively seek out new partnerships and work to build on the many successful joint working projects already underway. We can achieve more by working together with our key stakeholders and by working together as one team.

### Listen, act and learn

We will create a structured opportunity for stakeholders, staff and customers to provide feedback. We will value this time and insight and use it to act and learn from it. Before investing in new and existing projects, we will seek the views of those set to benefit.

# Our six strategic priorities

We have decided upon six priorities to ensure that we focus our teams' energy and efforts and our resources on the right things.

**We will:**

- **Deliver quality services**
- **Invest in existing homes and estates**
- **Build new and regenerate homes**
- **Listen to and empower tenants**
- **Support and develop colleagues**
- **Ensure strong governance and finance**



# Deliver quality services

## Overview

LHP customers will receive excellent and timely services that are easy to access and swift to respond. We will ensure our staff consistently act in a customer focussed can-do manner that puts the customer at the heart of the business.

We will concentrate our performance and service standards on the six main service areas that customers told us were the most important to them:

1. Reactive and planned repairs
2. Anti-social behaviour
3. Housing management
4. Warden access
5. Telecare
6. Leaseholder management

We understand that across society technology is playing an increasingly important part of everyone's lives and changing the way services are delivered. To stay at the forefront of excellent customer services we will ensure we understand these changing expectations and invest in appropriate digital technology.

As well as improving our online offer, we will also use technology to increase the percentage of time customer-facing staff spend in our communities. Staff will be empowered to work more flexibly and, thanks to technology, be able to link into our systems to book repairs or update information when they visit homes.

## How we will know we've succeeded

### By 2023 we will have:

- Achieved top quartile service delivery
- Gained top quartile customer satisfaction
- Enabled staff to work flexibility in our communities, increasing their time based in neighbourhoods and in tenants' homes thanks to a strong culture and investment in technology
- Ensured all our staff have completed our 'Gober' customer care training
- Created a new specialist team specifically for leaseholders
- Developed LHP's 2030 service vision, which has been created in consultation with colleagues and customers.



## Project spotlight: Nunsthorpe

**One size doesn't fit all, so as part of our promise to listen, learn and act, we're trying a new approach to community service delivery which is built around the needs of those living there.**

The first place to benefit will be Nunsthorpe, as part of a 12-month pilot. We're going to assign an experienced manager to co-ordinate all community intervention and activity, take responsibility for issue resolution and look at projects that will include estate improvement and regeneration. We will be measuring satisfaction at the beginning and through the journey for both customers and staff. Our intention is that, by having a single contact take responsibility for co-ordinating services in a community, customer satisfaction and value for money will improve. We will involve residents in the pilot and seek their feedback.

**We operate  
across 780  
square miles**





# Invest in existing homes and estates

## Overview

LHP homes will be maintained to a consistently high standard. We will publish and deliver on a clear schedule for all bathroom, kitchen, roof and window replacements. We will also ensure our homes are well-insulated and economical to heat. We will work with customers to ensure they are confident they can manage their heating choices, so they can live well in their homes.

We have already in our first year brought our repairs service in-house, allowing us to deliver efficiency savings and better control the quality of service. By 2023, we will introduce a weekend and evening repairs service, and achieved top quartile customer satisfaction rating with our repairs service. We will have also made moves to increase repairs that can be reported and booked online.

### By 2023 we will have:

- **Consulted with customers on replacement schedules, and published these clearly on our website and in our customer magazine**
- **Consulted, published and started to deliver a refurbishment programme for all sheltered schemes**
- **Published and delivered an affordable warmth programme**
- **Introduced weekend and evening repairs service.**



## Project spotlight: Warm and well

**An affordable home is not just about rent, it's also about the cost of living in the property. From running a property, paying bills and heating it, we will support customers to lower their bills and manage their finances.**

We will complete an external wall insulation programme for around 100 hard-to-heat homes, which will start in 2019/20 and finish the following year.

In addition, we will provide staff time to ensure customers know how to get the best out of their system, so they can reduce energy costs.

**We house  
21,800 people,  
in 11,898  
homes**



# Build new and regenerate homes

**We will take a leading role in the provision of new homes through regeneration and development across three local authority areas. We will play a significant role in addressing the need for more property for low cost rent and home ownership.**

We will work with local authority partners to identify priority sites that deliver significant benefits to the wider community.

We will work with partners to identify areas that require wider place-based investment and develop holistic investment plans.

We will provide new housing for general need, as well as specialist accommodation for those with particular needs.

## **By 2023 we will have:**

- **Built or bought more than 60 new homes each year**
- **Partnered with local authorities to identify and develop key sites.**
- **Developed a proposal and started on site on the major regeneration of Immingham's Washdyke estate.**







## Project spotlight: Washdyke Lane

**We have already started on the regeneration of Immingham's Washdyke Lane estate; rehousing 120 residents and demolishing 12 low-rise blocks, which were largely empty and not in demand.**

In 2019, we will demolish a final 76 outdated properties within seven blocks and start consultation with the community and key local partners on a master plan for the area. We expect work to start on site on a mix of quality new homes in 2021/22. We have earmarked £12m for the three-year build programme, which will include properties for rent and shared ownership.

Working together, we will make Immingham remain a vibrant, popular community, with strong local facilities.



# Listen and empower tenants

**LHP is a community-based housing organisation. Listening, learning and acting will be our core model. We involve tenants and leaseholders in decisions as this always leads to better outcomes for all involved. During the lifetime of this plan, we will introduce a new neighbourhood-based approach, so we have more staff out in communities who are more easily accessible to customers.**

We will enhance this additional presence with a proactive approach to consultation. We will put the tenant experience at the heart of our decision making. We will ensure our Customer Scrutiny Panel has the experience and ability to be a critical friend and that it has the authority to hold us to account at Board level.

We know that we won't always get things right and when that happens we will listen to the customer experience, put right what can be achieved and ensure we learn so we don't make the same mistake again. We will create a culture where it is ok to admit mistakes have happened and encourage staff to feedback lessons learnt.

## By 2023 we will have:

- Ensured 100% of new customer-facing projects have been informed by tenant views
- A strong Scrutiny Panel which is driving up quality standards
- Launched a neighbourhood-based approach. Staff will be well-known in each neighbourhood and regular surgeries will have been held for customers to meet a range of staff
- Recruited a minimum of 56 involved customers as part of our residents engagement strategy and commitment to listening, acting and learning
- Secured TPAS customer engagement accreditation
- Introduced the HouseMark accredited complaints system
- Achieved top quartile tenants' satisfaction with opportunities to influence our work and decisions.



## Project spotlight: Together with tenants

**The National Housing Federation has, following work with tenants, residents and housing providers, recently produced a new framework to strengthen the relationship between landlords and their tenants and residents.**

We will sign up to the newly-created four-point plan. This will include ensuring our board is accountable to our tenants and residents, creating a charter so tenants and residents know what to expect from us. We will ensure tenant and resident oversight and scrutiny of the charter and measure how we are doing against the charter commitments.

We will produce – in partnership with customers – a new Tenant Involvement and Empowerment Strategy which reflects the above, and gives clear opportunity for customers to influence our work and have their voice heard. This document will also capture how we will listen to this insight, and feedback on what changed as a result.

**We employ  
393 people**



# Support and develop our colleagues

**The recruitment, retention and development of the staff at LHP is a critical success factor to everything we aim to achieve. We understand that we need to get the basics right by offering a fair salary for a fair day's work, but with the additional challenges posed by being located in Greater Lincolnshire we understand the need to retain and develop our talent now and for our future managers and leaders.**

As a major employer in the area we also have the scale to significantly influence the provision of training and development opportunities locally both by in-house delivery and through partnering with other agencies and businesses. So, we will launch a significant trainee and apprenticeship scheme which will support more than 50 people to take their first step into their first, or a new, career.

We will listen and work with staff in an inclusive manner, which enables staff at all levels to contribute and feel valued.

## **By 2023 we will have:**

- Developed an approach to organisational development that focuses on recruiting locally based upon attitude and then invests in those staff to develop and retain their talent
- Launched a significant trainee / apprenticeship programme across both office and trade staff
- Invested £1.8m in internal talent management to significantly reduce the need to externally advertise for vacancies
- Retained IIP gold accreditation for the third year running, having first achieved it in 2021.

## Project spotlight: Apprentices

Ninety per cent of new apprentices go on to achieve permanent roles with us, and we will look to build on this strong induction and retention rate across the lifetime of this plan. We will make use of our expanded geography to ensure both areas benefit from our successful apprenticeship programme. We will offer those living in our communities the opportunity to work with and for us, through office based and trade routes.



**We are investing £82 million  
over 3 years**

# Ensure strong governance and finance

**To be a success LHP requires a consistently strong approach to governance that drives the right behaviours and seeks excellence across all areas. We will have strong performance on Value for Money, controls assurance, risk management and Health and Safety compliance.**

We will have a professional and suitably qualified Board and executive who are well-placed to understand and mitigate the risks that pose a challenge to our business. We will implement and proactively utilise a risk register that provides assurance that LHP has seen and planned for those things that could impede delivery of our strategic objectives.

We will achieve Value for Money by focussing on more effective services and then efficiency through integration of the two previous businesses. By creating savings and making the most of our new economy of scale – including a reduction in the cost of running each home due to shared services – we will reinvest in the group. This reinvestment will be focussed on our key strategic objectives with an absolute focus on reinvesting a higher percentage of our turnover to build a greater number of new homes.

The management of the Health and Safety risk to customers and staff is rightly at the forefront of governance and the Board will ensure that systems are in place that provide assurance that safe systems and working practices are achieved in all areas.

A business that stands still, is a business that is in decline. So, we will look to grow, both in terms of stock numbers and our turnover. We will grow by developing more services which are offered to residents, customers and other housing providers across our new combined area of operation.

## By 2023 we will have:

- Achieved a G1 V1 rating from the regulator
- Achieved better than average VFM scorecard results, including management costs
- Demonstrated that LHP is fully compliant against each of the customer and staff health and safety elements.



**We are one organisation, with G1 and V1 strength.**



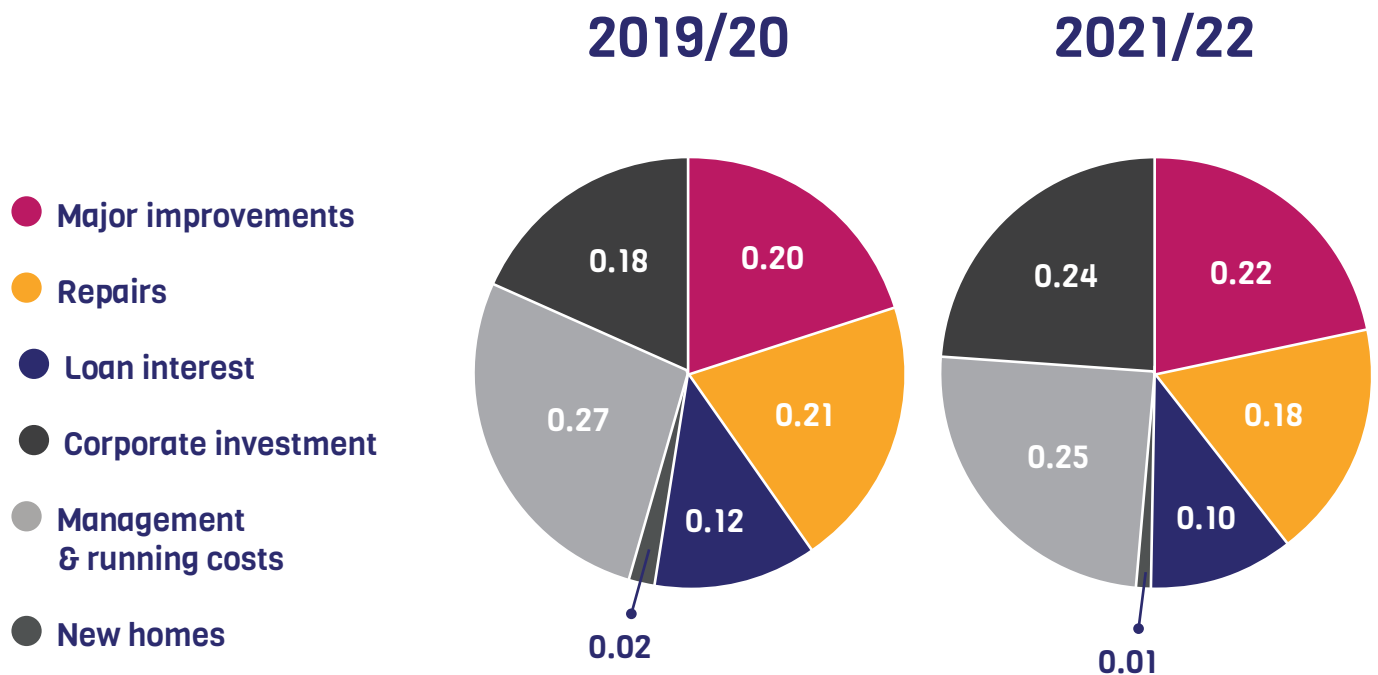


## **Project spotlight:** Selling services to support older people

We already provide a host of support to customers to help them remain independent in older age, and we want to use that expertise to both reach more vulnerable people and also grow our business. By selling services such as wardens, telecare and day care, we will create a surplus which will be put into covering the cost of new homes and repairs.

We will build on our strong partnership with Age UK and others to continue to develop our services. These will include the implementation of a business partnership with Age UK Lincoln and South Lincolnshire to deliver a county-wide telecare service. This will help us achieve around 400 new connections to the soon to be launched 'Lincolnshire Telecare Service'.

# How we will spend every £1



## Our team: The board



**Rob Jones**  
Chair Assets and Investment



**Lynda Bowen**  
Board Chair



**Yvonne Lowe**  
Chair of Remuneration Committee



**Rob Griffiths**  
Chair Audit and Risk



**Paul Casey**  
Board Member



**Simon Parkes**  
Board Member



**Jiggy Lloyd**  
Board Member



**Carl Dewey**  
Board Member



**John Crowther**  
Co-optee Board Member



**Stephen Cousins**  
Independent Audit Member



## Our commitment to improve VFM

Average cost of social housing:

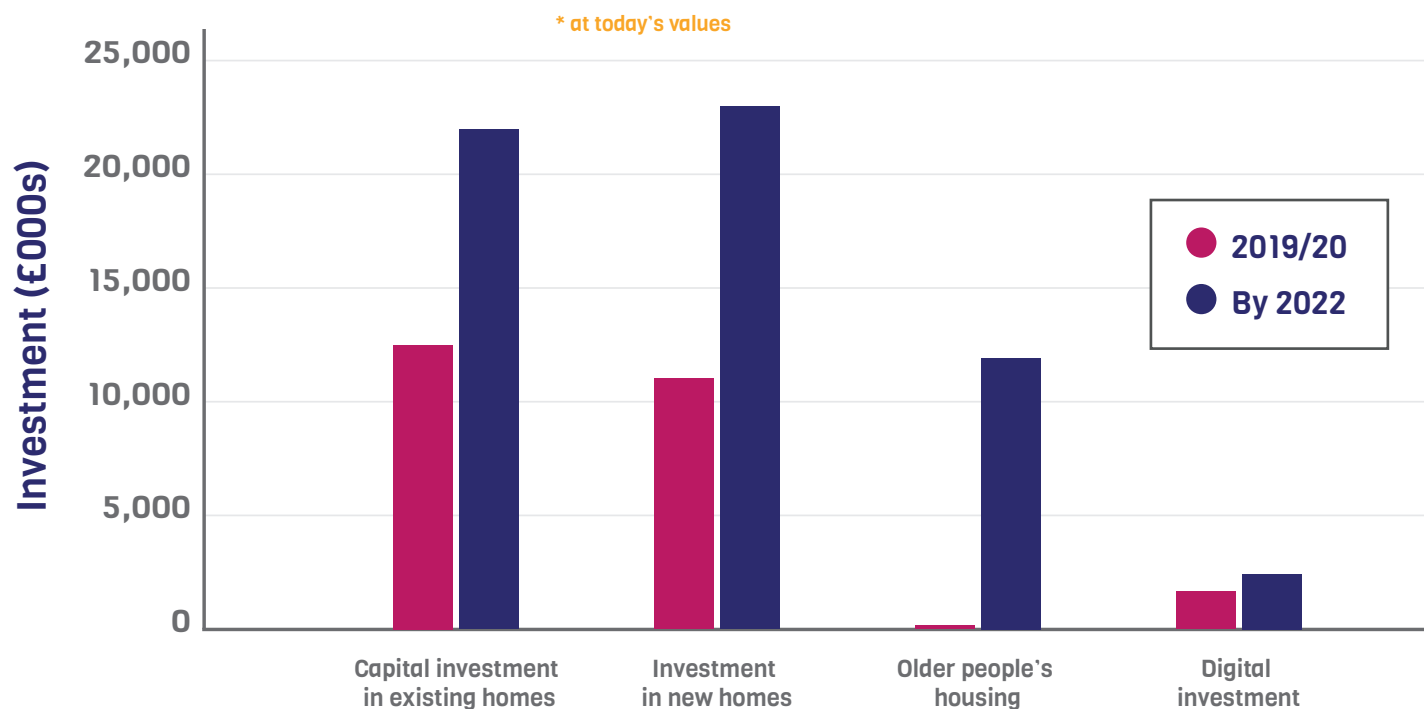
2018/19 – £3,546

2021/22 – £3,232\*

## We are investing in things that matter to our residents

281 additional homes will be built

25 additional apprentices will be recruited



## Our executive team



**Murray MacDonald**  
Chief Executive



**Mark Jones**  
Director of Property



**Julie Kennealy**  
Director of Resources



**Bridget Lloyd**  
Director of Customers



**Suzanne Wicks**  
Director of Business Transformation

## Contact us:

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 @lincolnshirehp

# LHP

Lincolnshire Housing Partnership Limited is registered as a charitable Community Benefit Society under the Co-operative and Community Benefit Societies Act 2014 with registered number: 7748.

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