

LHP

Building Strong Communities Together

Lincolnshire Housing Partnership
Corporate Strategy 2022-27





In developing this strategy, we listened to 1107 tenants and 253 staff members through an online survey; 746 tenants took part in telephone interviews; 16 staff members took part in focus groups; all our Board members took part in interviews, and we also spoke with 26 key stakeholders. We would like to thank all those people for their time and valuable insight.

We heard some key themes from that consultation around repairs; safety and quality of homes and neighbourhoods, respectful and timely communication, dealing with ASB, support for vulnerable customers and addressing climate change.

This strategy has therefore been formulated based on those priorities with an aim to do what we do really well, always putting the **customer first**.

Stakeholders



Accreditations





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Where We Are Now

How We've Performed in 2021/22

273

formal complaints received in year (compared to 84 the year before). This is in line with an increase across the sector.

525

compliments received (majority relating to our repairs service)

93.8%

of all complaints were responded to within 10 days.

52.4%

of customers were satisfied with how their complaint was handled (down from 69% the previous year). This is a sector-wide trend relating to customer expectations have grown faster than services can adapt in the post-COVID world.

18

lessons identified from our listen act and learn approach, of which 8 were implemented by the end of the year

48%

of customers were satisfied with the outcome of their complaint case (down from 65% the previous year). The main theme of dissatisfied comments from customers was lack of communication and a failure to resolve reported issues. In response, we have committed to more Customer First training for our employees, and our agile working policy allows for better visibility in communities

Action Against Anti-Social Behaviour



455 ASB cases were reported in the year - a slight reduction on the year before. Cases were largely related to noise, verbal abuse and drug related issues



74% of customers were satisfied with how their ASB case was handled. This compared to a sector average of 79%



71% of customers were satisfied with the outcome of their ASB case. This compared to a sector average of 78%

Planned Repairs

Here is how we compared to last year in some key areas of planned repairs:

Windows & Doors Replacements



2022
1642,
cost
£4.08m

2021 1230, cost £1.9m

Central Heating And Boiler Installations



2022
890
cost
£3.32m

2021 580, cost £1.5m

Rewiring



2022
48
cost
£138k

2021 65, cost £166k

Roof Installations



2022
219
cost
£1.67m

2021 371, cost £2.9m

Bathroom Installations



2022
309
cost
£1.16m

2021 39, cost £113k

Kitchen Installations



2022
739
cost
£4.03m

2021 129, cost £509k

Chair of the Board's Introduction

Why Customers Come First

Since Lincolnshire Housing Partnership (LHP) was created in 2018, our aim has been to put customers at the heart of everything we do, understand your needs and continually strive to improve everything we do for you.

This plan is the direct result of listening to what you, our customers, have told us matters most, with almost 2000 of you helping us through telephone interviews and surveys over the past year. The areas you tell us are most important include repairs, the

safety and quality of your homes and neighbourhoods and support for vulnerable customers.

We also heard from over half our staff and 26 other organisations that have a direct interest in LHP and the way we progress and look to improve our services.

Thank you to everyone who took part in our survey, for their time and the insight they provided, as this has been fundamental in shaping our ambitions for the next five years.

Together, with my fellow Board Members, we are all committed to helping the team at LHP achieve the things you tell us are most important. Your satisfaction with everything we do is fundamental to us.

We want you to live in homes that give you comfort, warmth, independence, security and enable you to live life to the full.

As you read this document, I hope you will see the issues that matter to you are reflected and that there is a realistic plan in place to achieve them, whether it relates to the safety of your homes and neighbourhood or our longer-term aspiration to achieve Net Zero by 2050.

We want to get things right first time for you as we know this is crucially important as we set ourselves ambitious targets to meet your needs.

So please, tell us when we get things wrong, so that we can learn and make changes to put them right, and when we get things right so that we know we are delivering what you need. Together we can build strong, sustainable communities that care about your health and well-being so you can be sure that living in an LHP home is the right place for you.

Anthony Read

Chair of the Board

For more information on our Board, please visit:
www.lincolnshirehp.com/meet-the-board



CEO's Comment

Moving Forward Together

As we embark on our new strategy, you, our customers, continue to come first. We want to make sure you have great homes. Together we can grow strong communities.

When we started our first strategy in 2019, none of us could have predicted that 2020-22 would have been dominated by a global pandemic that affected the homes and working lives of us all. The changes brought about by the pandemic have led to us bringing forward our new strategy so that we could focus on those improvements that you have told us you want to see.

But before I get to those changes, I want to say thank you to our customers for the way you helped us to work with you and deliver our service promises to you in new and effective ways – as illustrated on the page opposite. I also want to thank the team here at LHP for the imagination, diligence, and resilience they showed in the face of such a unique, unpredictable and prolonged challenge.

During the pandemic, we found new ways to work and communicate with each other and with you. It is so encouraging to see that over 70% of our customers now receive emails from us about planned work at their home. We can already see the positive impact that is having for customers expecting a visit from our maintenance team.

You told us that you want us to build on that improvement to communications and we will do that through MyLHP, our customer mobile app, our website portal, emails and texts.



Our aim is to have over 50% of repairs reported digitally, 60% of customers as regular users of the web portal or app and 80% of our customers finding our digital services easy to use.

We will also be investing in our housing and in training for our staff to make sure they deliver the service you want in every aspect of LHP. Together, we want to do everything we can to improve our environmental impact because you have told us this is important to you and because it is the right thing to do.

As part of our five-year strategy, we will produce a 30-year programme for refurbishments that will meet the Government's Decent Homes Standard and will be easy for you to see. We will make it available to you, so you can see what is due to happen at your address and when.

We will work with you to create homes that are better insulated and heated, tackling the cost of heating your home, and reducing greenhouse gas emissions.

We are also going to make sure that the communal and external areas, like pavements and fences, are kept to a high standard because you have told us how much that matters to you.

Our first four years have been about building strong foundations. Now we are ready to move forward together.

Murray Macdonald

Chief Executive

For more information on our Executive Leadership Team, please visit

www.lincolnshirehp.com/meet-the-team



Working For The Planet

Living in Lincolnshire, we enjoy the benefits and attraction of a dramatic coastline. It means we also know that the impact of climate change is real and that it can change where and how we live. You have told us this is one of the things that is important to you.

The Government has set all of us the challenging target to decarbonise all sectors of the economy by 2050. By 2030, they want us to reduce greenhouse emissions by 68% – that's only a couple of years after the end of this five-year plan.

LHP believes that, like all organisations, we can and should contribute to a more sustainable future. We can create positive environmental and social impacts and outcomes that benefit our customers, communities, employees and stakeholders.

Over the course of this plan, we will be training our staff about climate change and ways in which we can reduce our carbon footprint, both as individuals and as a business. We will also be sharing that knowledge with our customers, to ensure that together we can have a greater positive impact on the environment.

We recognise that improving the energy efficiency of your homes is the area where LHP can have the most significant impact.



18.35%
of our homes have an
EPC rating of D or below

12.14%
target of reducing the
percentage of properties at
EPC D and below by 2027

The Government's Standard Assessment Procedure (SAP) is the method that produces Energy Performance Certificates (EPC), which tell you the energy efficiency of a property. If the EPC is A, then it is very efficient and having a significantly reduced impact on the environment compared to those rated E or below.

The Government wants us to achieve SAP69, which is an EPC rating of C or above, for all our properties by 2030.

As we set out this plan, we know that 18.35% of our homes have an EPC rating of D or below, and that we need to address this as soon as we can.

The ability of properties to reach a high level of energy performance is an integral part of LHP's Home Strategy. That is why we have set ourselves the target of reducing the percentage of properties at EPC D and below to 12.14% by 2027



Our Values

Together

We will 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 structured opportunities for customers, staff and stakeholders 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 who it is intended will benefit from the projects.

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.

The LHP Vision

Great Homes And Strong Communities

The priority for the next five years is that we grow together. Listening to our customers, and learning from the past few years, we believe that our three strategic priorities are strong and will guide us in growing together:

Strategic Priorities



Customer First



Great Homes



Strong Communities

These priorities will be delivered through our five core strategies and underpinned by a continued investment in our communications, a great culture, our environmental aspirations and our strong foundations in governance and finance.

Core Strategies



Homes



Neighbourhood



Customers



Independent Living



Communities

Strong Foundations

It's all about getting it:

Right First Time

ESG

Culture



Our Customer Strategy

We will ensure our customers are happy with our services and the way we respond and communicate. Our customers will know they have strong influence.

Our Objective:Our Objective:

LHP will deliver services to the standards customers want.

What We Will Deliver:

- We will work with customers to develop & publish agreed standards for all customer-facing services
- We will resolve complaints quickly & use the learning from them to improve services
- Customers will monitor and hold us to account on our performance

How will we know we have succeeded?

Customer satisfaction with LHP services and complaints handling will be in the top 25%* of providers in the country.

Our Objective:

LHP will communicate in a respectful and timely manner, offering customers different ways to get in touch.

What We Will Deliver:

- We will continue to develop our online services so customers can access our services quickly and easily
- We will use digital services to enable customers to become more involved with us and offer us instant feedback
- We will keep customer communication preferences updated, so customers are receiving updates from us in a method suitable to their needs

How will we know we have succeeded?

Customers say LHP is easy to do business with and LHP is in the top 25%* of providers in the country for customer satisfaction with the landlord keeping them informed about things that matter to them.

LHP will stay in the top 25%* and continue to enhance communication with customers.

LHP will offer customers many ways of engaging with us so we can listen to their views and improve our services in response.

What We Will Deliver:

- We will work with customers to develop a customer involvement plan that offers a range of opportunities for engagement at local, operational & strategic levels
- We will involve customers in the recruitment of customer facing staff & the procurement of key services
- We will empower customers to inspect the quality of our services to provide meaningful feedback to help us improve
- We will seek Investors in Diversity (IID) accreditation

How will we know we have succeeded?

LHP is in the top 25%* of providers in the country for customer satisfaction that the landlord listens to, and acts upon, their views.

LHP is also in the top 25%* for customers that feel treated fairly and with respect.

LHP will stay in the top 25%* and continue to listen and respond to the views of customers.

* Benchmark data from www.housemark.co.uk against all England peer group



Our Home Strategy

Our homes will be well maintained, safe & energy efficient

Our Objective:

LHP will have a responsive & efficient repairs service that is valued by customers.

What We Will Deliver:

- We will invest in technology to provide a choice for customers to report, track & update repairs at a time that suits them
- We will review our service to ensure we have the right skills, tools & materials to complete repairs right first time
- We will regularly check back with customers to see if they are happy with the repairs service and quickly address any issues raised

How will we know we have succeeded?

LHP will enhance its delivery so that all its services are within the top 25%¹ of providers in the country.

LHP will do this by ensuring:

- All repairs are completed within the local target
- Increased satisfaction with the time taken to complete repairs
- That customers are satisfied with the repairs

Our Objective:

LHP homes will be safe & energy efficient

What We Will Deliver:

- We will deliver high quality compliance servicing and invest in our homes to ensure they meet building and fire safety requirements
- We will invest in to our planned maintenance programme to deliver a minimum SAP6g (EPC C) for all homes by 2030
- We will provide our customers with helpful guidance on how they can save energy and obtain funding where available

How will we know we have succeeded?

Compliance with safety on gas, fire, asbestos, water, lift & electrical safety will be 100%.

87.86% of homes will have a minimum SAP rating of 6g (EPC – C) by 2027

Our Objective:

LHP will focus on investing in our existing homes to achieve the Government's Decent Homes Standard.

What We Will Deliver:

- We will publish a ten-year investment plan and 30-year key component replacements dates online
- We will regularly audit our contractors and suppliers
- We will take a proactive approach to capturing relevant data

How will we know we have succeeded?

LHP customer satisfaction that their home is well-maintained and safe to live in will be in the top 25%^{*} of providers in the country and all LHP homes will meet the Government's Decent Homes Standard.

* Benchmark data from www.housemark.co.uk against all England peer group



Our Neighbourhood Strategy

We will create neighbourhoods where people choose to live

Our Objective:

Feel safe and be safe.

What We Will

Deliver:

- We will respond quickly and effectively to reports of anti-social behaviour
- We will work with partners to reduce anti-social behaviour (ASB)
- We will work with partners to provide support for victims of ASB

How will we know we have succeeded?

LHP will be in the top 25%* of providers* in the country for customer satisfaction with ASB case-handling.

Our Objective:

LHP neighbourhoods will be clean and well maintained.

What We Will Deliver:

- We will effectively manage our grounds maintenance and cleaning contractors to ensure we deliver an excellent service to customers
- We will work customers and the Local Authority to prevent and respond to fly tipping
- Our communal areas will be well maintained to the standard agreed with customers
- Our greenspaces will be well maintained to the standard agreed with customers

How will we know we have succeeded?

LHP will be in the top 25%* of providers* in the country for customer satisfaction that the landlord keeps communal areas clean, safe and well-maintained.

Our Objective:

LHP will take an active role in the neighbourhood.

What We Will Deliver:

- Our front-line staff will spend most of their time in the community, not the office
- We will work with customers and partners to understand the neighbourhoods where we have the best community satisfaction
- We will delegate money at a local level to be spent on improving the appearance of neighbourhoods

How will we know we have succeeded?

LHP will be in the top 25%* of providers* in the country for customer satisfaction that the landlord makes a positive contribution to their neighbourhood.

* Benchmark data from www.housemark.co.uk against all England peer group



Our Independent Living Strategy

We will support vulnerable customers to live independently in their homes

Our Objective:

LHP will deliver an in-house specialist support service that meets the needs of our customers.

What We Will Deliver:

- We will provide a highly trained specialist short-term support service
- We will develop a service that provides technology to enable customers to live safely and independently
- We will include the support needs of customers when making property investment decisions

How will we know we have succeeded?

80% of customers will be satisfied with the support provided by LHP

Our Objective:

LHP staff are aware of the needs of vulnerable customers and can identify opportunities to provide or signpost the need for support.

What We Will Deliver:

- We will train staff in mental health, learning difficulties and dementia awareness
- We will introduce a system that enables staff and our partners to highlight customer wellbeing to the support team so that help can be offered
- We will encourage our staff to take part in volunteering opportunities in the communities we serve

How will we know we have succeeded?

LHP will train 100% of staff who work directly with customers to identify and work with vulnerable customers.

Our Objective:

LHP customers will be supported to access the help they need.

What We Will Deliver:

- We will identify customers who may need support
- We will develop partnerships with local agencies to ensure that customers are supported to live well independently
- We will promote our tenancy sustainment service & partnerships

How will we know we have succeeded?

LHP will ensure that at least 75% of customers are aware of the support and sign-posting services offered by LHP.



Our Communities Strategy

We will recognise and respect all our communities and support them to thrive

Our Objective:

LHP will invest in the built environment when it is beneficial to the community.

What We Will Deliver:

- We will communicate our investment performance with customers, including the delivery of planned refurbishment and new homes
- Where we have land, older blocks of flats or property, we will consider options for refurbishment, repurposing or redevelopment
- We will acquire new homes to support delivery of our strategic priorities
- We will consult with our customers and communities on regeneration options
- We will develop a clear marketing strategy for schemes and effectively manage the sales process through our existing systems

How will we know we have succeeded?

The percentage of new homes built against our annual target(s) and the new number of new build homes sold each quarter

Our Objective:

LHP will provide support for all our communities to thrive.

What We Will Deliver:

- We will increase what we know about our customers to better understand and support our minority and specialist communities
- We will attend community events to develop a wider range of stakeholders, skills and services
- We will review our neighbourhood walkabout programme and work with partners to deliver drop-in sessions in our communities

How will we know we have succeeded?

LHP will ensure 75% of our trainees live in our communities.

Our Objective:

LHP will work with local partners to improve the lives of our customers & the wider community.

What We Will Deliver:

- We will establish the feasibility of employability and skills schemes and offer apprenticeship opportunities to our customers
- We will support communities to access funding to enable them to make a positive contribution to their communities
- We will create a network of community leaders who will be empowered to tell us what is important in their community

How will we know we have succeeded?

LHP will engage in at least 36 partnership community activities/ events every year.

Making The Most Of Our Digital Future

Our investment in modern technology and platforms means we have built a strong digital foundation over the past three years, providing safe and secure systems and the ability for staff to work anywhere.

From the results of our customer survey, we know that amongst those who took part:

- Nearly 80% of our customers have access to the internet
- 75% prefer accessing LHP services via their mobile phones or the website
- 80% use the LHP online account
- Customers over 70 years old prefer using a tablet rather than a phone or computer
- 58% of customers said that home visits were their first or second choice of communicating with us.

Over the next five years, we will develop our digital services by:

- Increasing the services that can be accessed via our online portal and app
- Continuing to develop our technology to support the ability of staff to deliver services in our neighbourhoods

• Using technology to make contact between customers and LHP straightforward

- Ensuring all our customers have the communication choices that suit them, so no one feels left out
- Using technology to help customers with additional needs to live independently
- Making the best use of the data that we hold to truly understand our customers and communities and apply resources where they can make the most difference

We have some targets that we will aim for that will tell us how successful we have been in developing digital services.

• By 2027:

50% of repairs are reported digitally

60% of customers are regular users of the portal or app

80% of customers tell us our digital services are easy to use



Getting Value For Money

Lincolnshire Housing Partnership is a not-for-profit organisation. This means we strive to deliver value for money in everything we do so that any surplus or savings can be reinvested in delivering additional benefits for our customers.

Over the period of this five-year plan, we will seek to do this by:

- Moving our repairs expenditure to planned work and reducing the reactive repairs that need to be done
- Keeping to a minimum the number of void properties with no occupants and therefore no rental income
- Seeking best value in sourcing materials for repairs
- Investigating funding opportunities that support community initiatives
- Using efficiency gains to enable the delivery of an expanded and enhanced independent living service to enable us to focus on new areas of service that our customers tell us they want, e.g., mental health support





Our Culture & Our People

We employ more than 400 colleagues and are committed to ensuring the highest levels of engagement, training, and well-being for everyone.

We share the Government's aim to increase and enhance the professional status and training of our colleagues. Through our investment in training and development, we have already achieved:

- Investors in People accreditation
- Best Companies to Work For, 'Ones to Watch' status

This means a lot to us because these organisations speak with our team to find out what it is really like to work for LHP before they decide whether we measure up to the internationally recognised standards they set.

Here is a flavour of what some of our team told them:

■ ■ Being trained to spot when our customers need help and putting that into practice every day really helps me do the best job I can. ■ ■

■ ■ You feel valued as a team member because LHP want to train you to do the best you can for customers and that's really satisfying. ■ ■

All our training is about putting you, our customer, at the centre of what we do. That is our culture.

We want to recruit and retain the best employees with a wide range of skills, experience and backgrounds. We will encourage people to develop their skills to achieve their full potential.

Over the next five years it is our ambition to:

- Achieve Gold Standard Investors in People
- Gain a place on the Best Companies to Work For list
- Gain recognitions as Investors in Diversity

We will also continue to:

- Increase the diversity of our workforce
- Ensure that the health, safety and wellbeing of all our employees and customers is at the forefront of everything we do
- Build an inclusive culture where customer first is second nature



Ensuring Sound Finance

A secure financial foundation is essential to LHP. It underpins everything we do. It is the basis for enabling our ambitions for the next five years and beyond.

Despite the challenges arising from the pandemic and general economic challenges, LHP has a strong financial base.

Over the course of this plan, we will continue to actively monitor and consider our financial position short and longer term, making sure we meet the requirements of the Regulator of Social Housing and our funders in respect of our financial viability.

Financial Performance Overview

We continue to perform well financially.

| Turnover | | Operating Profit | | Interest & Financing Costs | |
|-----------------------|--------------|------------------|--------------|--------------------------------|-------------|
| 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| £54.7 | £53.1 | £16.2 | £16 | £24.2 | £7.1 |
| million | million | million | million | million | million |
| Operating Expenditure | | Operating Margin | | Surplus (Deficit) For The Year | |
| 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| £38.6 | £37.2 | 29.63 | 30.16 | -£7.8* | £8.8 |
| million | million | % | % | million | million |

* This was a result of the Group incurring £18.4 million of loan breakage costs as part of a treasury restructuring process.

Good Governance

Excellent, ethical decision-making creates the right environment in which everyone associated with Lincolnshire Housing Partnership can thrive – our customers, our colleagues and our neighbourhood partners.

LHP is regulated by the Regulator of Social Housing whose objectives are to:

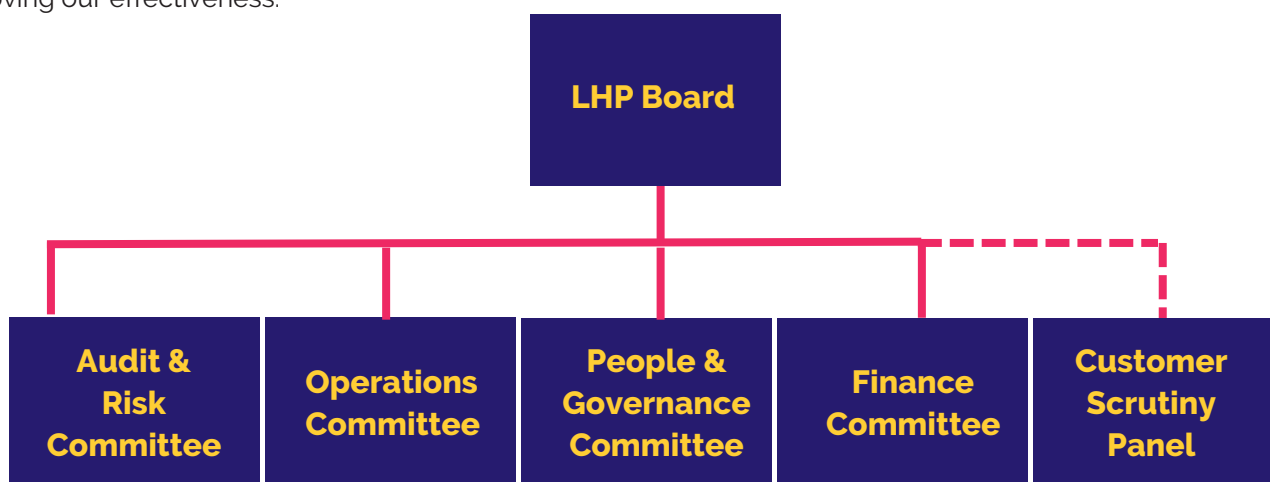
- protect social housing assets
- ensure providers are financially viable and properly governed
- maintain confidence of lenders to invest into the sector
- encourage and support the supply of social housing
- ensure customers are protected and have opportunities to be involved in the management of their housing
- ensure value for money in service delivery


Over the course of the last Corporate Strategy, we achieved the highest grading for governance (G1) from the Regulator of Social Housing. We are committed to maintaining this level and to continually improving our effectiveness.

In delivering this Corporate Strategy, we are committed to increasing the diversity of our Board and will be running a Trainee Board Member programme in partnership with the Housing Diversity Network.

We will also be creating Independent Customer Committee Member roles on our Operations Committee for customers to be able to hold us to account as part of the formal governance structure.

Finally, over the course of this plan we will welcome the introduction of more focussed consumer regulation and make sure that we work with customers and partners to develop services that robustly meet the new requirements.





To comment on this five-year strategy or ask questions, please:

Email: info@lincolnshirehp.com

Or

Ring: 0345 604 1472

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