



Board Terms of Reference

September 2025

Purpose

The Board provides overall leadership, direction and control of Lincolnshire Housing Partnership (LHP) by setting LHP's purpose, values and strategic objectives. It is responsible for LHP's long term sustainability by ensuring it remains financially viable, environmentally sustainable and socially responsible in delivering its charitable and community benefit purposes and meeting customer needs.

The Board safeguards LHP's assets, ensures compliance with legal and regulatory requirements, including the Regulator of Social Housing (RSH) Standards, and ensures high standards of governance, performance and integrity.

Membership and Meeting Arrangements

Membership	Between five and twelve members (including co-optees) It should be of sufficient size to meet business needs and allow for planned succession A member of the Customer Scrutiny Panel can attend as an observer	Meetings	Meet at least seven times a year. Including two strategy events, with the scope for additional ad hoc meetings should a significant need arise
Quorum	Three Non-Executive Directors	Lead Officer	Chief Executive Officer (CEO)



Duties

Strategy, Plans and Performance	Customers and Communities
<ul style="list-style-type: none"> • Approve LHP's purpose, mission, values, strategic objectives and outcomes - review regularly ensuring alignment with purpose and stakeholder expectations and organisational structure supports delivery • Approve plans to achieve strategic objectives and outcomes (including change and equality, diversity and inclusion (EDI) plans) - scrutinising progress, requiring corrective actions, ensuring learning is used to implement improvements and publishing progress • Approve extensions into new business or geographic areas; and decisions to cease any material part of the business • Embed EDI considerations into decision making • Oversee delivery of LHP's environmental, social and governance commitments – including any carbon reduction, climate resilience and energy efficiency targets 	<ul style="list-style-type: none"> • Approve the Customer Influence Framework (including scrutiny and service design arrangements) and significant change plans, ensuring customers can hold LHP to account and shape services • Ensure customer safety remains central to decision-making, including landlord compliance with health and safety obligations and Housing Ombudsman requirements • Ensure appropriate partnerships are in place to support safe, clean and well managed neighbourhoods and assurance that Anti-Social Behaviour (ASB) is effectively addressed • Ensure alignment with consumer standards expectations and customers are able to influence decisions which impact them • Ensure services deliver equitable outcomes for diverse customers
Governance, Regulation and Compliance	People and Culture
<ul style="list-style-type: none"> • Ensure compliance with the NHF Code of Governance 2020, RSH regulatory standards, Housing Ombudsman Complaint Handling Code, legislation and internal policies – publishing clear statements of compliance and non-compliance [annually] 	<ul style="list-style-type: none"> • Approve ELT succession plans and any significant changes to the ELT structure • Approve the CEO and ELT pay framework (salary, benefits, severance) - at least every three years and determine any annual ELT pay award



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| <ul style="list-style-type: none"> • Ensure timely communication with RSH on any potential breaches of standards or notifiable events • Appoint or remove NEDs – including Board co-optees, Chair, trainees and subsidiary directors • Approve the NED succession planning – including skills, diversity and behaviour frameworks • Approve NED and Committee remuneration – at least every three years • Appoint the Company Secretary • Receive assurance on the publication of members' register of interests • Review and seek to improve collective and individual NED effectiveness [annually] • Approve changes to legal and governance structures and arrangements ensuring they are fit for purpose • Approve Constitutional Documents – including Rules, procedural standing orders, terms of reference, financial regulations, procurement standing orders and a scheme of delegation – at least every two years • Approve a Power of Attorney [annually] to authorise colleagues to affix the seal in accordance with the Rules and receive assurance on use • Approve and regularly review subsidiaries, joint ventures or partnership vehicles with external counterparties - including benefits, risks, | <ul style="list-style-type: none"> • Approve the appointment and dismissal (if necessary) of the CEO and ensure the CEO contract is reviewed at least once every three years • Approve the colleague pay framework (including benchmarking) – at least every three years and approve any annual pay award • Approve any significant wider workforce restructuring proposals and any material changes to pay, terms and conditions and changes to pension arrangements • Receive annual assurance on settlement agreements and the fairness and transparency of wider workforce remuneration frameworks • Promote a culture of fairness, transparency, integrity and alignment to LHP's purpose, EDI commitments and customer-first principles • Promote a culture of workforce wellbeing and safety; receive regular workforce insight reporting on wellbeing; and ensure that the desired organisational culture is embedded and operating in practice |
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<p>dependencies and oversight arrangements</p> <ul style="list-style-type: none">• Review, recommend and approve policies in line with delegations• Demonstrate accountability by operating openly and transparently with key stakeholders including customers and partner statutory bodies	
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Finance and Treasury	Risk and Internal Control
<ul style="list-style-type: none"> • Approve the Business Plan and stress testing outcomes [annually] to confirm ongoing viability and ensure mitigations from stress testing are implemented • Approve [annually] budgets for LHP and subsidiaries, ensuring alignment with the Business Plan, value for money targets and covenant compliance and approve any in-year additional expenditure outside of budget • Approve the Treasury Strategy, golden rules and financial metrics [annually], monitor performance and the appointment of advisers • Approve all funding and security arrangements (including new loan facilities, refinancing, capital market facilities and material banking arrangements), and any change to rating agency or funding structures • Approve the Annual Accounts and Financial Statements for LHP and subsidiaries – including the Value for Money Self-Assessment • Monitor financial performance against the plan, cashflow and covenants ensuring early action on risks and ensure resources are used economically, efficiently and effectively • Approve the annual rent and service charge setting ensuring compliance with regulatory requirements and stakeholder communications are clear and fair 	<ul style="list-style-type: none"> • Approve the Risk Appetite Statement [annually] and ensure a comprehensive Risk Management Framework is maintained – reviewing strategic risks, assurance and concerns from Committees regularly • Ensure that risk management and internal control frameworks are aligned with LHP’s purpose, values, and strategic objectives, and support long-term sustainable success • Approve the assessment of internal controls [annually] and ensure actions identified to address any significant control weaknesses • Approve the appointment, re-appointment or removal of the external auditors • Receive assurance on Health and Safety performance and landlord compliance - including significant incidents or enforcement actions • Scrutinise Assets and Liabilities [annually] to gain assurance on integrity of the register • Approve any contract awards or other financial commitments which exceed delegated authority limits - in accordance with the Financial Regulations and Procurement Standing Orders



Investment, Development and Growth	Assurance
<ul style="list-style-type: none"> • Approve the Asset Investment Plan [annually], ensuring stock condition data and assumptions are robust • Approve development appraisal assumptions, parameters and financial criteria [annually] • Approve any disposals, acquisitions, reinvestment, redevelopment, programme funding or development scheme proposals outside agreed parameters or that carry significant financial or reputational risk • Consider and approve any Growth or Merger proposals 	<ul style="list-style-type: none"> • Reflect on emerging best practice and horizon scanning for legal, regulatory and sector changes • Commission external advice as needed • Commission Committees to conduct deep dives or reviews into areas within their remit as required