





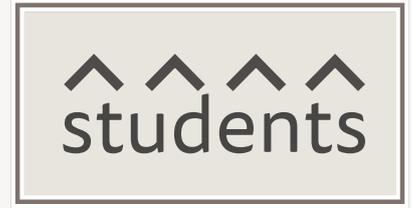
## Welcome to Acis. We strive to be there for people when they need us.

Our roots are in housing, providing safe, comfortable and affordable homes for people. Our primary focus will always be on delivering quality homes, ensuring standards are met, and delivering a great service people expect from an excellent landlord. We've always done this, and we always will. But a home is so much more than bricks and mortar. It's a place that people want to be, where they expect to receive quality services, and which enables them to be among local people and feel part of a community.

We want to provide the best support for people in our communities and, as a Group, we bring together different services to help us do that. In addition to our core housing services, we will help people to realise their potential by offering spaces which enable people to think, learn, grow and thrive. This also includes supporting people to build the confidence they need to move towards employment, learn new skills and achieve qualifications.

We're ambitious and want to develop our offer to meet the needs of all our people. We know what we're good at, and where we're best placed to offer support. But we also know we can't be all things to all people. And nor should we. So, we'll work with other like-minded organisations to ensure quality and value for money services are accessible, where and when they are needed.

The last few years have seen us change considerably as we've brought other services into our core delivery. We will now bring the knowledge, skills and expertise from all these areas together more coherently to deliver a consistent experience for all people who come into contact with us.



We recognise the impact that the current challenging economic situation has on all our customers, tenants, learners, students and also our own people internally. We will support and signpost to enable them to access the most appropriate support.

The next stage of our journey is about getting there together, by aligning our ways of working, systems and communications wherever possible. Being more integrated will ensure economies of scale and help our continual growth to meet the future needs of everyone we work with. We have already grown significantly since we defined our last strategy. This will continue, and we'll make sure people are at the heart of this growth. We will continue to develop more homes and grow the number of homes we offer – particularly focusing on different types of solutions that meet the needs of our communities. We'll continue to help our communities through the current challenging economic situation and continue to improve our homes as much as we can. We will continue to strive for more, live our values, always responding to opportunities and new ideas – ensuring we support communities how they need it.

**Kath Smart**  
*Chair of Acis Group*



## About this strategy

To define this strategy, we asked more than 7,500 people – customers, colleagues and stakeholders – to understand what they liked about the services we provide, how we could improve them and in what other ways we could offer support into the future. We wanted this strategy, and our future direction, to be data-driven and led by what people are telling us about the things they want from us.

Ultimately, it's been defined and written by our people – a group of colleagues from across the organisation who have come together to develop, write and agree this strategy, ensuring it focuses on delivering what we need to achieve. And doing it by **getting there together**.

### External context

The UK narrowly avoided recession in 2023. However, with rising inflation and interest rates, this risk will likely remain for the period of this strategy – adding pressure to deliver even better value for money.

With the certainty of a General Election by January 2025 which could see a change in political control, and the seismic changes in the May 2023 local elections, we know this will continue to affect changes in policy and legislation during this strategy period. The regional landscape is also set to change considerably. With any remaining Local Enterprise Partnerships (LEPs), the primary devolved method for investment at a regional level, planned to be abolished in 2024, funding, control, decision making and priorities are set to change – particularly across Lincolnshire. This will affect strategic planning for all areas across the Group and in particular funding streams for education, skills, wellbeing, and support and decision making for housing. This makes fostering and maintaining stakeholder relationships key during the early part of this strategy.

This will vastly change the landscape for many of our funding streams. From capital funding for infrastructure to enable housing development, through to revenue to deliver education and training, the LEP changes will have an impact across all 26 of the local authority areas we work in. The UK Shared Prosperity Fund, the successor to the European Social Fund, will continue to be a serious challenge as we'll see a significant decrease from its predecessor.

In the housing world, there are additional requirements set out in the new Social Housing Act 2023, which aims to give tenants greater powers and improve access to swift and fair redress.

The Act offers greater protection to social housing tenants against serious hazards in their homes, ensuring a better service and quality of life. It heralds the introduction of tightened consumer regulation, strengthens the power of the regulator and housing ombudsman and introduces new Tenant Satisfaction Measures to gauge performance.

With a greater focus on building safety and compliance, the requirements for controlling damp and mould are also to increase. We expect to see the introduction of a new Decent Homes Standard with an increased emphasis on energy efficiency and carbon emissions. There will also be changes in planning legislation that could see uncertain rules around planning gain for affordable housing as current Section 106 arrangements are withdrawn.

We will continue to work hard to develop a stronger voice for our customers and increase the number of opportunities for them to be involved in shaping our services to meet their needs. Not just ticking boxes, but truly ensuring the voice of our people leads our decision making and holds us to account.

Financial pressures on the sector are expected to continue with uncertainty around the post-2025 rent settlement arrangements, and 2030 seeing the deadline for investment in our homes to achieve C-ratings for Energy Performance Certificates. The drive to move towards net zero carbon is high on our agenda – but with little funding or clarity on solutions to move forward from government, we will ensure we continue to define our strategy in response to this during this period. There are, however, positive opportunities with alternative building methods and we will continue to stay up to date and strive to use the new methods available to us when appropriate. But all of these changes add new and differing challenges for us to combat as an organisation during this strategy period.

Following the national trend, across all our operational areas – which we call business units – customers continue to live longer, and many live fulfilling and healthy lives. But some



develop poorer health, both physically and mentally. We want to support people to live in their own homes for longer. Therefore, homes which are fit for the ages will become even more of a challenge. But we are committed to doing so – and ensuring both our solutions for new homes, existing homes, and services are matched to need and delivered where they need it.

We will look for, and be ready to take advantage of, future opportunities as and when they arise, but stability and resilience will remain key priorities too.

## Previous strategy reflection

Our previous strategy set us on a path to increase satisfaction levels, make us an employer of choice, support more people through increased housing stock and develop new services.

We've seen a significant increase in satisfaction with repairs, as we introduced our new Repairs on Demand service model. We've also consistently maintained our value for money score with more than 80% of people satisfied.



In the last four years we have developed almost 500 homes across a range of tenures. We've been able to help even more people, working across 26 local authority areas, and we've enhanced our service offering way beyond housing and into education and skills to support our local communities. We've also developed some key strategic partnerships to ensure we deliver much more than just bricks and mortar.

We were awarded Investors in People Silver status, recognising our drive to really make Acis a great place to work.

To reach and help more customers we have grown support products and services through non-housing related charitable purpose activities which widen our offering in the communities we work in. We have done this through the transfer of CLIP, Riverside Training and Acis Students into the Group where we have generated

nearly £6 million in external funding since 2020. And 40% of our colleagues now deliver services for people in our communities who may not live in our homes.

We proved our ability to adapt and flex during the most demanding external circumstances we've ever faced throughout the coronavirus pandemic. This was an example of agility at its best, in the way we continued to support all our people.

We've also tried things that haven't worked, but we know it's equally important to acknowledge where we haven't succeeded and be realistic about how to move forward. We've captured this learning which will help to lay strong foundations for our future.

It's easy to say that we're on a journey – as most organisations will do. But in bringing CLIP, Riverside Training and Acis Students into Acis Group, we've evolved into the type of organisation we now are.

We now need to reflect this evolution in how we present ourselves externally. We are a housing association. But we are also so much more. So, we need to be realistic and comfortable about how we share what we do in an external world. And we need new and inclusive language to reflect that – which this strategy will deliver.





## 2030 - Getting there together

There to support  
when you need us.



**Our vision to 2030 is to be there to support people when they need us. We'll ensure we do this by putting people first, and focusing on our priority areas:**

- **Home** - creating spaces where people can thrive.
- **Support** - help for people across a range of challenges.
- **Quality** - embedding and exceeding service standards.

Within the first two years of this strategy, we'll have delivered on our largest ever housing development at Bowling Green in Gainsborough, and also have made a supported housing and farm enterprise project at Grange Farm in Market Rasen a reality. This will pave the way for provision of this kind for us going forward, firmly establishing us a provider of specialist housing within Lincolnshire with a model to take to our other areas once proven.



Growth has been important to us and remains so, to enable us to support even more people. We plan to develop more than 400 homes by 2026, and more than 800 by the end of the strategy period. We will remain open to opportunities to grow the organisation through acquisition where such opportunities arise. Our growth strategy will be developed in line with this and will clearly show how we will continue to grow within the housing sector.

We'll continue to invest in our systems and take advantage of technology to deliver more efficiently and be more flexible and adaptable. We're already offering more ways for people to work with us, and we'll further develop our digital offering as more people choose to interact with us in this way. We'll also work with key partners to deliver in-home technology and energy solutions through our assets and customer experience strategies. This ensures we continue to use technology to deliver our services – but not to the detriment of when in-person connection is needed.

We want to deliver everything with care for our customer. Value for money will be embedded into all of our activity, and we'll aim for quality and consistency in delivery every day. We'll provide or signpost the support our customers and colleagues need to realise their potential and will deliver excellence in the experience people receive when they work with us.

How are we going to do it? Read on.





## We asked people how we could support them, and 48% felt we could help them with challenges they were facing right now.

This strategy will enable our whole organisation to come together under one common vision, and support people how they need it now, and be there when they need us in the future, just like they told us. We will work with them to access the resources they need, learn skills and build resilience through our own services and partners, enabling independence and sustainable success.

Our operational areas – which we call business units – offer different services. But everyone, regardless of where they sit within the Group, will deliver to these priorities that move us to achieve this vision for the people we help.

We will work collaboratively across the whole Group to meet the needs of our people and deliver our vision. Our Group-wide priorities will apply regardless of where our colleagues work in the organisation. Each priority has clear objectives, with targets to achieve, action plans embedded in every supporting strategy, and we will ensure we measure them annually to check our progress. Our priorities fit together and sometimes activity can overlap to support more than one objective or target.

This strategy sets out what we want to achieve by 2030 in these areas to help us **be there to support people when they need us.**

We connect with lots of different people. Traditionally they've been known as tenants, customers, learners, students and our internal people. We also connect with our partners, contractors and suppliers. We know that all people are different and we will continue to embrace inclusivity, diversity and equality for all.

We encourage people to access a range of our services, and via different contact points. It's feasible that no two people's journeys with us will look the same. Some will be with one business unit while others will need more. We recognise that our internal people may also be our customer too – in fact, we'll encourage that!

Our customers are important and will always be. We introduced our 'customer first' approach in our last strategy which helped drive improvements in satisfaction with repairs, increased digital interactions through MyAcis, which now has almost 3,000 users, provided more support for people and saw more people than ever before get involved to help us shape our services.

But 'customer first' is too narrow for the organisation we're becoming. We are introducing some new universal language around 'People first' – which includes both internal and external people. We will continue to promote inclusive communities and respect diversity – ensuring equality is rooted in all our actions. Fundamentally, people will continue to be at the heart of what we do. And our colleagues will understand who our customers are and hear about them every day. It will be the centre of this strategy, with measures in every priority driven by what customers think of what we do – while also being embedded as measures of success in every supporting strategy, so our progress is visible to everyone who matters at all levels.

We want to ensure this strategy stretches us to deliver our new vision. And that this results in people feeling that we are there when they need us, delivering the support and service they need.

**To ensure the people we work with feel we have achieved this priority, we will measure our overarching measures of success for this whole strategy:**

1. Satisfaction with our services - 93% (aggregated across all areas)
2. An increased Net Promoter Score in all our business units, and
3. Satisfaction that people feel that we listen and act when they contact us - ensuring at least 90%.

**We'll know we've achieved this priority because we'll have:**

- maintained an embedded approach to safeguarding everyone
- achieved Investors in People platinum status
- achieved the Diversity Network Accreditation
- continued to increase the number of people who engage with us, and
- increased the number of people who engage with us digitally.



## **Our journey started with houses – and today we talk about homes to include the people and families who live in them, not just the lead tenant.**

Providing homes is our bread and butter, and we're good at it. Whether that's maintaining our existing homes or developing new ones. And we will continue to do so during this strategy period.

We believe home is more than bricks and mortar. It's a feeling. A sense of belonging. It's a community, with friends, family and the people or services you need around you. But it means different things to different people. Our Home priority is to ensure we continue to deliver safe, comfortable and affordable homes and move to do even more to help people thrive. A key aim is to ensure your home feels safe and secure – and to do that we need to provide quality products too.

We will keep our focus on safety and compliance at all times. We'll keep regulation and legislation firmly in our sights, ensuring we meet and maintain the standards required. And we'll do what's right for all our people, going above and beyond to meet expectations and to deliver on Tenant Satisfaction Measures.

This also includes ensuring we deliver effective and responsive repairs and maintenance services, that we manage our tenancies well, support our students, and build new homes to provide safe places for more people.

We'll shape the development of our services to meet people's needs and expectations, listening to their voices and using data to inform our decisions and direction, continuing

to deliver new homes – with an increased focus on diversifying our offer to include specialist accommodation.

We'll continue our journey towards energy efficient and net zero carbon homes which will be set out in our Group asset strategy, with a clear action plan to deliver against.

While this priority is about homes for people to live in, we see this as much wider. We have other buildings too and we need to ensure the safety, security and compliance of people who access them. The word 'Home' also generates that feeling of belonging. We'll ensure our offices, training centres and community hubs will be inspirational and safe spaces where people can come together and thrive. This could be where our colleagues feel they're proud to work and best able to succeed. It could be the places where our learners gain the skills they need. It could be somewhere our students feel safe and comfortable while studying at university.

**To ensure the people we work with feel we have achieved this priority, we will measure satisfaction with:**

Safe home	Safe and welcoming space (offices and learning centres)	Well maintained home (including students)	Repairs satisfaction (last 12 months)	Feedback on recent repairs performance
<b>90%</b>	<b>90%</b>	<b>85%</b>	<b>85%</b>	<b>95%</b>

**And we will know we've achieved this priority because:**

- We will continue to maintain our high level of compliance with the Decent Homes Standard.
- We will continue to measure our compliance standards with safety and health at the heart of what we do. We will do this through our performance management framework – with oversight at every level.
- We'll develop more than 800 new homes, with around 10% of these being specialist or alternative housing to meet the local needs of the community.
- We'll achieve EPC C ratings on all our properties.
- We will develop a strategy for meeting net zero carbon objectives by 2050.



**We will provide help, guidance, signposting and encouragement when people need it. This could be one off or as often as needed to ensure people feel we are there when they need us.**

This could be through general conversation, or through delivering specific services – or even just by checking in. We’ll either deliver this ourselves through our housing or our education and skills business units, or by partnering with like-minded organisations to ensure people get what they need. We will develop criteria for choosing the organisations we work with – they’ll share our ambition, values and drive to deliver value for money and a support offering that people deserve. We recognise that we deliver social value through all our work, and we have aspirations to increase the social value of our services to create even more opportunities for our communities to thrive.

Through our core services we’ll identify anyone we work with who may need support ahead of a crisis point. We will do this by developing a proactive management process in all our business units, which we’ll review and check regularly. There will be a clear journey with us – and we’ll make sure people can get from start to finish with the support they need and reach a positive destination that’s right for them. We will enable them to help themselves throughout all we do – not by doing for, but by supporting them to own it. By delivering this support we will continue to help more people in different ways, growing our services across all areas. And while we will ensure we join things together for people, there are many forms this support may take and each business unit will define this for their area.

We will focus on supporting people to a positive destination or outcome. This could be gaining more confidence, helping people sustain tenancies, progressing through courses or support to gain qualifications – or even progressing to further education or employment. It’s about ensuring the support we offer matches people’s needs.

We will ensure we improve digital inclusivity and look to the future to ensure what we offer suits our communities and our people. Above all, we'll ensure that support is in place for us to be proactive, that people can get help from us easily and, ultimately, we are there when they need us. And where we identify the support is missing, we will find solutions to develop those services in some way.

It's important for our future that our colleagues (including partners, contractors and suppliers) understand and live our values and principles.

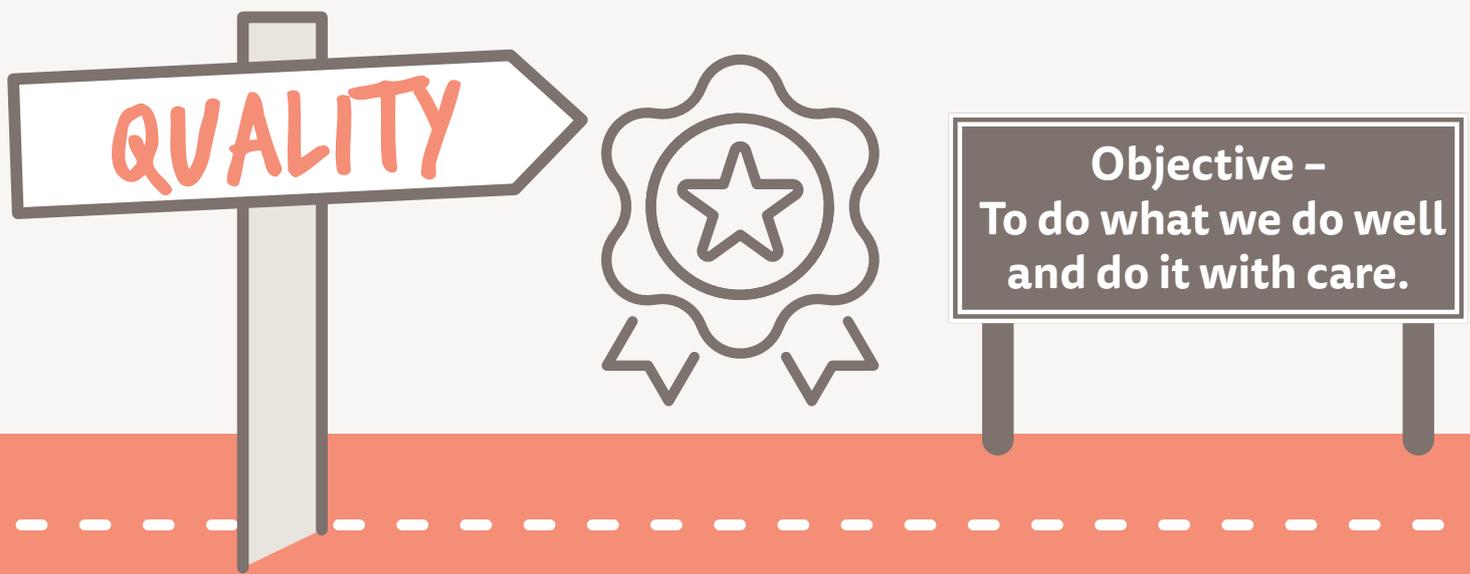
It's clear that we need to spread the word more widely about the services we offer. But that starts internally. We'll continue to grow our own services where that's right for people – for example delivering supported housing to meet people's changing needs, continuing to ensure our housing services provide the right support for tenants and developing new systems and processes which help us share the impact we make.

**To ensuring the people we work with feel we have achieved this priority, we will measure:**

That we treat people fairly and with respect	Positive contribution to neighbourhood
<b>85%</b>	<b>85%</b>

**And we will know we've achieved this priority because:**

- We'll grow to deliver 10% of turnover through charitable purpose services which support the communities where we work.
- We will measure and monitor our social impact:
  - reporting through our ESG and wider impact reports annually, and
  - achieving more than £4m in social value pound in our existing services and specifically in our education and skills business unit by March 2026, and Group-wide achieving more than £10m by March 2030.
- We'll support 20,000 people through our services to achieve a positive destination or outcome, including support to:
  - sustain their tenancies
  - increase their confidence
  - progress into full time education, employment or access the skills or resources they need to work in the future.
- We'll deliver top quartile performance for housing and neighbourhood services among our peer group, particularly in our customer support areas.



## We'll strive for quality in everything we do, challenging ourselves to always do better and provide value for money.

Quality matters. Whether it's a quality repair service, the quality of the homes themselves, an effective interaction with our teams, high standards of education or appropriate wellbeing services. It's also about ensuring value for money in delivery of any our services.

We currently define quality in line with regulators and funder expectations, however, we know quality is driven by customer need. We will move to ensure we measure ourselves in line with customers' needs and hold ourselves to account to the standards we define. This priority will define what quality is across all our services. The quality standards will be developed and defined by 2026 to ensure people know what they can expect and that our colleagues understand what it really means to deliver in the Acis Way.

These standards will include customer service expectations, delivery, environmental, social, governance and value for money standards that are clear and appropriate for all areas of the Group. Each business unit will clearly define what quality means within it – and this will ensure our colleagues can clearly deliver to it and people know what to expect from us.

Within the lifetime of this strategy, we will detail in our supporting strategies our approach to quality assurance, improvement and monitoring. Self-assessment and co-design will be integral in helping us define our quality through responding to the voice of our people, our regulators and our commissioners – continually reflecting, learning, reviewing and improving our services.

We'll achieve accreditations to ensure our quality of delivery is recognised by industry standards. But where budget allows or the service needs it, our own standards will sit above these. We'll develop this with our people during the lifetime of this strategy and call it the Acis Stamp of Approval. It will be aligned to key external measures of quality – but will be reflective of what suits our needs. We won't accept less, and our colleagues and stakeholders

will be in no doubt of our commitment to quality. What's key to us is that our quality standard is defined by our people. That's why the approach to our Stamp of Approval is defined and we will ensure this becomes integral to the way we work across all our areas.



As part of our approach to quality, we will consider and report annually across the Group with a clear focus on our impact and achievement of standards - in our delivery of services and in how we have assurance in what we deliver. This includes value for money, our Regulatory Framework review in housing, and Self Assessment Report for education and skills. We will also ensure we review our achievements against our quality standard.

**To ensuring the people we work with feel we have achieved this priority, we will measure:**

Quality of home	Rent value for money	Complaints handling
<b>85%</b>	<b>85%</b>	<b>80%</b>

**And we will know we've achieved this priority because:**

- Defined and established our Acis Stamp of Approval by 2026, and it will be embedded across the Group by the end of the strategy period.
- We'll achieve relevant annually set housing quality standards, quality and compliance targets across the Group, and annual reporting against ESG to ensure we focus on our sustainable impact.
- We'll retain our G1/V2 regulatory score with the regulator for social housing
- We'll gain key accreditations including:
  - (Housing) Customer Excellence accreditation – maintain compliance.
  - (Students) Be an approved member of the National Code for Students.
  - (Education) Achieve an Ofsted rating of Good.
  - (Our People) Achieve ISO 45:001.



## Our values are:



Our values are important – they guide us in decision making every day. While they’ve been in place for over ten years now, we believe our values are still as relevant today as when they were formed.

We’ve been on a journey of change since we defined our last strategy and have used the skills that we’ve developed in our core housing business to deliver success in other business units. This **ambitious** strategy will see us refine who we are, embrace and be proud of our identity and claim our space.

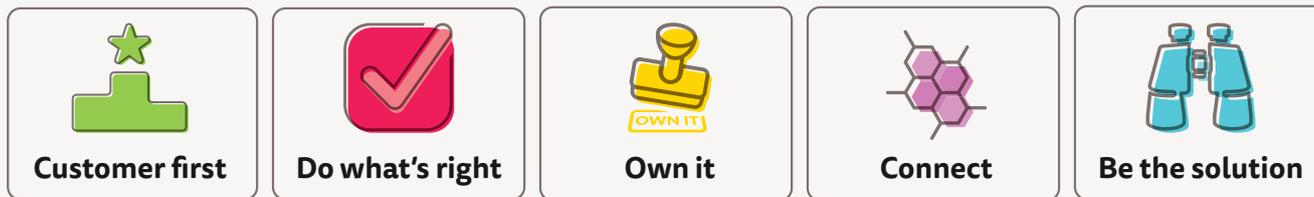
This strategy is **positive** in that it will deliver the right solutions for our people – we know this from the insight we’ve gathered and how it was developed. We are sure we’re heading in the right direction.

And we remain **honest**. We know we can’t (and shouldn’t!) be all things to all people – so we’re being honest about continually developing the direct support we’ll provide and what services are best delivered by trusted partners. What we directly provide is likely to change over the period of this strategy, as our partnership network grows and changes.

Our values will guide us towards 2030, and they will live in all our behaviour and decision making to ensure we meet our people’s expectations, deliver with care and provide value for money.

Our principles are in place to help us too. And they will continue to be the basis of our universal language to achieve our vision and priorities.

## Our principles are:



We'll work according to our principles throughout the lifetime of this strategy and will continue to evolve and grow to meet the ever-changing needs of our people and communities.

We'll find solutions, whether that's about us delivering more, or working with a growing network of key partners. We're not afraid to be innovative – and will continue to do so to provide the right support.

## Delivering the strategy

So we can all work better together, we've identified core Group-wide strategies that will ensure we can deliver consistently and cohesively to this vision. This strategy defines where we're going. And the rest are driven by this strategy's priorities to get us there together.

Each strategy will have a clear and measurable action plan agreed within it, which will align to deliver our objectives and vision set out here. This ensures we remove duplication, focuses all areas to one common goal and leaves people to get on and deliver the amazing things for people.

The diagram below provides the links of our big picture – of how other strategies fit with this direction. Within each of those will be clear annual actions to ensure we stay on track:





## Monitoring this strategy's performance

It's important this strategy isn't just words. We need to live and breathe it every year to ensure we are working towards it. And we need a clear target to reach by the end of the period to know we've done a good job. That's why we've set out the following plan to keep us on track:

### People First

Measure	Target	Relevant strategy	Timescale
Aggregated Customer Satisfaction	93%	Corporate strategy	Baseline 2024 increasing pro rata to 93% by 2030
Increased Net Promoter Score across all business units	Increased	Customer experience strategy	By 2030
Listen and act	90%	Corporate strategy	Baseline 2024 increasing pro rata to 90% by 2030
Maintain an embedded approach to safeguarding everyone	n/a	Corporate strategy	By 2025
Investors in People (IIP) platinum status	Achieved	People strategy	By 2030
The Diversity Network Accreditation (DNA)	Achieved	People strategy	By 2030
The number of people who engage with us, and specifically digitally	Increased	Customer experience strategy	By 2030

## Home

Measure	Target	Relevant strategy	Timescale
Safe Home, safe and welcoming space (offices and learning centres)	90%	Asset strategy	Baseline 2024 increasing pro rata to 90% by 2030
Well maintained home (including students)	85%	Asset strategy	Baseline 2024 increasing pro rata to 85% by 2030
Repairs satisfaction (last 12 months)	85%	Housing strategy	Baseline 2024 increasing pro rata to 85% by 2030
Satisfaction with recent repair	95%	Housing strategy	Average annual baseline 2024 increasing pro rata and maintaining at 95% by 2030
New homes	800	Group growth strategy	By 2030
EPC ratings	C	Group asset strategy	By 2030



## Support

Measure	Target	Relevant strategy	Timescale
Treats fairly and with respect	85%	Customer experience strategy	Baseline 2024 increasing pro rata to 85% by 2030
Complaints Handling	80%	Customer experience strategy	Baseline 2024 increasing pro rata to 80% by 2030
Positive Contribution to Neighbourhood	85%	Housing strategy	Baseline 2024 increasing pro rata to 85% by 2030
Grow to deliver a % of our turnover through charitable purpose services that support the communities in which we work.	10%	Group growth strategy	By 2030
Deliver increased social value activity, measuring and monitoring through our ESG and wider impact reports annually	Over £10m	Housing strategy Education and skills strategy	Achieving over £4m in social value pound across services, specifically in education and skills by March 2026, and group wide over £10m by 2030.
Support people through our services, Ensure people progress to a positive destination or outcome	20,000	Group growth strategy	By 2030
Deliver an agreed performance level for housing services among our peer group	Top quartile	Housing strategy	By 2030
		Customer experience strategy	

## Quality

Measure	Target	Relevant strategy	Timescale
Quality of Home	85%	Group asset strategy	Baseline 2024 increasing pro rata to 85% by 2030
Rent Value for Money	85%	Group asset strategy	Baseline 2024 increasing pro rata to 85% by 2030
Complaints handling	80%	Customer experience strategy	by 2030
Regulatory score maintained	G1/V2	Housing strategy	Ongoing and by 2030
Acis stamp of approval	In place	Corporate strategy	Defined and established by 2026, embedded across the group by 2030
Housing Customer Excellence Accreditation	Maintain compliance	Customer experience strategy	By 2030
National Code for Students	Approved Member	Education and skills strategy	By 2030
Ofsted rating	Good	Education and skills strategy	By 2030
ISO 45:001	Achieve	Group people strategy	By 2030

## Get in touch

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