



LYNG COMMUNITY ASSOCIATION

BUSINESS PLAN 2025 – 2028

Action Plan



Action Plan 2025-2028

Action	Commencement Date	Completion date	Progress
Provide high quality homes for renting at levels which are reasonable and comparable to those of other local landlords within our areas of operation.	Ongoing	Ongoing	The Association benchmarks its rents before every annual rent review and remains a low cost housing option in the Sandwell area. The Board review local market rents and council rents as part of the process each year.
Ensure that, through our activities and relationships with our tenants, local groups and organisations, we maximise the opportunities for members of the community to be involved in our decision-making processes, where relevant.	Ongoing	Ongoing	The Association has close links to local agencies, groups and organisations but these tend to be opportunity led – for example working with the Health Centre community service to provide parents first aid training.
Contribute to sustaining tenancies through the support and advice we provide to tenants, in particular with regard to the impact of welfare benefit reforms and cost of living crisis.	Ongoing	Ongoing	We work with external agencies to assist with welfare benefits and debt – primarily through the Council Welfare Benefits advice team and Citizen Advice Bureau.
Ensure all properties reach the latest Regulatory standards – such as Decent Homes Standard. Energy Performance Certificate – C Rating and to consider improving the energy efficiency of homes.	Ongoing	Ongoing	All properties comply with the Decent Homes Standard and have achieved a C rating for energy efficiency. The Board have considered further improvements but the availability of Government Grants in future years are driving the Association's current plans.
Implement agreed actions from the Tenants' Satisfaction Survey, in particular relating to areas where the need for improvement has been identified	September 23	Ongoing	New Improvement Plan to be agreed at 2025 Board Awayday then implemented with actions being taken to address tenant issues. Next Survey is due in Spring 2027 (May/June)

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Investigate possibility of purchasing/ leasing a space and developing it as a community room or alternate development of a suitable facility.	Originated July 2014	ONGOING	This proposal of a new build property has been considered at the Board awayday on a number of occasions where it was agreed that the business case taking into account opportunity/risks/costs was not feasible at this time. The Association will continue to run activities at the Church Hall and is still working with the Church to upgrade facilities. The Association has spent a number of years in discussion with the Church of the Good Shepherd regarding the building that was due to close but finally the Church confirmed the plans to close the building had been withdrawn. The efforts to procure a facility to rent or buy will continue and look at other sites in the Lyng area but ideally by converting an existing building. The Board has agreed to refocus community activities to those that can be shown to be of benefit to Lyng tenants . The recent tenant survey looked to establish what services tenants actually value and are happy to see their rent payments fund over the next 2 years. A few options identified by tenants were consulted upon. It maybe that a more personal approach is needed such as a door to door survey which can be scheduled for 2025. The Association will always remain open to looking at any unexpected opportunities to develop a community facility subject to it being financially sustainable.

Examine options to increase income from management of communal areas such as leasehold management in private blocks in the West Midlands	July 2015	ONGOING	The Association now provides management services to Lyng Management Company which in part is controlled by LCA The Association has set up an infrastructure to manage these services so that it can be a preferred contractor for other private management companies and be able to demonstrate Value for Money.
Identify options to purchase additional homes in the West Bromwich area based on transfer of existing grant basis.	Jan 2015	Possible for future disposals	ONGOING The Association has identified stock held in West Bromwich area by remote landlords and this option has been put to the relevant organisations for consideration but without success to date However an opportunity may become available in future but is always conditional on the organisations being open to transfer stock at reduced value. Should there be such an opportunity the Association will need to survey the properties, establish a fair valuation, consult tenants and seek approval.
Identify options to manage stock for other associations who do not have a local presence	Jan 2015	Revisit contacts with other Associations to establish if any change in position	ONGOING The Association has identified associations who may be open to entering into a management agreement to allow LCA to earn a fee for managing their stock.
Continue to review financial performance to seek ways to reduce costs and ensure the Association continues to meet its financial obligations	July 2015	Ongoing	All staff and Board aware of financial changes and need to review and reduce costs where feasible. Continue to develop initiatives to increase income whilst reducing costs where this is feasible and effective. Value for Money changes and Sector Scorecards will allow comparisons with other landlords and highlight whether costs need further consideration.

Continue to develop community initiatives and effective systems to demonstrate the positive impact of the investment in community development Continue to seek charitable funding to part fund cost of staff and projects.	July 2014	Ongoing	Initiatives implemented and programme developing year on year. Training ongoing to develop fund raising skills and bids for higher sums. The Association successfully bid for over £100k to run a Youth Scheme between 2016 – 2021 and various other minor grants.
Carry out stock condition survey and assist with fine tuning existing 30 year asset management plan and implement stock investment plans	January 2015	Roof survey completed 2018. Other surveys over following years	Engagement of consultants to assist with surveys and development of stock condition plans and spend profiles. Starting with roof survey April 2018 the Association has used the 5 yearly property condition and valuation survey to inform its investment plans. There is a proposal to implement a common standard inspection report for all social housing condition inspections – all finding will then be included in future financial plans.
Develop employment and training initiatives to provide return to work support for the local community	January 2015	Ongoing	Project for return to work employment support started via Job Clubs– to be developed further.
To foster a working environment that ensures each and every member of staff has a keen sense of ownership of the strategic objectives identified.	July 2014	Ongoing	Regular meetings to ensure all staff participate in delivering the Association's objectives. ONGOING
Develop IT based customer services allowing access via Smart Phones	January 2014	Ongoing	ONGOING - Work with IT provider to develop a wide range of service models for tenants subject to this being value for money and can be accommodated with existing systems.

Develop KPI to ensure year on year improvement in performance and demonstrate Value for Money(VFM) through implementation of VFM Strategy	July 2014	Ongoing	Implement latest Vale for Money Strategy The Association reviews its KPI targets from comparisons with similar sized small housing associations. The Association subscribes to a small housing association benchmarking club and works with local associations to examine opportunities to share costs although to date no specific projects have been undertaken ONGOING As a strategic objective the Association's aim is to match top quartile performers in all areas.
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To look at the possibility of managing properties on behalf of commercial companies such as Rentplus that offer a hybrid social/commercial housing product that allows rent to buy for low income households	July 2016	Ongoing	Early contact hasn't produced an interest in working in the local area but the possibility will continue to be presented to Rentplus. The possibility of managing properties for other private landlords will be explored further.
To carry out viability to develop one further small development scheme on land adjacent to estate with full build cost, possible grant availability and financial impact	April 2017	Ongoing	Consultant to develop feasibility case.