



Housing with Care



ANNUAL REPORT 2020

Welcome

This year was challenging for everyone and LACE Housing was no different. Responding to the Covid-19 pandemic was our main priority and we continue to work hard to try and protect our residents and staff as much as possible. At such times it is the work of previous years which really serves as a reminder of our continued dedication and efforts; the staff team who are totally committed to LACE Housing, our partners and consultants who we have worked with, who want to help. This spirit continues to drive our culture and our business. That is why there are so many people to thank for helping us through this year and why LACE has emerged stronger and even more determined to carry on doing great things.

Following the outbreak of the Covid-19 pandemic, we adopted a proactive approach, engaging at an early stage with residents and relatives of those residents living within our Housing with Extra Care Schemes and staff prior to lockdown and before restrictions were applied. Thanks to the commitment and dedication of staff and the understanding of residents this approach was successful in large measure as very few cases arose in our accommodation.

Despite the closure of the restaurants within our Extra Care Schemes, catering staff continued to provide a take away meal service to ensure residents had access to hot and nutritious meals. Other services were maintained including property and grounds maintenance and the health and safety inspection of all properties.

We held the official opening ceremony of The Burrows in February 2020 involving the Chair of the Parish Council and children from the Local Infants and Junior Schools. The scheme became operational in January and provides

22 affordable rented apartments and 14 bungalows on a shared ownership basis within the popular and desirable village of Nettleham.

We have invested in a new telephone system, internet service provider and website which resulted in efficiencies and an effective means of communication during the Covid-19 pandemic and whilst the lock down measures restricted the ability of the Resident Involvement Group to meet, the Association continued to engage with members of the group via telephone.

Our Board of Management and staff continued to meet via Zoom ensuring that the needs of the Association were met and compliance achieved. We would like to take this opportunity to thank all our staff who have worked incredibly hard during the year in order to support the welfare and wellbeing of residents during the pandemic, and the additional demands of the Association.



Nick Chambers

Chief Executive Officer



Bob Walder

Chair of the Board
of Management

What we do

LACE Housing specialises in the provision of housing and support services for older and vulnerable people across Greater Lincolnshire and the surrounding area. We offer a wide range of specialist housing and support services enabling older and vulnerable people to have the opportunity to live within a safe and secure environment that supports their independence.

Statement of financial activities

The Association's turnover was £4,455k, an increase of £1,882k (73.2%) on 2019. In the main, this was due to an increase in low-cost home ownership sales from £387k in 2019 to £1,872k during 2020. Letting's turnover increased by £462k as a result of the completion of 82 new homes in Ingham, Washingborough and Nettleham during 2019, inflationary increases in fees and the release of provisions for the overpayment of rents. Demand for the Association's properties remain high and the home ownership sales income will support our next new development phase. The cost of vacant accommodation increased from £7k in 2019 to £32k due to delays in allocations during the Covid-19 restrictions, the bulk of that loss being incurred between March and September 2020.

Operating costs were higher at £3,326k, an increase of £1,086k (48.5%) on 2019. This was mainly due to an increase in the cost of home ownership sales from £260k in 2019 to £1,143k in 2020. Total expenditure attributable to social housing lettings increased by £249k to £2,105k

(13.4%), following the completion of 82 new homes during 2019, and inflationary increases in costs.

The Covid-19 pandemic restrictions, introduced in March 2020, saw an increase in a number of costs such as increased cleaning resource, compliance, cleaning materials and IT equipment for home working. However, these increases were offset by savings in travel expenses and staff training costs. The Association's risk planning during the year also considered the potential impact of Brexit.

As a result of the above, the Operating Surplus for the year including gains and losses on the disposal of property plant and equipment was £1,119k (£337k in 2019).

Interest costs increased from £126k (2019) to £175k (2020) after allowing for a fall in interest rates during the first quarter of 2020. A total of £89k interest was capitalised during the development of the 82 homes completed in 2019. No interest was capitalised in 2020.

Income and expenditure	2019	2020
Turnover	£2,572,874	£4,455,065
Operating Costs	£2,240,011	£3,325,994
Gain / (Loss) on Disposal of Assets	£4,301	(£9,828)
Operating Surplus	£337,164	£1,119,243
Interest Received	£7,822	£4,400
Interest Paid	£125,748	£174,969
Overall Surplus	£219,238	£948,674
Income from housing and support services	£2,572,874	£4,455,065
Average weekly gross rent per dwelling	£93.50	£95.71
Average weekly gross service charge per dwelling	£51.77	£52.56
Average weekly total charge per dwelling	£145.27	£148.27

Balance Sheet	2019	2020
Assets		
Tangible Fixed Assets	£28,456,975	£28,460,798
Current Assets	£4,903,638	£5,309,171
Total	£33,360,613	£33,769,969

Funded By	2019	2020
Creditors (amounts due within one year)	£1,684,289	£2,350,495
Creditors (amounts due after more than one year)	£23,561,301	£22,629,331
Reserves	£7,841,470	£8,790,143
Total	£33,360,613	£33,769,969

Our response to Covid-19

Like most companies across the world we had to react promptly to the Covid-19 pandemic, in order to safeguard the health and wellbeing of our staff and customers and to comply with Government restrictions on social movement. We were able to continue operating and were able to equip staff to be able to work from home. During the Covid-19 pandemic we looked at new ways to supporting the wellbeing of our residents, and made 16,439 additional welfare telephone calls during the restricted periods of lockdown. This allowed residents to report any concern's to our teams regarding their wellbeing or that of their property.

We received positive feedback from those residents who received welfare calls. Here are a few of those comments:

"I get lonely, so it is nice to speak to someone later in the day"

"Nice to know we were being looked after"

"Lovely to have 2 later calls twice a week as sometimes I don't hear from others, only the staff in the mornings"

"It is good to know someone is around after the staff have left for the day"

Regular updates regarding our response to the Covid-19 pandemic were provided to all residents via letters and posters, all of which followed the latest Government guidelines. Our Housing with Extra Care schemes consulted



with residents regarding the changes to our services to try and minimise the impact of the rules coming into force by the Government. The Covid-19 pandemic is an example of the benefits of living within a Housing with Extra Care Scheme. It enabled residents with care needs to retain some independence in accordance with Government rules, at

a time when Residential Care Homes had to operate under extremely strict lockdowns for large parts of the year.

Following a survey of our residents living within our Housing with Extra Care schemes we were informed that they had felt that:

"Communication was excellent in the scheme"

"Staff had been excellent with facemasks and hand washing"

"Communication from LACE had been excellent"

"Nothing was too much trouble for the staff"

Covid-19 restrictions had had a profound impact on the opening of the restaurants within our Housing with Extra Care schemes. However, our hospitality team adapted quickly to the closure of the restaurants and were able to offer an immediate delivery service to all of our residents, allowing them to continue to access quality home cooked meals, delivered safely within the Government guidelines.

The Covid-19 restrictions did not impact on our Health and Safety checks and our Property Maintenance Assistant, Craig O'Neill, continued to visit all of our schemes on a weekly basis, monitoring health and safety at a local level and continuing to test fire alarms, emergency lighting and the condition of communal fire doors.

Everything was carried out in accordance with government advice and always with the health, safety and wellbeing of our staff and our residents at the forefront of our decision-making. We have shown we can operate with most staff working from home and, having consulted with them, it is clear that we will see greater flexible working in the future.

Value for money

At LACE Housing, we continue to focus on Value for Money (VFM) through the continuous improvement of our existing housing and support services, whilst looking to grow our business through building much needed housing for older people across Greater Lincolnshire and the surrounding area. Our VFM performance is measured through a range of financial, operational and strategic metrics, as well as specific VFM metrics as required by the Regulator for Social Housing.

In 2019 we agreed a range of actions to help us to achieve VFM and throughout 2020 we successfully completed the following:

- We looked at developing opportunities for virtual meetings, with the aim of improving operational efficiency, by reducing staff travel time and mileage costs. The Covid-19 pandemic accelerated this objective and we have seen a reduction in mileage costs of £8,759 plus savings in staff travel time. This has also had a positive impact on the environment and during 2021 we will be developing an Environmental Strategy to identify how we will help contribute to the 2050 de-carbonisation target.
- We completed the procurement of a new telephone and internet service provider to achieve annual savings. Our procurement exercise achieved efficiency savings of £3,284 in 2020.
- We invested in IT systems to enable us to work remotely from the on-set of the Covid-19 pandemic. This enabled us to protect jobs and individual employee's income source, as well as protecting the services we provide to our residents.
- The implementation of a new website which contained more functionality provided a link for residents to settle outstanding invoices online. Our new look website was launched in July 2020 and positive feedback has been received from our residents. Invoices totalling £23,362 have been settled through the website during 2020.
- Adopting new payroll processing from April 2020, generated efficiencies in production time and reduced the risk of non-payment of salaries due to unplanned absence, an important consideration for a small organisation. These efficiency savings will be recycled through continued improvements in payroll and HR processes. The resource saving has been utilised for HR enquiries and has allowed

Covid-19 staffing matters to be managed within existing resources.

- The Association improved its operating margin in 2020 and has moved up to the second quartile of its peer comparison group.

We know that by providing high quality housing for older people results in cost benefits to the NHS and Social Care budgets. It is difficult to put a monetary value on the positive impact our housing schemes bring, not only do they create a safe and sustainable community but they also reduce the burden on emergency services, healthcare and local authorities.

VFM forms a key element of our Strategic Plan: by being more efficient we can create more value. More value enables us to build more homes, in the right places. Our properties offer a safe and energy efficient home whilst delivering high levels of services to our customers. Fundamental to this, is our objective of responsibly managing our existing properties and support services. Emphasis is placed on ensuring compliance with asset related health and safety responsibilities, keeping our residents, staff and reputation safe.

Over the next year we aim to optimise efficiency through refining some of our business processes and staffing structures, build on the technological advancements gained during the Covid-19 pandemic to plan further improvements in our IT and communication systems and complete a review of service charge and leasehold accounting. We completed 82 new homes during 2019, of which the remaining 22 units only become operational from January 2020. These units are now generating additional income and allowing central costs to be spread over more units. Plans are well underway to deliver additional schemes and we hope to start on site with two developments during 2021.

Our performance during 2020

The following tables summarises our performance during 2020. To help us monitor our performance we compare our results year-on-year and against our own targets, whilst also comparing our targets against a group of peers. To do this we are a member of Acuity's Smaller Providers Benchmarking Group (SPBM). Membership of SPBM is open to organisations with up to 1,000 homes and currently has 140 members.

Across the social housing sector there is an agreement that the provision and future upkeep of housing for older and vulnerable people is more expensive than the provision of

general needs housing. To enable us to achieve operational correlation.

Also we are a member of the Benchmarking Group, Acuity which consisting of 23 members of which our Chief Executive Officer is Chair. It should be noted that we compare our performance as at 31 December 2020 against peers' data as at 31 March 2020 – this means that our figures are reflecting the longer-term adverse impact of the Covid-19 pandemic, as opposed to our peers, whose performance is reflecting the emerging threat of the Covid-19 pandemic.

Repairs completed within targets	Year ended 31: December 2019	Year ended 31: December 2020	Actual median: 31 March 2020	LACE target: December 2021
Average weekly cost of responsive repairs per property	£8.83	£9.94	£10.94	£10.13
Average weekly cost of major and cyclical repairs per property	£3.67	£3.33	£31.35	£5.33

Repairs completed within targets	Year ended 31: December 2019	Year ended 31: December 2020	Actual median 31 March 2020	LACE target: December 2021
% Of routine repairs completed within target (within 28 days)	98.09%	96.04%	96.8%*	98%*
% Of urgent repairs completed within target (within 7 days)	95.08%	92.12%	96.4%*	98%*
% Of emergency repairs completed within target (within 24 hours)	100%	100%	100%*	100%*

Waiting times and rent loss	Year ended 31: December 2019	Year ended 31: December 2020	Actual median: 31 March 2020	LACE target: December 2021
% Of routine repairs completed within target (within 28 days)	98.09%	96.04%	96.8%*	98%*
% Of urgent repairs completed within target (within 7 days)	95.08%	92.12%	96.4%*	98%*
% Of emergency repairs completed within target (within 24 hours)	100%	100%	100%*	100%*

* Peer Group comparison data was based as at 31st March 2021 and did not reflect delays in repairs due to Covid-19 restrictions.

Repairs and Maintenance

Our property and grounds maintenance team undertake repairs and maintenance to ensure that our residents' homes and communal areas continue to be safe and maintained to a high standard. Our presence, and knowledge of the premises, brings residents great peace of mind.

Overall satisfaction with repairs service

This year we received a limited number of returned satisfaction surveys. This meant that we were unable to measure our performance accurately. In response, we have developed a more effective approach to collecting this information. For residents requesting a repair, we will telephone residents upon the completion of a repair, to seek views on the quality of the service received. This will enable us to gain accurate feedback and overall satisfaction

regarding our repair service during 2021.

At times during 2020, due to Covid-19 restrictions, we were unable to complete routine or urgent repairs and this has adversely impacted on our performance. However, we did continue to respond to all emergency repairs and we are pleased to report that we completed all requests within target.

Our re-let performance

For direct factors outside of our control we were unable to sustain the improvements in the time taken to re-let our homes made in 2019. During the Covid-19 pandemic we took a cautious approach to re-letting vacancies across our schemes. We are confident that we will improve performance during 2021 unless a further national lockdown prevents re-lets.

Rent arrears

Current tenant arrears as a % of the annual rent debit, including Housing Benefit (HB) arrears.

2019	0.19%
2020	0.75%

The Association's arrears performance fell during 2020 compared to our previous performance in 2019. However, given that our Key Performance Indicator (KPI) is inclusive of HB arrears, it reflects the varying payment cycles of each local authority. Encouragingly, the arrears performance net of HB has improved as evidenced in the following arrears report:

Current tenant arrears as an amount, excluded Housing Benefit (HB) arrears.

2019	£3,576
2020	£1,738

This positive result has been achieved without any possession claims or evictions during 2020. Further improvements have also been achieved by reviewing and improving our Income Management and Former Tenant Debt Policies and Procedures. These helped to maximise our rental income, ensuring that resources are available to maintain our schemes and provide high quality services to our residents. We also recognise the importance of creating a supportive environment where residents feel able to raise any concerns to us rather than avoiding them.

Letting's performance

During the Covid-19 pandemic, the Association experienced increased void levels mirroring the wider housing sector – our results for 2020 were impacted adversely as follows:

Waiting times and rent loss	2019	2020
Average re-let times (calendar days)	8.97	30.16
% gross rent lost through properties being vacant	0.35	1.47

In the face of the restrictions imposed during the pandemic, the Association remains committed to fulfilling the aim of promoting value for money by letting our properties as quickly as possible and minimising the loss of rental income. This sound financial stewardship will ensure we remain in a strong position to pursue development opportunities that are financially viable and respond to the needs of older and vulnerable people in Greater Lincolnshire and the surrounding areas.

Improving our properties

During 2020 we continued to invest in our existing properties. Significant projects have included:

- Internal redecoration of Brick Kiln Place communal areas
- Internal redecoration of Almond House communal areas
- Internal redecoration of Navigation Court communal areas
- Full inspection and testing of electrical installations at Brick Kiln Place
- External paint works at Olsen Court site, including all woodwork and Juliette balconies at Olsen Court 39-59 and 60-68.



Health and Safety

We are pleased to report that the Covid-19 restrictions did not impact on our Health and Safety checks. We continued to ensure the safety of residents and staff and were able to work sensitively and carefully with residents, staff and contractors to ensure that our weekly, quarterly and annual safety checks were completed. This included fire risk assessments, gas safety checks and, where appropriate electrical installation testing.

As a landlord we have a number of important responsibilities to continue to keep our residents' homes safe and meet health and safety regulations. The table below summarises our performance against key Health and Safety responsibilities:

Fire Safety	100 % of schemes have a valid risk assessment (of the properties that require a risk assessment).
Water Safety	100 % of schemes have a valid risk assessment (of the properties that require a risk assessment).
Electrical Safety	100 % of properties and communal systems have a valid current Electrical Installation Condition Report.
Gas Safety	100 % of properties have a valid current gas safety check record (of the properties that require such record).
Asbestos Safety – for schemes-built pre-2000, containing Asbestos Materials	100 % of schemes and individual rented units have an asbestos register. 100 % of schemes have an asbestos management plan. 100 % of schemes and individual rented units have an asbestos risk assessment.
Lift Safety	100 % of our lifting equipment is subject to regular servicing and has a valid LOLER examination report

2020: Facts and Figures

17 housing schemes

336 properties

Rentals: 265

Shared ownership: 71

Bourne

Worth Court

Grantham

Brick Kiln Place, Conisbrough Close,
Lauriston Court

Lincoln

Almond House, Jubilee Court, Olsen Court
1-38, Olsen Court 39-59, Olsen Court 60-
68, Richmond House, Sewell Court

Saxilby

Navigation Court

Ingham

Wellington View

Nettleham

The Burrows, Frith Close, Baker Drive

Washingborough

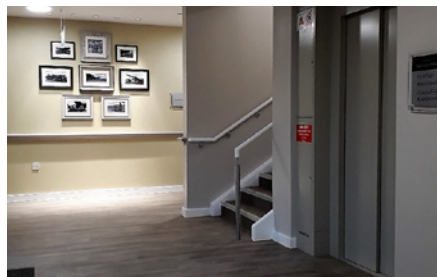
Brighton Place, Marion Close

North Hykeham

Kathleen Court

Skegness

Chapman Court which includes our
holiday apartment available for over
55s which received a four-star rating
from Visit England.



Our Board

LACE Housing is led by a Board of Management, drawing upon broad-ranging skills and experience at a senior level. The Board ensures that its activities comply with all relevant laws and its own code of practice and meets at least six times annually. During 2020 these meetings were moved to our virtual meeting platform. The Board adopts the National Housing Federation Code of Governance 2015 and Model Rules 2015.

The Board of Management undertakes an annual self-assessment to ensure that it maintains the right skills and experience to address the needs of the Association. An ongoing training programme ensures that Board members' knowledge keeps pace with change.

Board members have engaged with online training and webinars during 2020, providing a range of information

from 'Building safety updates' to webinars which related to resident engagement, and a conference led by the National Housing Federation regarding the 'Social Housing White Paper.'

No new Board members were appointed during 2020. To see a full list of our Board members and to view their profiles please visit the 'Our Board' page on our website www.lacehousing.org.

Our people

We are indebted to our staff, Board members, volunteers, and residents who work so hard not only for the Association, but the wider community too.

All those involved in delivering our services, from Board members and staff to volunteers, are required to uphold the following values:

- **Excellence:** By encouraging best practice, we will strive to deliver quality services to the highest possible standard
- **Diversity:** We will treat everyone with the respect and dignity that we all deserve
- **Openness:** We will encourage an honest and open culture without fear of judgement
- **Potential:** We will empower everyone to achieve their full potential
- **Innovation:** Together we will seek to be creative exploring new ways of working

- **Integrity:** We will ensure that our actions are for the right reasons

It is important to us to create an inclusive place of work, where everyone feels valued. This means nurturing a culture based on our Values, with mutual trust and respect. We focus on the wellbeing of our staff, particularly around stress and mental health, and create opportunities for everyone to be heard.

From the on-set of the Covid-19 restrictions, we aimed to protect the financial position of our staff, for as long as possible, whilst also considering their wellbeing. We were able to be flexible, and supported individual employees to reduce their working hours and/or work non-standard hours to allow





them to achieve unmet care responsibilities. We worked with staff who needed to shield themselves or a member of their family. As a result, we did not furlough any employees.

In return for this flexibility, staff took ownership and showed tremendous dedication to their role, their colleagues and our customers. It is with great pride that we can look back at how we have responded as an Association to such unprecedented times.

Our annual celebration evening was cancelled in 2020. However, we continued to acknowledge the long service of both our staff and volunteers and rewarded those members of the team who had gained qualifications during the year. A new staff portal was created on our website, allowing staff to receive regular updates regarding the Association, access policies and procedures and other useful information.

Staff: 45

Board members: 10

Volunteers: 18

Our Partnerships

We enhance our services for our residents and the local community by working with like-minded organisations as members of the following partnerships:

Lincolnshire Independent Living Partnership (LILP) – a consortium of four charitable organisations with a mission to promote independent living. Other members include Age UK Lincoln and South Lincolnshire, Lincolnshire Housing Partnership and St Barnabas Hospice

Dementia Action Alliance – a movement which aims to bring about a society-wide response to the challenges posed by dementia.

Blue Skies Consortium – a partnership of housing associations working together to provide more high-quality, affordable homes in the Midlands.

Acuity – provides performance and cost benchmarking data for members, enabling them to compare against a peer group of similar organisations facing similar challenges. This data is used by staff, Boards and residents to provide a context for their organisation's performance and inform decision making.

National Housing Federation – the voice of England's Housing Associations. Members of the National Housing Federation provide homes for around six million people, and are driven by a social purpose and providing good quality housing that people can afford.

The National Housing Federation support their members to deliver that social purpose, with ambitious work that leads to positive change.

Greater Lincolnshire Housing Association Partnership – engages and works with decision-making bodies in Greater Lincolnshire, in order to create the best possible operating environment for Housing Associations. The Partnership provides a forum for networking and sharing best practice between Housing Associations in Greater Lincolnshire.

Voluntary Centre Services (VCS) – a registered charity and company limited by guarantee. We provide support to the community and voluntary sector across Lincoln, West Lindsey and North Kesteven.

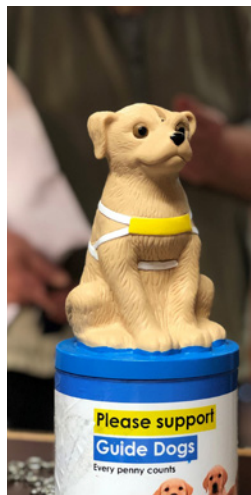
Our communities

Whilst we recognise the important role that we have in fulfilling our landlord duties, we also want to be able to make a difference within our local communities too. Fundraising is one way in which we look to make a difference with the support of residents, volunteers and staff.

Throughout 2020, residents and staff collected donations for local food banks in Lincoln, Grantham, Skegness and Bourne. These donations have become a life line to many families during the Covid-19 pandemic and we will continue our collections during 2021.

Our Housing with Extra Care scheme residents at Olsen Court raised funds for The Guide Dogs for the Blind Association. A total of £541 was raised thanks to an afternoon tea, a bric-a-brac stall, coffee mornings and raffles which were all held before the lockdown restrictions came into place during March 2020.

Our Chapman Court scheme provides office accommodation to St Barnabas Hospice in Skegness, enabling community nursing support within the area.



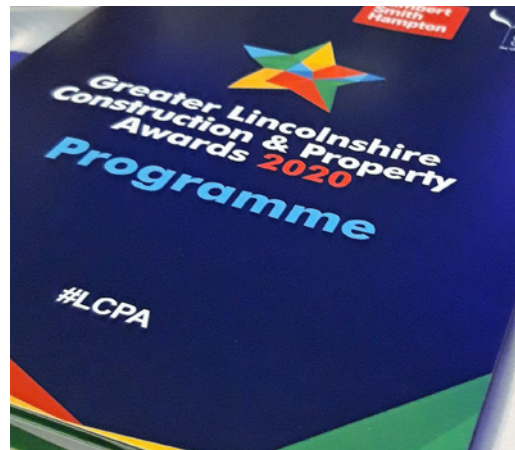
Sponsorship

In 2020 we were pleased to sponsor the Welton Arrows Under 17's football team for the third year, in conjunction with Beal Homes.



Awards

Our Wellington View development in Ingham, was shortlisted for the Residential Project of the Year at the Greater Lincolnshire Construction & Property Awards 2020. We were delighted to be awarded runner up at the ceremony. Our holiday apartment, located at Chapman Court Skegness was awarded 4* by Visit England for the third consecutive year.



Creating inclusive communities

We work in conjunction with all relevant parties, including our residents, local authorities, the police, fire service, church and local schools, to create safe and happy living environments for all.

We encourage community engagement and achieving social value through our new developments by creating links between older and younger generations. As a result, of engaging with local schools, Nettleham Church of England Aided Junior School sent wellbeing parcels for our residents during the national lockdown.



Our Housing with Extra Care schemes facilitated social events throughout the year including coffee mornings, bingo nights and themed meals whilst also recognising national events. As social distancing guidelines came into force during the Covid-19 pandemic, we had to adapt many of the social activities usually organised for our residents. Our hospitality and support teams have found innovative ways to celebrate some of the most important days within the calendar, such as the 75th Anniversary of VE Day.

Getting involved

Everything we do serves the ultimate purpose of providing our residents with a better quality of life and a higher standard of living. Residents' feedback is very valuable to us as it shows what we are getting right and where there's room for improvement.

Resident involvement

As a small Association, we pride ourselves on working closely with our residents and we actively encourage feedback from those living in our schemes.

In light of 2020's Coronavirus pandemic, our Resident Involvement Group meetings were postponed. However, we continued to liaise with members of the Resident Involvement Group via telephone. We continue to look at ways in which we can be actively engaged with the group.

You can find information and news about our Association and its services via a range of channels:

- Tenants Handbook
- LACE Matters newsletter
- Website
- Social media
- Annual report to residents
- Calendar

Details of forthcoming events are advertised on noticeboards in communal areas, in LACE Matters (our newsletter), on our website and via social media.

Summary of Complaints

We continue to actively encourage feedback from anyone living in our schemes. We understand that from time-to-time residents may not be happy with the service they receive from us. We encourage all residents to have early discussions, raising any concerns with a local member of staff to help resolve any issues promptly. During 2020 we received eight informal and two formal complaints, one of which progressed to stage two of our complaints policy.

In response to these complaints, we have incorporated constructive feedback into our future design brief for new developments, including seeking an alternative oven door opening to be captured in future kitchen designs. In respect of our cleaning service, we have encouraged a pro-active and positive relationship between cleaning contractors and residents, to resolve any complaints quickly and directly at the scheme.

We are registered with the Housing Ombudsman Service and in 2020 we signed up to their new complaint handling code. For further details see our website www.lacehousing.org

Planning ahead

We want to continue to offer housing and services which enable older and vulnerable people to keep safe and secure at home while supporting their independence.

Development Plans for 2021

During the pandemic, we have continued to review new development opportunities ensuing we continue to deliver much needed affordable housing across Greater Lincolnshire and surrounding areas.

2021 is set to be a busy and exciting year for us. Through our membership of Blue Skies Consortium, we are implementing phase two of our development programme, providing new homes in Scunthorpe and Lincoln, as well as exploring further development opportunities where viable. We continue to explore development opportunities in Welton, Horncastle, Market Rasen and Spalding.

Reducing our Carbon Footprint our plan for 2021

We continue to consider our carbon footprint within the Association and have already reduced the amount of travel our staff undertake, taking full advantage of virtual meeting platforms and home working for some members of staff.

The UK Government has set a national target to achieve net zero carbon emissions by 2050. This means as a country we must remove as much carbon dioxide from the atmosphere as it emits. Residential housing is responsible for 12 % of the carbon emitted into the atmosphere. This is one of the most significant challenges that housing associations and other sectors have ever faced.

During 2021 we will begin to assess what this means for the Association and our homes. Initially we will explore ways to measure our Carbon footprint and begin to consider how to reduce our impact on the environment. In doing so we will be developing a new environmental strategy, and update



our Asset Management Strategy and Covid-19 Strategy to prepare the Association for the next 5 years.

Finance and Housing review

Due to the planned retirement of our Director of Finance and Housing Manager we will take the opportunity during 2021 to explore innovative ways to replace these roles to achieve greater efficiencies and the progression of our talented team members.

Service Charge Review

Work has already begun on a service charge review and we will continue this work through 2021; increasing the remit to include Leasehold accounting. This work includes new formats of our management accounts and budget reports. The review will focus our staff teams on greater awareness of scheme-based service costs. The aim is to provide greater transparency to residents, by reviewing how we present information, on the costs of providing vital scheme-based services that enable high quality, safe homes.

“ I just wanted to message you to thank you for the regular weekly phone calls you made during lockdown. It was very comforting to know that you were taking the trouble to enquire about our wellbeing. ”

Resident, Brighton Place

“ Thank you for all the extra things everyone has done since lockdown to ensure the residents get to enjoy special events still. The random acts of delivering treats, and sharing it all on social media means she can see how her mum is doing. ”

Mrs L family member of an Olsen Court resident

“ This has been such a difficult year for you all – staff and residents – some more so than others, but when I encounter residents outside, they are full of gratitude for all the efforts staff are making to lighten the burden of restrictions to normal activities and interactions. ”

Mrs B, Volunteer.



Housing with Care

Tel: 01522 514444

Email: enquiries@lacehousing.org

www.lacehousing.org

f LACEHousing • **t** @LACEHousing

LACE Housing Ltd is a registered society under the Co-operative and Community Benefit Societies Act 2014 Reg. No. 16677R, Homes England Reg. No. L0438 and accepted as a Charity for Tax purposes by the Inland Revenue Reg. No. XN17483. VAT Registered No. 886 6889 31.