



LACE HOUSING LIMITED
ANNUAL REPORT 2024/25



Introduction

Your Home. Your Voice. Your Safety.

This Annual Resident Report brings together the things that matter most:

- How we've listened to you.
- How we're performing as your landlord.
- How we're keeping you safe in your home.

It covers the year from 1 April 2024 to 31 March 2025 and includes both our regular landlord performance and our Health and Safety Compliance Report — helping to keep you informed, involved, and reassured. We also provide a separate Tenants Rights and Responsibilities Guide, (available online, or on request) helping you understand what you're entitled to under housing law and regulation and what we ask of you as a valued tenant.

This annual report shows:

- What we've done well — and where we're learning.
- How we're meeting your rights and expectations under the new Consumer Standards.
- What we're doing to keep your home safe, well maintained, and compliant with the law.
- How your feedback, complaints, and compliments are shaping what we do next.

Thank you for being part of the work we do, and for helping us keep improving, together.

Section 1: About us

Homes built for independence, designed for living well.

We're a Greater Lincolnshire-based, not-for-profit housing association creating high-quality homes where older people can live safely, comfortably, and enjoy a true sense of community. We maintain and manage 364 homes for rent, along with 81 homes purchased under the Low-Cost Home Ownership model.

Our Mission

To provide and maintain a high standard of specialised housing and support services for older and vulnerable people, delivered through a strong brand, service excellence, and meaningful partnerships.

Our mission defines our direction and purpose — ensuring that every home, service, and partnership improves the quality of life and independence of older people across Greater Lincolnshire.

Our five commitments

1. People, Places, Partnerships — delivering excellent services shaped by residents and communities.
2. Homes you can be proud of — designed for comfort, safety, and long-term wellbeing.
3. Strong governance, sound finances — ensuring we remain accountable and resilient.
4. Sustainable growth — meeting the needs of older people through new homes and investment.
5. A great place to work — supporting our team members.

Our three guiding priorities — **People, Places, and Partnerships** — continue to shape our work.

People

We support residents to live independently and with confidence. This means providing reliable landlord services, listening to what matters, and offering tailored support when health or wellbeing needs arise. We carry out person-centred risk assessments, make referrals to Lincolnshire County Council Adult Social Care or Age UK Lincolnshire when needed, and always aim to provide a kind and personal service.

Places

We take pride in the safety and condition of your home, as well as the shared spaces around it. We carry out regular safety checks, respond promptly to repairs, and invest in keeping our homes decent, comfortable, and energy efficient. We know that well-maintained homes contribute to your wellbeing — and to the sense of pride you feel in where you live.

Partnerships

We work closely with care providers, Lincolnshire County Council Adult Social Care, Age UK Lincolnshire, local schools and other local services. Our Chief Executive also contributes to wider strategic housing partnerships, including the Greater Lincolnshire Housing Partnership, to strengthen the links between housing, health, and care.

Section 2: You Said, We Did

Listening, learning, improving

In 2024/25, we continued to gather your views through resident meetings, perception surveys, text-based repairs surveys, and day-to-day conversations. We also learned from complaints and compliments.

You Said...	We Did...
"Let us know if a repair can't be completed at the first visit."	✔ We now send follow-up updates by text or phone to keep you informed of any delays.
"We'd like more information about cleaning routines."	✔ We changed our cleaning contractor based on resident feedback and now monitor performance more closely.
"It's hard to know who to contact for what."	✔ We added contact details to the back page of Lace Matters and shared team email addresses for ease.
"The outside communal areas are as important to us as the internal areas – please involve us in decisions about the grounds maintenance schedule."	✔ We now carry out quarterly communal inspections and regularly discuss grounds maintenance at resident meetings.
We'd like somewhere to sit outside in the summer with a parasol for shade.	✔ We've added more outdoor seating and parasols at some schemes to make the most of the warmer months.
"We like smaller, more local meetings."	✔ We redesigned our resident engagement approach to focus on scheme-based conversations.
"Sometimes there isn't appreciation of difficulties in entering the scheme due to heavy doors or steps."	✔ Where budgets allowed, we've replaced assisted opening doors with automatic ones and added grab rails or integrated door mats to improve access.
"We are concerned about the impact of a lift being out of action for more than a couple of days on our independence."	✔ We've acknowledged this and now aim to offer support during office hours when lifts are out of use for more than a day. We're also exploring chair lifts in future scheme designs.

These changes reflect your priorities – and our commitment to act on what matters most to you.

We also publish learning from complaints in our Complaint Handling and Service Improvement Report, available online or in print on request.

Section 3: How are we doing?

Tenant Satisfaction Measures (TSMs)

These are set by the Regulator of Social Housing to show how landlords are performing and to monitor compliance with the Consumer Standards.

Our 2024/25 Survey and Data is based on:

- Perception survey by Acuity in January 2024 (next due in 2026).
- Management data covers 1 April 2024 – 31 March 2025.
- All results published on our website.

Perception TSMs

Code	Measure	Type	2024/25 Result
TP01	Overall satisfaction with the service received from us.	Perception	93%
TP02	Satisfaction with our repairs service.	Perception	94%
TP03	Satisfaction with the time taken to complete most recent repair.	Perception	91%
TP04	Satisfaction that the home is well maintained.	Perception	96%
TP05	Satisfaction that the home is safe.	Perception	95%
TP06	Satisfaction that we listen and act on residents' views.	Perception	86%
TP07	Satisfaction that we keep you informed about things that matter to residents.	Perception	96%
TP08	Satisfaction that we treat residents fairly and with respect.	Perception	95%
TP09	Satisfaction with our complaint handling.	Perception	44%
TP10	Satisfaction that we keep communal areas clean and well maintained.	Perception	96%
TP11	Satisfaction that we make a positive contribution to your neighbourhoods.	Perception	92%
TP12	Satisfaction with our approach to handling anti-social behaviour.	Perception	87%

Repairs

Measure	Result
Homes meeting the Decent Homes Standard.	100% (based on 2024 stock condition surveys)
Repairs completed within target timescale.	99.64%
Number of emergency repairs completed within 24 hours.	100%
Number of responsive repairs completed during the year.	829
Satisfaction with the completion of most recent repair (text message survey outcome).	95.38%

Complaints handling

Code	Measure	Result
TSM CH01:	CH01: Complaints relative to our size. Stage 1 Complaints. Stage 2 Complaints.	9.01 0
TSM CH02:	Complaints responded to on time (Stage 1).	75%
TSM CH02	Complaints responded to on time (Stage 2).	<i>(no escalations)</i>

Anti-social behaviour

Code	Measure	Result
TSM NM01:	Number of anti-social behaviour cases opened (per 1,000 homes).	8 cases
TSM NM01:	Number of anti-social behaviour cases that involve hate incidents opened (per 1,000 homes).	0

What this means for you

These results show that we are continuing to:

- Deliver a reliable and timely repairs service.
- Keep homes and shared spaces safe and compliant.
- Act on your feedback and communicate clearly.
- Resolve issues and learn from complaints.

We'll continue to publish performance updates each year and look forward to hearing from more of you in our next perception survey, due in **January–February 2026**.

Section 4: Health and safety in your home

Our commitment to keeping residents safe and secure

We believe every resident should feel safe and supported in their home. That's why we take a zero-tolerance approach to health and safety risks and invest in robust systems to prevent harm and protect wellbeing.

Our approach is based on a clear principle:

To keep residents safe, each other safe, and our reputation safe.

This is supported by our governance, reporting, and culture of care and prevention — and is built into how we design, maintain, and manage our homes.

Our compliance areas – “The Big Six”

We carry out regular checks across key areas of housing safety.

Safety Area	What We Do
Gas Safety	Annual gas safety checks in all homes with gas. Certificates provided within 28 days.
Electrical Safety	5-year electrical safety checks, voluntarily adopted ahead of the 2026 legal requirement for social housing.
Fire Safety	Annual Fire Risk Assessments (FRAs) for communal areas. Communal fire doors checked for closure on activation of the weekly fire alarm with a thorough check for correct operation twice a year. Individual apartment doors have the same assessment once a year, if they open onto an internal communal area.
Asbestos	Specialist management at Almond House. Annual reassessment and advice for residents.
Water Safety	Annual risk assessments for schemes with communal tanks. Routine flushing and temperature checks in line with HSE Approved Code of Practice L8.
Lifts	Inspections every 6 months under LOLER (Lifting Operations and Lifting Equipment Regulations 1998).

We also install and check carbon monoxide alarms and smoke/heat detectors in line with The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022.

A person-centred approach to safety

Because we provide housing for older people, our approach to safety is not just about the building — it's also about individual needs.

We complete Person-Centred Risk Assessments with each resident and update them annually (or sooner if needed) to identify any risks linked to:

- Fire safety and evacuation.
- Hoarding or environmental concerns.
- Health, disability or mobility needs.
- Safeguarding and wellbeing.

Transparency and reporting

We report quarterly to our Board through the Audit and Compliance Sub-Committee, covering the “Big Six” compliance areas, along with our performance on damp and mould response, accidents and incidents, safeguarding, and emerging health and safety risks.

We also keep residents informed through updates on our website, individual notifications (e.g. your scheme's annual fire risk assessment summary), resident factsheets (e.g. Safety in Communal Areas) and scheme-based conversations and meetings.

Key headlines 2024/25

Area	Status
All gas safety checks completed on time.	✓ 100%
Fire Risk Assessments reviewed annually.	✓ 100%
Water safety (incl. legionella controls).	✓ 100% (where applicable)
Lift inspections (LOLER).	✓ 100%
Electrical safety tests (5-year cycle).	✓ Adopted ahead of 2026 regulation
Asbestos management (Almond House only).	✓ 100%

Section 5: Listening, learning and complaints

Putting things right — and learning from your feedback

We believe complaints are not just about fixing what went wrong — they're an opportunity to learn and improve. That's why we treat every concern with care, respect and transparency.

Meeting our regulatory responsibilities

We follow the Housing Ombudsman's Complaint Handling Code and publish a separate Complaint Handling and Service Improvement Report each year. This report is shared with our Board and made available to residents online and in print (if requested).

It includes:

- The number and type of complaints received.
 - What we did in response.
 - Lessons learned and service improvements made.
 - Satisfaction with how complaints were handled (where provided).
 - A summary of any upheld complaints.
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Our complaints in 2024/25 (in summary)

As a small landlord, we don't receive many formal complaints — but we log every issue that meets the Ombudsman's definition and track informal feedback and service requests too.

Measure	Result
Complaints received.	4
Service requests (not complaints).	1
Resolved at Stage 1.	100%
Escalated to Stage 2.	0%
Upheld complaints.	100%

We received no Housing Ombudsman determinations in 2024/25 and no findings of maladministration.

What changed as a result?

We maintain a live “You Said, We Did” log, and share learning from complaints through:

- Resident meetings.
- This Annual Report.
- Our separate Complaints Improvement Report.

Some of the improvements we made this year include:

- Providing clearer updates when a repair can't be completed at the first visit — so you know what's happening and when to expect follow-up.
 - Taking more time to explain our policies and decisions clearly, so residents feel informed and involved.
 - Making sure contractors receive clear instructions before attending a repair — to help get things right first time.
 - Introducing quarterly checks on the condition of our outdoor areas, measured against our published service standards.
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Making a complaint

We make it easy for residents to raise a concern — and we'll support you to do so if needed.

You can complain:

- By phone, email, in person or in writing.
- With the help of a friend, family member or advocate.
- In alternative formats such as large print or easy read.

You have the right to:

- Be treated with fairness and respect.
- Receive a response within the Ombudsman's Code timescales (10 working days from acknowledgement for Stage 1; 20 from acknowledgement for Stage 2).
- Escalate your complaint to the Housing Ombudsman Service if you remain dissatisfied.

Our full complaints process is in your Tenant or Leaseholder Handbook, on our website, and available in our Complaints Factsheet.

This commitment to listening and learning is part of how we stay transparent and accountable — and how we keep improving, together.

Section 6: Delivering value through partnerships

People. Places. Partnerships.

Partnership is one of our core values — and a cornerstone of how we deliver quality services. We know that we can't meet every need alone — and that strong relationships with residents and other organisations are key to helping people live safely, independently, and with confidence.

Partnerships

We are a small landlord, but an active contributor to wider housing, health, and care systems. We work closely with:

- Lincolnshire Adult Social Care to support residents at risk of tenancy breakdown.
- Care providers in our Extra Care housing.
- Age UK Lincolnshire for referrals and wellbeing initiatives.
- Local schools and community groups to promote connection.
- The Greater Lincolnshire Housing Association Partnership, which brings housing, health and care sectors together.

These partnerships help us:

- Promote safeguarding and act quickly on concerns.
 - Support residents whose needs change, including rehousing where appropriate.
 - Shape new homes and services to meet local demand.
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Section 7: Looking ahead — strategy, governance and value for money

As we reflect on the year ending 31st March 2025, we are proud of the strong levels of satisfaction shared by residents and the consistently high performance across our key landlord services.

We know that delivering good outcomes is not just about cost — it's about kindness, care, and doing the right thing. But being a good landlord also means delivering value.

Value for money — How we spend each £1

We're committed to being open and transparent about how we use residents' rent and service charge payments. It's part of building trust, demonstrating value, and showing where your money goes. In 2024/25, for every £1 we spent:

Service Area	% of £1
Bad debt.	£0.00
Interest on loans.	£0.18
Services.	£0.39
Staffing and administrative costs.	£0.09
Repairs and Maintenance.	£0.16
Not for profit reserves.	£0.18

We incurred £8.6 million of expenditure to develop new homes. This figure includes our own reserves, private finance and grant funding from a variety of sources, e.g. Homes England, West Lindsey District Council and Lincolnshire County Council.

(Figures based on our Financial Statements for the year ending 31st March 2025.)

This breakdown reflects our focus on safety, high-quality upkeep, and personal service across our housing schemes for older people.

Internal finance performance

We are committed to exercising good governance and maintaining strong finances. This includes setting clear performance targets and monitoring them regularly. Here is some of our key finance and performance indicators for 2024/25. **Check with Gary – order of table columns.**

Measure	31/03/25	31/03/24	Target 24/25	Target 25/26
Turnover.	£3.4m	£3.0m	–	–
Operating Margin.	21.3%	18.36%	14.03%	11.57%
Headline Social Housing Cost/Unit.	£4,436	£5,330	£5,030	£6,642
Rent Loss (Voids).	0.54%	0.94%	1.11%	0.96%
Average Re-let Time of an empty rented home.	13.38 days	13.44 days	16 days	16 days
Arrears (% of rent debit).	0.27%	1.03%	0.70%	0.30%

We benchmark our value for money performance against similar organisations and publish our full accounts each year on our website.

Growing our homes, supporting your independence

We're proud to build homes that help people live well in later life — and we're growing carefully and thoughtfully, so we can offer more choice to residents across Greater Lincolnshire.

In 2024/25, we completed Diamond Place, a brand-new Extra Care housing scheme in Welton, near Lincoln, offering 62 modern apartments alongside 10 accessible bungalows for low-cost home ownership.

These new homes provide:

- Greater choice for existing and future tenants.
- Support when care needs change — without moving into a residential care home.
- A vibrant, safe community where people can live independently, with flexible support when needed.

They join our family of Extra Care schemes, alongside Olsen Court (Lincoln), Worth Court (Bourne) and Brick Kiln Place (Grantham).

More than bricks and mortar

Diamond Place delivered more than just homes. A dedicated review found it generated over £18.5 million in social value and supported local jobs and services with over £11.4 million spent in the local supply chain.

Even more importantly, it made a real difference to the lives of residents who moved into their new homes:

Case Study One: A couple in their seventies moved from an isolated village home into a warm, accessible, and supportive community. Their health needs are now met on site, they enjoy regular social interaction, and both describe having a new lease of life. This reflects the importance of housing that not only meets physical needs but actively enhances wellbeing.

Case Study Two: A resident who moved from unsuitable private rented accommodation. The move reduced her risk of falls, improved her comfort, and lowered her heating bills - directly supporting our commitment to safety, quality, and value for money.

Awards and recognition

In 2024/25, our work received national and regional recognition:

- Regional Winner, Building Excellence Award – Best Small New Social Housing Development (Collinson Court, Scunthorpe – T.G. Sowerby).
- Runner Up, Greater Lincolnshire Property and Construction Awards 2024 (Collinson Court).
- Winner, Greater Lincolnshire Property and Construction Awards 2024 (Diamond Place – R G Carter Construction).
- LABC Bricks Award – Diamond Place - North Region Winner (shortlisted for the national final in London 2026).

These awards reflect the dedication of our teams, the strength of our partnerships, and the high standards we aim for in every new development. They also strengthen our profile as a trusted and specialist provider.

Looking forward

Our ambition is simple:

We want every Lincolnshire town to benefit from award winning affordable homes that support independence, confidence, and community in later life.

While no further completions are planned in 2025/26, our pipeline includes a scheme of 27 new apartments. We are working closely with local partners and key stakeholders to progress this opportunity — and we'll continue identifying new ways to provide more of the homes our communities need.

Board and governance

We are governed by a voluntary Board of Management, which oversees our strategic direction, performance, and compliance with housing regulations.

We follow the National Housing Federation's Code of Governance 2020, which promotes accountability, transparency, and strong decision-making.

We also uphold the NHF Code of Conduct 2022, setting clear expectations for fairness, openness, and ethical behaviour across all staff, board members, and volunteers.

During 2024/25 we welcomed three new Board members with a wide range of experience:

- Mr Ian Penn – appointed 1 April 2024.
- Mrs Sophie Gibbs – appointed 12 September 2024.
- Mr J Ridley – appointed 12 September 2024.

You can read more about our Board and how we're governed, including Board member profiles, on our website.

Strategic Plan 2025–2028

In 2024/25, we began work with our Board to shape a new Strategic Plan 2025–2028, which will be published on our website during 2025/26.

Our new plan will:

- Build on the values and culture that residents say they appreciate.
- Strengthen our partnerships and resident engagement.
- Reflect our learning from the updated Regulator for Social Housing's Consumer Standards.
- Set out a clear plan for safe, sustainable, and person-centred housing management.

We'll share more about the plan, including how it links to what matters most to residents, when it is published during 2025/26.
