

Annual Report

2021/22





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A little bit about us:

We are a registered provider of social housing and our purpose is to provide affordable homes for people in the greatest need in Lincolnshire. Our homes are located across the east coast of Lincolnshire, with over 75% near Boston and Grimsby.



Chair's Introduction

Life feels closer to normal than it has done for a long time.

That means we have been able to get back out into the community and start meeting you again - including the return of our monthly help stall at Boston Market and restarting our popular 'Skip-It' events to help people tidy up their neighbourhoods and help make sure we have great homes and strong communities.

It is delightful to see people coming together again, especially when that results in projects such as the creation of the Sorrel Road garden in Grimsby, turning a barren area into a Bug Hotel and strawberry patch that everyone can enjoy.

I am also pleased for the team and residents of the Mayfields Extra Care scheme in Boston that they have been chosen as one of nine providers to take part in a national investigation to find ways to help people live well with dementia. I hope that you too feel that life is getting back on track and that you will continue to tell us what matters to you.

We know because you tell us that we have areas we need to improve to provide better services and we are working hard to do so. Your feedback is

invaluable to us so please do get in touch. We are always looking for people to become involved to help shape services and so if this is of interest to you, please let us know.

Chair of the Board
Anthony Read



Introduction from our CEO

The phrase 'necessity is the mother of invention' has proved true over the past two years.

We had to find new ways of adapting services and keeping in touch to ensure we delivered great homes and helped create and sustain strong communities.

We've learned from the last few years, and we hope the changes we've made are starting to have a lasting positive impact.

We started making customer well-being calls because in person visits were not an option. What you told us in those calls improved our understanding of what you need, particularly support and guidance for independent living.

Those calls are now part of our daily service because they are of value to you and us. I think launching our portal and app, My LHP, at a time when personal contact was restricted means it was adopted and appreciated far more swiftly than it might have been in the past.

It is good to be able to get together and meet up again. But we have learnt a lot about how digital technology can help make life better for our you. Whether through swift reporting of repair needs, providing Telecare Lifeline Pendants for the vulnerable or getting your feedback, the LHP digital advance continues.



We hope that this will give you more say in how services are delivered into your communities and make it easier for you to make your voices heard on the issues that matter most to you.

Chief Executive
Murray Macdonald



Our Values & Priorities

Our Values



Customer First

We put customers at the heart of our decision-making process and develop services that are built around their needs. This emphasis is felt by customers in every interaction with us, driving up our customer satisfaction and ensuring we invest our money where it has the greatest impact.



Listen, Act and Learn

We create a structured opportunity for stakeholders, staff, and customers to provide feedback. We value this time and insight and use it to act and learn from it. Before investing in new and existing projects, we seek the views of those set to benefit.



Together

We proactively seek out new partnerships and work to build on the

many successful joint working projects already underway. We achieve more by working together with our key stakeholders and by working together as one team.

Our Strategic Priorities

Our strategic priorities for the year 2020/21 were:



Deliver quality services



Invest in existing homes and estates



Provide new and regenerate homes



Listen to and empower tenants



Support and develop colleagues



Ensure strong governance and finance

Deliver quality services



Performance stats



1,266

Welfare calls made to the most vulnerable of you by our Lifeline Team



14,905

Regular wellbeing calls made to people registered with our Lifeline Team

STAR (Survey of Tenants And Residents) Survey results



80%

of you were satisfied (Compared to HouseMark's benchmark rating of 89%)* with our services, down from 84% in 2018



62%

of you are happy with your ability to influence our decisions. This is down from 66% in 2018 and below HouseMark's benchmark median of 79%*

These downward trends are in line with the sector overall. Satisfaction ratings showed lower figures for people aged under 60, and in more rural locations. We know that we must adapt our services to meet their needs.

What you think matters

One of the things we learnt from the pandemic was how crucial clear communication is to enabling us to put you first. We had to find new ways to reach you through schemes like our well-being calls. They were so productive in helping our understanding of what matters to you and so beneficial to those we called that they are here to stay. To build on that we have engaged **Acuity Research & Practice**, a company that specialises in helping housing providers like LHP to find out what you really think and what matters to you. When they ring you, we want you to tell them your honest opinion about everything from our response to repairs, the quality of our grounds maintenance to how we handle complaints and deal with anti-social behaviour. This will help us make sure we address the things that matter most to you, work with our colleagues to ensure they are trained to deliver what you want and keep on working to achieve our goal of putting you first by delivering great homes and sustaining strong communities.



Acuity will ring to find out what you think



Pay your rent, raise a repair & more on your phone or tablet



Peace of mind & independence with Telecare Lifeline Pendants



Created 5-day course with Boston College on customer service for prospective employees

Deliver quality services



Contact Centre & Telecare



80.3%

of calls received were answered



98,229

total number of calls answered – down from 106,000 in 2020/21



98.1%

the number of Lifeline service calls answered in 60 seconds – up from 97.5% in 2020/21



average time taken to answer a call, compared to 1 minute 19 seconds in 2020/21

These figures were impacted by the changes we made to our systems in the summer of 2021.

LHP and Tunstall lead the way to independence

Our long-standing relationship with **Tunstall**, a leading healthcare technology pioneer, continues to bring benefits to you. Our focus on Technology Enabled Care Services (TECS) is designed to help people live independently for longer, giving them a better quality of life and ensuring they feel valued, respected and cared for. We worked closely with Tunstall to audit our existing schemes and equipment. The result was to create a more agile and robust monitoring system based around Tunstall's market-leading PNC8.3 software. Average wait times are down by 30% compared with last year and it meets with customer approval.

Mrs Dodson (pictured) from Boston benefitted from wearing a Lifeline Pendant when she fell. *"It gives me peace of mind. I pressed my Lifeline Pendant and someone was here to help me quickly with specialised equipment that lifted me off the floor."* Customer Service Centre Manager, John O'Hanrahan, says, *"Working with Tunstall has helped us to shape our service to make the most of the digital future for both our customers and colleagues."*



Deliver quality services

Mayfields helps to set the national standard for dementia



We are delighted that our Mayfields Extra Care Scheme in Boston has been selected as one of nine schemes to feature in a national project looking at how Extra Care housing can help people with dementia to live well. The 19-month long programme is being funded by the National Institute for Health Research School for Social Care Research. Partners include the University of Worcester, Housing 21 and the Housing and Dementia Consortium. The aim is to investigate the advantages and disadvantages of the three Extra Care models:

- Schemes with a different area for residents with dementia
- Schemes for residents with dementia only
- Schemes, like Mayfields, with an integrated approach, supporting residents with dementia alongside those without

Rod Stair, our Integrated Living & Support Service Manager said, *"Extra Care housing has the potential to be an alternative to costly and unpopular residential care for those living with dementia. The review will include surveys with people living with dementia, family, carers and social care commissioners. The findings will be used to inform social care practice and future commissioning and build public awareness of extra care housing."*

Mayfields recently celebrated 10 years and it is rightly known for the community spirit fostered by residents and employees. Elsie Lloyd, 97, has lived at Mayfields since it first opened. *"I have thoroughly enjoyed my time at Mayfields so far. All the other residents are so friendly, and the employees work really hard to keep us safe and entertained with plenty of activities."*

Elsie cut the cake with our CEO, Murray Macdonald and said, *"It made me feel like a princess."*



Deliver quality services

Action against anti-social behaviour



455

ASB cases reported in the year.
Down from 474 in 2020/21



74%

of people were satisfied with how their ASB case was handled. That's the same as last year's figure and better than HouseMark's sector average of 79%.



71%

of people were satisfied with the outcomes of their ASB case. This is slightly up from 68% in 2020/21 and closer to HouseMark's sector average of 78%.

Noise is consistently the most common cause of ASB complaints. Other high case figures relate to harassment, drugs, criminal behaviour and animal nuisance.

The Housing Ombudsman has noted that noise complaints have risen significantly over the past three years across the sector. They will now undertake an investigation into what drives these complaints and how social landlords handle the cases, focusing on:

- ▶ How policies around noise work in practice
- ▶ How landlords work with other agencies
- ▶ What is successful in mitigating unavoidable modern noise?
- ▶ What is a successful intervention?

HouseMark accreditation

After the HouseMark health check in 2021, we developed an action plan from the recommendations that they made. These actions were realistic and reflected best practice. After meeting the milestones set in the action plan, we are delighted to report that HouseMark fully accredited our ASB service in early-2022.



Listen to & empower tenants



How we've performed



273

Formal complaints received in the year (compared to 84 the year before)



93.8%

of all complaints were responded to within 10 days. This is down from 98.7% in 2020/21 but still above our target of 93.3%



18

Learning Outcomes were identified from our Listen, Act and Learn approach – of which 8 were implemented by the end of the year



525

compliments were received (mainly relating to our repairs service)



52.4%

of people were satisfied with how their complaint was handled (down from 69% the previous year and below the HouseMark average of 67%)



48.04%

of people were satisfied with the outcome of their complaint case (down from 65% the previous year)

- HouseMark tells us that Housing Associations are reporting lower satisfaction rates overall, coupled with a rise in complaints. This is linked to customer expectation of landlords growing faster than services have adapted in the post-COVID world
- The main reason for dissatisfaction was lack of communication and a failure to resolve the reported issues
- People told us that when handling their complaint, we need to increase communication, listen more, and consider sending someone to visit a home in person to discuss issues. In response, we have committed to more Customer First training for our employees, and our agile working policy allows for better visibility in communities

Every complaint is an opportunity

We've made some changes to the way we record complaints this year. Your feedback is important to us. It provides us with an opportunity to listen, act and learn in line with our values.

We've made it easier for people to report complaints to us - so there has been a big increase – up from 84 last year to 273 this year.

There are several factors behind this jump:

- Since the lockdowns stopped, HouseMark analysis shows that the level of complaints across the sector has increased
- We changed our complaints processes in line with the Housing Ombudsman requirements for best practice, so now more complaints are recorded as formal complaints rather than Early Resolution Complaints
- We have made it easier for people to complain with the creation of a specific Complaints Team
- We believe that although numbers have gone up, people are getting a better experience now as their complaints are being more thoroughly investigated than when they were designated as an Early Resolution Complaint (ERC)

We shall continue to see each complaint as an opportunity to learn and improve our service at every stage.

Listen to & empower tenants



How we've performed

Complaints Data	
Early Resolution Complaints	260
Stage 1 Complaints	273
Stage 2 Complaints	6
% formal complaints upheld	73%
% formal complaints not upheld	27%
% formal complaints resolved	100%
Number escalated to Ombudsman	1
Learning outcomes identified	18
Learning outcomes implemented	8

Our learning outcomes



What you said	What we did
Clearer information is needed regarding our investment programmes	The five-year programme has been published and made available to the entire organisation so that we can give you better advice
Vulnerability flags need reviewing on our Housing Management System	A new process has been put in place to ensure our systems include all the vulnerability flags that people need
Consider depreciation on recharge costs	We now check the age of components that we have repaired or replaced to consider any depreciation so that the price you are recharged is fair
There needs to be better signage on guest room doors	Signs are now placed on guest room doors when they are booked to inform LHP employees to not carry out work in the room until it is available. The only exception is emergency repairs.
The Pest Control process needs reviewing	We have updated the process so we can better support people that are experiencing problems with pests in their home
Remind contractors about your Customer First approach	We are doing this during Contract Management meetings by providing hand-outs on our processes and values, as well as setting expectations as part of the procurement process.
Guidance is needed for housing staff around sensitive calls	We redelivered Customer First training to employees highlighting the importance of correctly handling sensitive calls

Listen to & empower tenants



We are delighted that 22.5% of our customers have already signed up for our My LHP app. The feedback is so positive. People appreciate how easy it is to register for the portal and they feel more in control of their rent and their ability to get swift repairs. We will be encouraging more people to join them on MyLHP. Find out more at

www.mylhp.co.uk



The Money Support Service (MSS) is a free in-house service available to all those who have their home with LHP. The MSS team can help you with money management such as budgeting, benefit checks and paying your rent. They have access to many charities and grants offering financial support and can link up with external agencies like Citizens Advice for more specialist support.

In 2021/22 the MSS team helped gain a total additional £532,256 of income into vulnerable households. This is a 12% reduction on £606,018 for 2020/21.

Some people were in arrears and of that total, £187,880 was used to pay their rent, helping them sustain their tenancies and easing the pressure of being in arrears. This is a 3% reduction on £194,371 for 2020/21.



Investing in homes and estates

Responsive Repairs Stats



42,853

repairs were completed in the year. This is compared to 41,600 the previous year.



87.7%

of jobs were completed on the first visit. This was a reduction on the figure of 96% for 2020/21.



91.9%

of repairs were completed on time, compared to 87% the previous year. This highlighted the lockdown restrictions being lifted partway through the year.



93.6%

of you were satisfied with how we dealt with your last repair. This was slightly down on the 2020/21 figure of 94% but the same as the figure in 2019/20. This is above the HouseMark benchmark median of 83%.*

Like many industries, the housing sector was affected by supply chain issues in the aftermath of the coronavirus pandemic. This centred on the availability and increased supply time for timber products, such as doors. The knock-on effect of these supply issues adversely affected our ability to complete jobs first time around.

Investing in homes and estates



Planned repairs



Windows & Doors

2021 – 1230, cost £2.1m
2022 – 1642, cost £4.08m



Central Heating & Boiler Installations

2021 – 580, cost £1.5m
2022 – 890, cost £3.32m



Rewiring

2021 – 65, cost £166k
2022 – 48, cost £138k



Roof Installations

2021 – 371, cost £2.9m
2022 – 219, cost £1.67m



Bathroom Installations

2021 – 39, cost £113k
2022 – 309, cost £1.16m



Kitchen Installations

2021 – 129, cost £590k
2022 – 739, cost £4.03m

With Covid 19 restrictions lifted we have been able to embark on a substantial programme of planned repairs, with a particular emphasis on indoor work. We have spent over £5 million on over 1,000 planned installations of new kitchens and bathrooms. Helping us to work towards achieving our Environmental, Social and Governance Strategy goals, we have spent nearly £8.5 million on the planned replacement of windows, doors, central heating systems and boilers. This work accounted for a further 2,500 installations. Like everyone else, we have to plan our work in the light of challenges to the supply and cost of goods that are beyond our control, not just the pandemic's continuing impact in China and other parts of the world, but also the impact of the Ukraine conflict. But at LHP we remain committed to providing good homes that build and sustain thriving communities.

Building Homes

Our Housing Stock



General Needs	10,061
Supported Housing and Housing for Older People	1,752
Shared Ownership	329
Sub total	12,142
Leasehold	365
Total	12,507

During the year, the Development Programme created 93 new places to live. Although we were 20 short of our target because of supply problems, they will be included in our 2022/23 Corporate Action Plan.



Ensuring strong governance and finance



Governance update

- Credit rating of A+
- Governance and Viability rating of G1 V2 from the Regulator of Social Housing
- Customer Service Excellence Standard retained
- One to Watch rating from Best Companies



Our reputation as a strong, well-governed, and financially sound organisation has been demonstrated throughout the year, and this has been recognised with the retention of G1/V2 status from the Regulator of Social Housing.

The retention of this rating demonstrates that, despite the significant challenges of the last year, we are still well-positioned to deliver on our 2022-2027 Corporate Strategy, which will see us invest in our communities, go to new lengths to do even more for you, and build and refurbish our homes. Continued sound financial management will be critical to realising this ambitious vision, ensuring that we are well-positioned to deliver on our targets in the coming years, as we continue to play our part in addressing housing and social issues.



Ensuring strong governance and finance



Financial Performance

Turnover

£54.7m **£54.9m**

2021

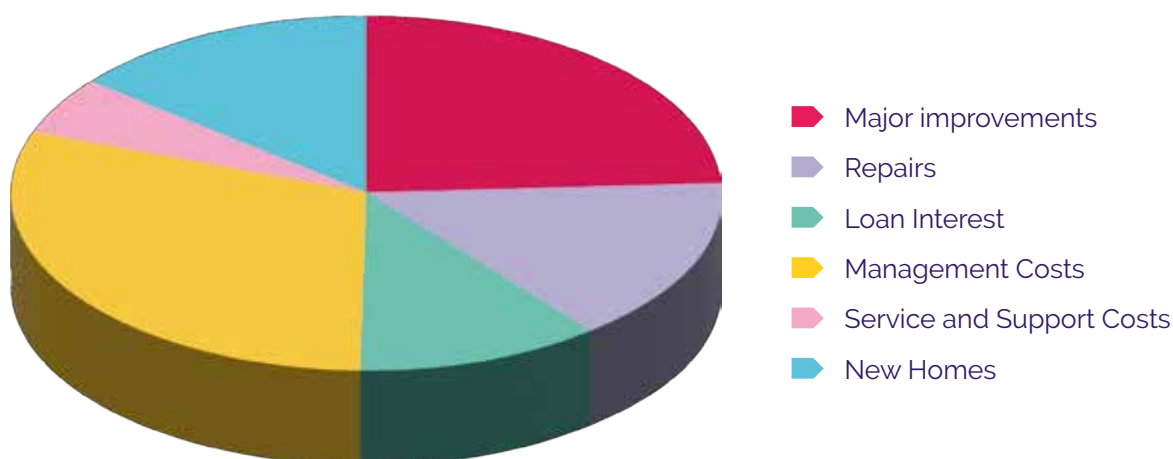
2022

Operating expenditure

£38.6m **£42.4m**

2021

2022







How we spent each pound	2020	2021	2022
Major improvements	£0.18	£0.18	£0.24
Repairs	£0.16	£0.17	£0.15
Loan Interest	£0.13	£0.11	£0.11
Management Costs	£0.28	£0.31	£0.30
Service and Support Costs	£0.06	£0.07	£0.05
New Homes	£0.19	£0.16	£0.14

The year saw a significant increase on the money spent on major improvements. This was due to our repairs programmes being able to reopen after COVID restrictions were relaxed partway through the year.

Ensuring strong governance and finance



Value for money

Empty properties		214
Tenants' arrears		2.19% were behind with payments – that's more than last year and above our target of no more than the 2021 figure of 1.84%. However, the increased cost of living was expected to have a bad impact on this area. Housing Associations expected approximately 1% above the March 2021. This means our performance has been better than HouseMark's forecast.
Average re-let time in days		It took 43.02 to re-let property in 2021-22 – that's a lot better than in 2020-21 when it took 87.15 days and it's ahead of our target of 50.95 days. Our performance in 2021-22 puts us in the top 25% of HouseMark's ratings.
Average SAP rating of general needs homes (this measures the energy efficiency of your homes – 1 is bad, 100 is good)		We achieved an average 74.24, beating our target of 73.12. We're working with local authorities and E-on to find ways to fund an increase the delivery of energy efficiency work in 2022/23.

The increased cost of living was expected to adversely impact arrears' recovery, with housing associations expected to realise arrears levels of approximately 1% above those recorded in March 2021. With this taken into consideration, our performance for the year is better than HouseMark's forecast.

With our SAP rating increasing, we're actively working with local authorities and E-on to identify potential external funding streams to aid in the delivery of energy efficiency work in 2022/23.

Keep us on our toes

We worked with TPAS – the tenant engagement experts - to review the way our scrutiny and involvement panels work with and for you.

An action plan was developed to support our panels in their principles of independent, resident-led scrutiny with sufficient autonomy in place. So far, we have:

- ▶ Established rules for the way the panels work
- ▶ Made sure all the documents are clear, easy to access and understand
- ▶ Created a logo for the Customer Scrutiny Panel that provides a sense of identity and independence

We will continue working with TPAS to complete the further phases that were identified as part of the action plan.



Supporting and developing colleagues



Employ the best to be the best

LHP is continually looking for ways to enhance the experience of our colleagues because we know that if they feel valued, supported and celebrated, they will do their very best for you every day. We are aiming to achieve Gold standard with Investors in People this year and we remain a 'One to Watch' in the Best Companies to Work For standard.

This year we have partnered with the Department of Work and Pensions (DWP) and Boston College to help improve the way we recruit people to the crucial roles of Customer Service Advisor and the Lifeline Monitoring Team.

Together we created the five-day Customer Service course for prospective employees, with candidates who are interested in customer service roles put forward by the DWP. The course was held at Boston College and LHP provided members from our Commercial and Support Services department to give the candidates an insight into LHP's internal systems.

Telecare Team Leader, Hannah Wilson-Leary, felt the whole process was beneficial for LHP and those taking part. *"Each prospective candidate received an interview for our available customer service positions and was then offered constructive feedback. It's an important investment in our local communities and by offering enough information, it helps candidates decide whether the role is suitable for them."*

One person who did find the right role on the course is Tracey Bradley. Tracey is now a Customer Service Advisor and says, *"I found the customer services course very interesting and easy to follow. The tutor was very helpful and explained everything very well." It meant that Tracey was able to slot in to the LHP way as soon as she arrived. "I feel I have settled in nicely at LHP and I enjoy working with everyone in the team."*

If you, or someone you know, would be interested in putting your name forward for future sessions of the Introduction to Customer Service course, please contact Hannah Wilson-Leary on 01205 318535.

Accompanying stats



10%

of our recruitment was internal promotions



14

apprentices as part of our training programme



1/2 day

average each member of staff takes for training per quarter

Sustainability



Energy efficiency good for the planet & the pocket

Everyone is painfully aware that the cost of everything is increasing, and it is difficult to see when and how that might change. However, as we implement our Environmental, Social and Governance (ESG) Sustainability Strategy 2020-25, the improvements in energy efficiency that it brings is proving timely.

As Lorraine Lee in Butterwick put so well, "It's really important for me to have an energy efficient home because with the cost-of-living skyrocketing, if LHP make changes to my home to make it energy efficient, I'm fully in favour of that."

We aspire to be a Net Zero organisation by 2050.

What we have done so far is:



Develop an agile, workforce to reduce commuting and non-essential site travel



Fully integrated sustainability into all stages of our procurement cycle



Created and embedded an employee health & wellbeing programme



We measured our first Carbon Baselines in 2019/20 & 2020/21 working with experts SHIFT Environment. This allowed us to identify ways to improve our data and make sure we set realistic targets.



Implemented a system called First Touch to enable mobile working which also reduces the use of paper



We launched our Biodiversity Pilot Project, working with you to transform an area of grass in Donnington, near Spalding into a dedicated Wildflower Space

We are now also a supporting member of National Energy Action (NEA). The NEA is a fuel poverty charity that provides advice and support to individuals who are struggling to heat their homes affordably. You can find out more information at www.nea.org.uk



Action for Warm Homes

If you want to find out more about LHP's plans for a sustainable future, please look on our website at www.lincolnshirehp.com/esg



Equality, Diversity & Inclusion

As part of our ongoing commitment towards maintaining and developing a working environment that is welcoming to people from all backgrounds and abilities, we are about to embark on a journey with the National Centre for Diversity that will lead us to achieving the Investors in Diversity (IID) Award.

By doing this, we will be able to engage with employees, people who live in our properties and stakeholders, enabling you to "have your say", on how we are doing in terms of **FREDIE**

Fairness
Respect
Equality
Diversity
Inclusion
Engagement

The IID Award is a nationally recognised award that has been achieved by organisations across all sectors including other housing organisations, construction, and engineering; as well as other sectors such as education and charities.



What we know about the diversity of our customers:

62%

of our lead customers
identify as female

25%

of you tell us your
religion is Christian

31%

of you are over 65 years
of age

79%

of you identify as
White British

25%

of you tell us you have a
disability

16%

of you are under the
age of 35

What you told us about our colleagues and workplace culture:

42%

of you told us we need
more inclusion of
disabled people

14%

of you told us we
need more inclusion
of people of different
race, colour, nationality,
ethnicity or ethnic origin

9%

of you told us we
needed more inclusion
of people of different
age groups

9%

of you told us we
needed to be more
inclusive of pregnant
women, mother and
fathers

What's next?



Over the past four years we have spent a lot of time and effort working out the best way forward for LHP. At the forefront of everything we do is you, our customer. We exist to provide you with the best possible homes we can in the best possible communities. The global pandemic could have thrown us off track but instead it provided us with new ways to work with and for you. It enabled us to find new ways to communicate with you. Speaking with so many of you on a regular basis during the lockdowns meant we got to know what mattered most to you. We don't want to lose that invaluable insight. So now we have taken things further – including introducing a 'mystery shopper' element to our assessment process so we get a reliable, independent view of what we do and how we do it.

Thank you to everyone who contributed their thoughts to help us put together our Corporate Strategy 2022-27. Together with our Environmental, Social and Governance Sustainability Strategy 2020-25 and our digital strategy, notably our My LHP customer portal, we believe that LHP is on the right track for the future.

As part of our commitment to delivering Customer First services, you have told us that we need to improve our customer service around how we deal with Anti-Social Behaviour, how we handle your complaints and how we keep you informed on repairs that we have been unable to fix at our first visit to your home.

Next year, we shall be focussing on these key areas to improve our communications, keeping you updated on progress and making us easier to deal with.



What's next?



Our 2022-2027 Corporate Strategy

Great Homes And Strong Communities

The priority for the next five years is that we grow together. Listening to our customers, and learning from the past few years, we believe that our three strategic priorities are strong and will guide us in growing together:

Strategic Priorities



ESG



**Customer
First**



**Great
Homes**



**Strong
Communities**



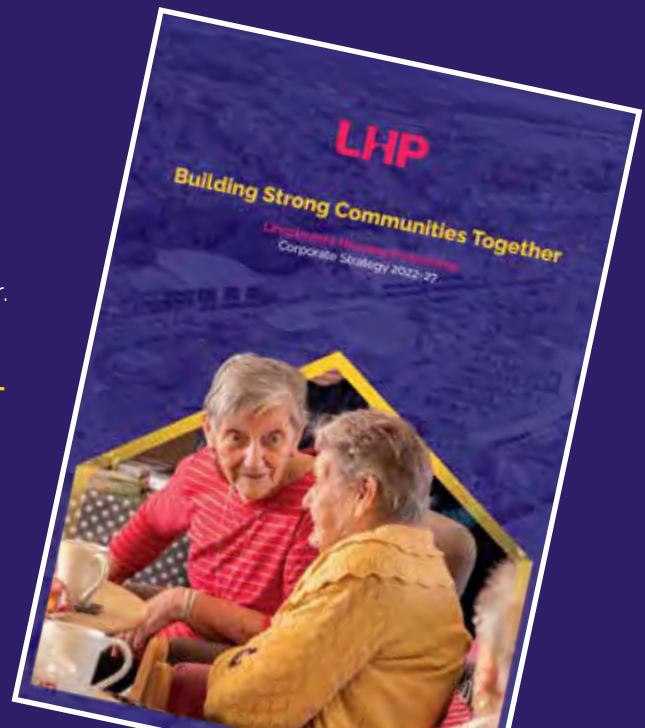
Culture

These priorities will be delivered through our five core strategies and underpinned by a continued investment in our communications, a great culture, our environmental aspirations and our strong foundations in governance and finance.

Building Better Communities Together

Thank you to everyone that contributed to our 2022-2027 Corporate Strategy, Building Better Communities Together.

To read the strategy in full, just head to our website:
www.lincolnshirehp.com/building-better-communities-together





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