



LHP Financial Statements

31 March 2025

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Information

Board of Management

Chair	
Anthony Read	
Carl Dewey (resigned 31 March 2025)	Susan Shehata
Kate Lindley	Debbie Meredith (appointed 1 August 2024)
Sally Marshall-Mills	Steve Maxey (appointed 1 August 2024)
Simon Parkes (resigned 30 November 2024)	Rozina Khanom (appointed 1 February 2025)
Adrienne Boggins	Paul Moat (appointed 11 March 2025)
Zoe Ollerearnshaw	

Chief Executive

Ceri Theobald (appointed 2 September 2024, resigned 30 June 2025)

Secretary

Nicola Ebdon

Executive Directors

Executive Director of Customers
Mark Coupland

Executive Director of Finance
Kathryn Price (resigned 30 November 2024)

Executive Director of Finance and Resources
David Smith (appointed 1 February 2025)

Executive Director of People and Change
Shaun Harley

Executive Director of Property
Charlotte Johnson (appointed 1 February 2025)

Executive Director of Governance and Regulation
Nicola Ebdon (appointed 1 July 2024)

Registered Office:

Cartergate House, 26 Chantry Lane, Grimsby, North East Lincolnshire DN31 2LJ
Financial Conduct Authority Registered Number: 7748
Regulator of Social Housing Registration Number: 4877

About Us



As a leading local housing association in Lincolnshire driven by a strong social purpose, Lincolnshire Housing Partnership (LHP) provides secure and affordable housing to more than 20,000 people in more than 12,000 homes. Guided by our vision of 'Great Homes and Strong Communities', we believe in enriching the lives and wellbeing of our customers and wider neighbourhoods.

In 2024/25, we have welcomed a new Chief Executive to the organisation. Ceri Theobald joined LHP in September and has brought a renewed focus on repairs and customers' experiences to the forefront. Over the course of this year, we have also seen our latest regulatory inspection by the Regulator of Social Housing, resulting in a G1/V2/C2 rating. This inspection examines our performance in the three areas of Governance (G1), Viability (V2), and Consumer Standards (C2). The C2 rating is new, focusing on the new Consumer Standards, and in turn signposting the changes we need to make as an organisation to reach the top C1 rating.

We recognise that strong communities extend beyond our homes. We want to support a more prosperous and inclusive Lincolnshire, which is why we are dedicated to creating a sense of belonging, wellbeing, and positive interactions in the neighbourhoods we serve. We are developing new Neighbourhood Action Plans, as part of our 'place-based' approach, bringing together external partners and customers to shape a set of priority actions for each of our neighbourhood areas.

We also understand that an important aspect of the new Consumer Standards is understanding more about our customers, and delivering services that are better tailored to meet their needs.

At LHP, we aim to foster a positive work environment and colleague experience alongside that of the customers. Many of our colleagues are proudly from Lincolnshire and some are also our customers who bring that lived experience to our work. We understand that a strong and committed workforce is crucial to service excellence. By investing in professional development opportunities and embracing technological advancements, we aim to empower our teams to work more efficiently and effectively – and feel confident they can grow their careers with us.

The information presented in this document reflects our focus on sustainable revenue growth and longer term financial stability, coupled with effective cost management to ensure a strong foundation upon which we can continue to build a brighter future for all our stakeholders. We are not merely a housing provider: we are a dedicated partner in building a thriving and sustainable Lincolnshire. For further information on our vision and strategic priorities, we invite you to visit our website at www.lincolnshirehp.com.

About Us

LHP in numbers



Homes owned and managed
12,177



Local authority areas covered
7



Turnover
£66.6 million



Operating profit
£19.8 million



Empty
homes



Number of voids available and voids unavailable
342



Annual Void rent loss
£2 million



Cost of Void repairs (average cost of a void repair)
£5,205.56



Assets



Repairs and maintenance costs per property
£765.79



Number of properties below EPC C
1,581



Development completions - General Needs (no. of properties received)
42



Customer
Satisfaction



Resident satisfaction with overall LHP services
82.70%



Resident satisfaction that LHP treats them fairly and with respect
87.50%



Colleagues



Colleagues
440



Staff turnover (voluntary)
13.33%



Staff sickness
8.06 days



Employee Engagement - Best Companies
One to watch

G1 / V2 / C2 rating from the Regulator for Social Housing
S&P Credit Rating: A- | Outlook: Stable

Chairs Statement

This marks my sixth year as Chair of Lincolnshire Housing Partnership, and the past year has been filled with more progress and transformative change. As we reflect on 2024/25, it is clear that our dedication to "Customer First," "Great Homes," and "Strong Communities" has continued to be the right one.

This year, we welcomed our new Chief Executive, Ceri Theobald, who has brought a renewed focus on repairs and customers. Ceri's leadership has been instrumental in guiding us through the results issued from our latest regulatory inspection by the Regulator of Social Housing, resulting in a G1/V2/C2 rating. While the new C2 rating highlights areas where we need to strengthen our compliance with the Consumer Standards, it also provides a clear roadmap for achieving a C1 rating; a challenge we are embracing with enthusiasm and determination.

During the year we also welcomed Charlotte Johnson as our new Executive Director of Property, David Smith as our new Executive Director of Finance and Resources, and have seen Nicola Ebdon's existing role grow into a new Executive Director of Governance and Regulation position. As a result, we now have a very strong overall Executive team focused on our customers.

At Board level there have also been significant changes with Debbie Meredith, Steve Maxey, Rozina Khanom and Paul Moat joining us. We also saw the first graduate of our Board trainee programme in the form of Bukola Obadun-Craigs, alongside us welcoming two new trainee board members – Lee Duty and James Gettings. We would also like to take this opportunity to thank Carl Dewey and Simon Parkes, who retired from the Board during the year.



Our commitment to improving housing quality has remained strong. We have continued to invest in our existing homes, with a strong emphasis on enhancing energy efficiency and creating more sustainable living environments. Our Social Housing Decarbonisation Fund (SHDF) project has seen over 650 homes in Grimsby receive External Wall Insulation, while our ECO4 funding has facilitated a range of energy-saving improvements in over 200 homes. We are particularly proud to have secured a further £5 million in Warmer Homes funding, which we will match to invest a total of £10 million in energy efficiency upgrades. This dedication has not gone unnoticed, as we were delighted to receive the Green Homes Upgrade of the Year at the Unlock Net Zero Ceremony, alongside other national awards for our energy efficiency initiatives.

Stabilising our Repairs service has been a key priority this year. Recognising the need for improvement, we have launched a comprehensive Repairs Stabilisation Programme, focusing on enhancing efficiency, responsiveness, and customer satisfaction. We have made significant strides in boosting our Repairs directorate with additional colleagues, implementing new van stock, and streamlining our empty home process. While we acknowledge that this is an ongoing process, we are confident that these changes will lead to tangible improvements for our customers.

Chairs Statement

Building strong communities remains at the heart of our mission. We have begun to move toward a "place-based" approach, alongside our plans to review and collect customer data, undertaking a campaign to gather diversity data, which has provided valuable insights into our customer demographics and allowed us to tailor our services more effectively.

Our commitment to customer engagement has continued to grow. We have expanded on the "YourVoice" customer engagement platform and launched our first-ever Virtual Customer meeting, providing more opportunities for customers to share their feedback and engage with us. Summer 2024 saw us report our first set of Tenant Satisfaction Measure (TSM) results, with our second set of results included in this report. These show customer feedback directly, and mean customers can compare us against others in the sector. We understand that truly being "Customer First" means actively listening to our customers and using their insights to drive our improvements.

Financially, we continue to maintain strong foundations, enabling us to invest in our homes and communities while navigating the challenges of the current economic climate. This stability allows us to focus on our strategic priorities and ensure that we deliver the best possible services to our customers.

I would like to express my sincere gratitude to all our colleagues for their hard work and dedication throughout the year, and to our involved customers who sit on our Customer Forum, Scrutiny Panel, and Complaints Panel, for their feedback and insights. Collectively, their commitment has been crucial in achieving our goals and driving positive change. As we look ahead to 2025/26, we will continue to evolve and take action, to better focus on our customer needs. We are currently working on a refresh of our Corporate Plan, focusing on increasing customer influence, improving our Repairs service, enhancing our data quality, and a culture programme that reminds us we are better together.

With a refreshed and clear vision, a strong team, and a steadfast commitment to our core values, we are excited about what we can achieve in the coming year. We will continue to work closely with our customers and local partners to enhance lives and build thriving communities across Lincolnshire.

Anthony Read
Chair of the Board

Chief Executive Statement

When I joined LHP in September 2024, I was warmly welcomed by an organisation full of people who care deeply about making a difference. That's been the standout for me during my first year as Chief Executive: the dedication, passion, and hard work of our colleagues right across the business. LHP is shaped by its people, and the achievements of this past year are a testament to the pride and effort they bring to their roles every single day.

Looking back on 2024/25, we've laid solid foundations for the future, and while we know there's still a long road ahead, we're heading in the right direction with a renewed focus on what matters most – our customers and the communities we serve.

A Year of Progress

- **Responding to Regulatory Challenges:** In late 2024, we welcomed the Regulator of Social Housing (RSH) into our organisation. It was a real privilege to see so many of our colleagues step up to show the great work happening across LHP. The outcome – our G1/V2/C2 rating – gives us a clear path forward, and we're determined to build on this, with a firm eye on achieving a C1 rating in the future.
- **Bringing Our Neighbourhood Strategy to Life:** We've been working closely with colleagues, customers, and community partners to shape Neighbourhood Action Plans. These plans are all about creating places where people feel safe, connected, and proud to live. Alongside this, we've restructured key teams like Income Collection, Money Support, and Anti-Social Behaviour to work more closely within local communities, helping us build trust and stronger relationships in the places we serve.



- **Stabilising Our Repairs Service:** We know repairs are a huge priority for our customers, and we've listened carefully to feedback from both customers and colleagues. We've been honest about the challenges we face – from stretched resources to outdated processes – but we're making steady progress. We've brought in more people to boost our Repairs team, introduced new van stock, improved our empty homes process, and are committed to driving further improvements through our repairs stabilisation programme. This will take time, but we're determined to get it right.
- **Understanding Our Customers Better:** Over the past year, we've been working hard to build a better picture of who our customers are and what they need. Thanks to the dedication of our teams, we've gathered diversity data for over 8,000 of our customers – a huge step forward that will help us deliver services that truly meet people's needs.

Looking Ahead

As we move into 2025/26, we're focused on building a stronger, more customer-focused LHP. Our refreshed Everyday Better Change Plan will guide us, focusing on four key areas; giving customers a stronger voice in shaping our services, continuing to improve our repairs service, using data to make more informed decisions and working together with customers and colleagues, to create a culture of trust, collaboration, and accountability.

Chief Executive Statement

These priorities sit alongside our commitment to strong governance, financial stability, and responsible, sustainable decision-making.

A Personal Thank You

None of this would be possible without the incredible people we have here at LHP. It's your passion, hard work, and commitment that make LHP what it is – an organisation that's not just about homes but about making a real difference in people's lives.

Let's keep going, keep listening, and keep making a difference – one step at a time.

Ceri Theobald
Chief Executive



Strategic Report



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.



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.



Listen, Act & 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.

Strategic Report

Group Financial Performance

Financial Review and Results

The financial results are set out on pages 48 to 107. The accounting policies of the Group are set out on pages 52 to 107 of the Financial Statements.

The Group surplus, before actuarial changes to the valuation of defined benefit pension schemes, was £12.5m, compared to £9.5m at 31 March 2024.

Turnover has increased by £4.3m to £66.6m (2024: £62.3m). Operating Expenditure has increased from £47m to £48.1m and gain on disposal of fixed assets rising to £1.3m from £705k. This has resulted in an operating surplus of £19.8m, compared to £16m last year and an operating margin of 29.74% (compared with 25.69% in 2024).

Interest and financing costs have increased by £0.7m to £7.8m for year ended 31 March 2025 (2024: £7.1m).

The group continues to deliver a strong operational financial performance.

Consolidated Statement of Comprehensive Income

	2025	2024
	£'000	£'000
Turnover	66,575	62,269
Operating expenditure and cost of sales	(48,125)	(46,980)
Gain on disposal of property, plant and equipment (fixed assets)	1,349	705
Operating surplus	19,799	15,994
Net Interest and financing costs	(7,258)	(6,498)
Increase in valuation of investment properties	-	40
Surplus for the year	12,541	9,536

Strategic Report

Comprehensive Statement of Financial Position

	2025	2024
	£'000	£'000
Net book value of tangible and intangible assets	358,275	339,935
Net current assets	25,469	9,098
Total assets less current liabilities	383,744	349,033
Loans and long-term creditors due after 1 year	(224,737)	(215,079)
Pension liability	(1,029)	(1,743)
Total net assets	157,978	132,211
Revenue reserve	116,257	89,659
Revaluation and restricted reserve	41,721	42,552
Total reserves	157,978	132,211



Strategic Report

Capital Structure and Treasury Management

Following a year of elevated interest rates, LHP are in a strong position with a high proportion of fixed drawn debt, no immediate refinancing requirements and ample liquidity available to invest in new and existing housing assets.

We review and update our Treasury Management Strategy and Treasury Management Policy on an annual basis to ensure financial risks are managed effectively. Compliance with the Treasury Policy is reported to the Board on a quarterly basis, monitoring performance against golden rules covering lender covenants, interest rate risk and liquidity, helping to ensure continued financial stability.

Cash and short term liquidity

LHP maintains a strong liquidity position reflected in its credit rating (S&P A-). The year-end liquidity position (cash and undrawn facilities) was £94.7m, comprising £20.8m cash and £74m undrawn facilities.

The LHP Treasury Policy ensures that sufficient liquid funds are maintained to cover committed capital expenditure for at least 24 months, whilst prioritising security of funds above yield.

Long term liquidity and funding

The Group is funded by a combination of retained reserves, long-term funding from the capital markets and grant income.

LHP had 96% fixed drawn debt at year end, consisting of bond debt of £150m and Private placement of £15m. This provides certainty of funding for the Group and reduces exposure to increases in interest rates.

The loan portfolio as at 31 March 2025 is summarised in the table below:

	Total Facility	Drawn	Available	Rate
Facility	£'m	£'m	£'m	%
Public Bond	150	150	-	4.321%
Private Placement	15	15	-	4.077%
Bank RCFs	80	6	74	SONIA+1.1%
Total	245	171	74	

Strategic Report

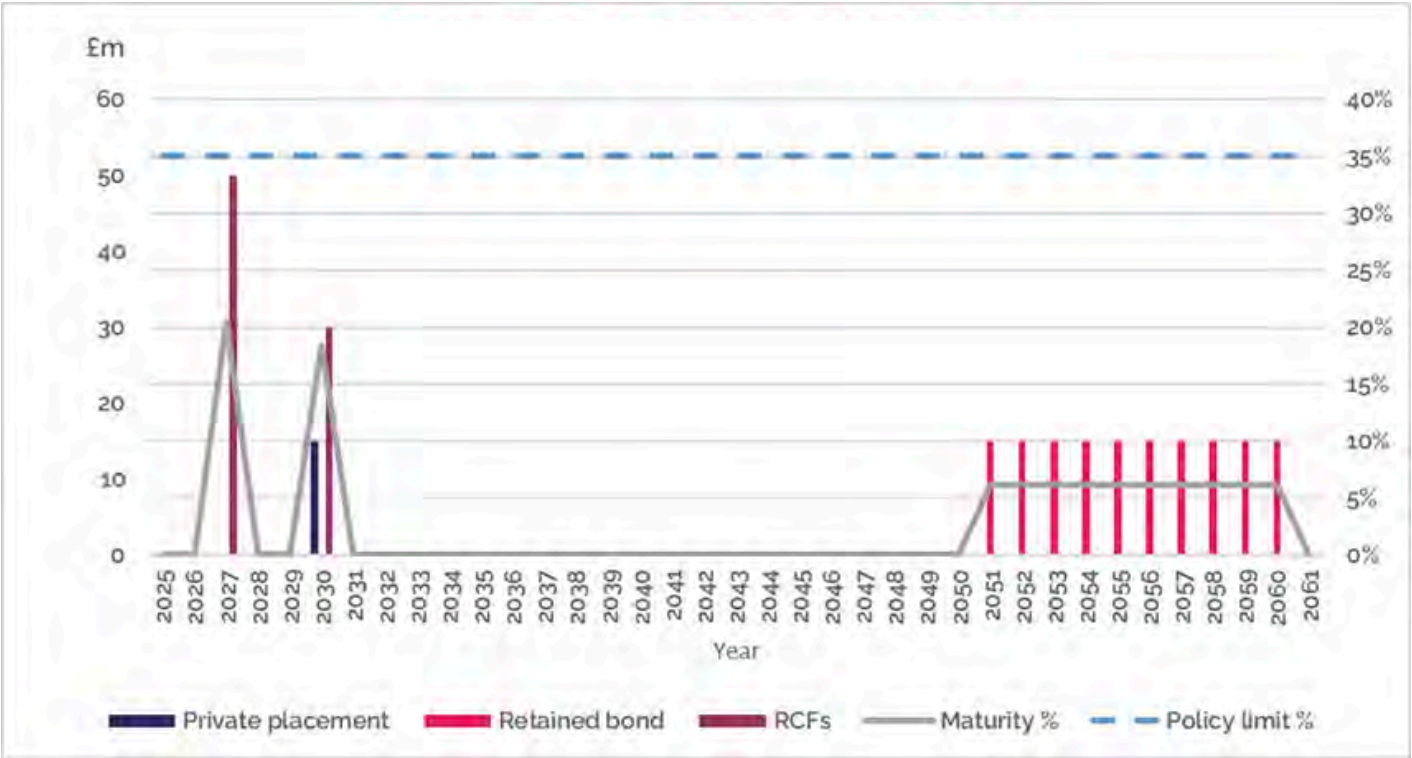
Refinancing risk

To reduce the impact of refinancing risk in any single year, LHP ensures that maturity dates of facilities are staggered. The Treasury Policy limits maturities to 35% in any one year and 60% in any five-year period.

As at year end, LHP had total Revolving Credit Facility (RCF) funding of £80m with an average weighted life of just over two and a half years in place, £74m of which was undrawn.

The £15m private placement is due for repayment in five years (FY 2030) and the bond repayments are amortised across ten years (2051 to 2060).

Committed Facility Measures (£ & %)



Strategic Report



Customer First

At Lincolnshire Housing Partnership (LHP), we place customers at the forefront of everything we do. Over the past year, we have increased our efforts to develop supportive and vibrant communities, marked by improvements in service delivery and customer satisfaction.

Service Delivery Highlights

This year has been one where we have focused on advancing our service delivery, showcasing notable improvements and innovations:

Customer Satisfaction

We are committed to continuously improving customer satisfaction. To ensure we understand our customers' needs, we conducted our largest customer survey yet as part of our culture audit. The feedback gathered will be instrumental in shaping future service delivery and improvements. We are actively analysing this data to identify areas for enhancement and to tailor our services more effectively.

Launch of CXone

This year saw the launch of CXone, a new multi-channel customer service contact platform designed to improve our digital customer experience. CXone is an industry-leading, modern contact centre solution that makes it easier for customers to reach us via social media, WhatsApp, and other channels – ensuring they get consistent, joined-up feedback however they contact us.

Supporting our Customers Financially

We have continued to provide essential money support services to our customers, helping them manage their finances and navigate challenging economic circumstances.

Engaging with Involved Customers

We have continued to engage with our involved customers via our Customer Scrutiny Panel and Customer Forum, alongside offering a range of opportunities for customers to get involved – ranging from local walkabouts through to our engagement hub, YourVoice.

Launching Equality Impact Assessments

We have implemented Equality Impact Assessments as part of our service reviews and event planning process, ensuring that services and events we create for customers to attend are accessible and consider the needs or adjustments of customers.





Strategic Report

Customer First

Strategic Enhancements

We have implemented several strategic initiatives to further enhance our services and community engagement:

Establishing our Customer Service Centre (CSC) Planning function

As part of our commitment to stabilising our Repairs service and delivering services to the standards customers want, 2024/25 saw the creation of a new CSC Planning Team. Significant progress has already been made, with an 89% reduction in repair orders with follow-on work and an 86% reduction in repairs without appointments, moving us closer to our goal of booking appointments for all jobs

Consulting our Customers

We have undertaken a comprehensive customer survey as part of our broader culture assessment. We are using the findings from this survey to inform and refine our service delivery strategies, ensuring they align closely with customer expectations and preferences.

Engagement: YourVoice continues to succeed

We have seen the continued success of our "YourVoice" platform, providing customers with a direct channel to share feedback and ideas. We also launched new virtual customer meetings to increase the range of ways customers can engage with us, making participation more accessible and convenient. Our upcoming Neighbourhood Action Plans will provide further opportunities for customers to engage in our neighbourhoods.

Using data to create more focused and targeted support campaigns

As we establish a more complete picture of customer diversity data (see Strong Foundations on page 23 for more details), we'll use this to inform our campaigns relating to Money Support for instance. This data-driven approach will allow us to identify specific needs and tailor our support services to provide maximum impact.

To conclude, our unwavering commitment to a "Customer First" approach will continue to drive innovation and improvement across all our services. By listening to our customers, leveraging technology, and collaborating with our communities, we aim to build a truly customer-led organisation that delivers exceptional experiences and makes a positive impact on the lives of our customers.

Together, we are crafting a thriving, supportive community at LHP.



Strategic Report

Great Homes



LHP's strategic priority of delivering Great Homes has been a focus of our operational and strategic efforts throughout 2024/25. We have made excellent progress in our commitment to this priority.

Investment in Property and Compliance

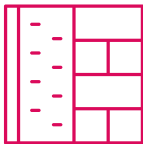
We delivered significant investment in property and assets, reflecting our promise to maintain and improve the quality of our homes:



Energy Efficiency

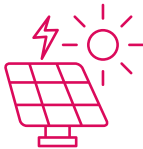
We have dedicated significant resource to enhancing the energy efficiency and building safety of our homes. This not only addresses the immediate needs of our customers but also aligns with broader environmental goals and statutory safety regulations.

Our success in accessing external funding has been instrumental in accelerating our energy efficiency efforts and has enabled us to extend our projects' reach without imposing additional financial burdens on either our customers or the organisation as a whole. The impact of these funded projects on our properties has been remarkable:



External Wall Insulation (EWI)

A standout project has been the EWI programme, where we completed 416 installations in year. This project not only improved the thermal efficiency of the homes but also enhanced their aesthetic appeal, contributing to customer satisfaction and wider community approval.



Solar Panel Installations

Through ECO4 grants, we installed solar PV to 202 properties. We plan to continue the successes of this scheme in 2025/26.



Overall Upgrades

Other energy improvements completed within year include cavity wall insulation, loft insulation top-ups, and the installation of more energy-efficient windows and doors. In total, 677 properties have been improved to achieve EPC-C or above. These initiatives are part of a strategic effort to ensure that all homes meet or exceed the EPC-C energy efficiency rating by 2030; a milestone set in anticipation of future regulatory standards and environmental targets.



Building Safety Compliance

LHP remains resolute on following best practice to deliver compliance against all elements of building safety. Our comprehensive approach has ensured that all homes comply with the latest regulatory standards. A key aspect of our strategy has been the systematic and rigorous execution of safety inspections and the prompt addressing of any issues identified.

We achieved 100% compliance in gas, electrical, water hygiene, fire, asbestos and lifting equipment safety; a testament to the robustness of our operational procedures and the diligence of our compliance teams. These efforts are supplemented by continuous training and the integration of advanced technologies for monitoring and reporting, which enhance our ability to manage risks proactively.

Strategic Report

Great Homes



Damp and Mould

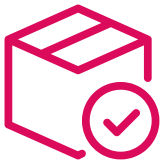
We have continued to develop our approach to the management of Damp and Mould (D&M), and the decision was taken to make the D&M Task Team a permanent part of the structure with the creation of the Major Works Team. Our case management system has provided the clarity required to effectively manage D&M and this system is being used as the basis to create the robust processes necessary to meet the requirements of Awaab's Law in October 2025. In 2024/25, 1,313 cases were closed with an average of 21 new cases being opened per week.

With the approval to take on an additional seven operatives in the Major Works team, we are confident in our ability to effectively manage the average number of weekly cases in line with the timescales required by Awaab's Law. The refocusing of our Responsive Surveying team will also ensure that the investigation phase is completed within 14 days of initial notification of D&M.

To improve our ability to proactively manage D&M, the Repairs Team have piloted a scheme introducing environmental sensor technology. This technology helps to identify the environmental triggers of condensation before it becomes an issue. This will be an incredibly powerful tool in effectively managing D&M risk throughout our portfolio.

Asset Management Enhancements

The year saw the launch of several initiatives aimed at improving our asset management capabilities:



Stock Condition Surveys

The information from stock condition surveys plays a pivotal role in our long-term strategic planning. It allows us to forecast future maintenance needs and budget accordingly, avoiding the pitfalls of reactive maintenance. By understanding the lifecycle of property components, we can schedule replacements in a way that minimises disruption to customers and maximises the use of financial resources. In 2024/25, 3,822 stock condition surveys were completed, this equates to 32% of the portfolio and we are on track to have all properties with a stock condition survey completed within the 5-year target by December 2025.



Asset Maximisation

In 2024/25, we commissioned Savills to support the introduction of the Strategic Health Asset Planning and Evaluation (SHAPE) asset evaluation tool which provides robust insight into the social and financial value of our portfolio. This tool will be fully implemented during Quarter 1 2025/26 and will be used to inform strategic decision making on stock investment, rationalisation and regeneration.



Fortem Partnership

The collaboration with Fortem for property upgrades and maintenance showed our proactive approach to property management, with 1,869 capital components replaced and the major refurbishment of three sheltered schemes and 11 general needs communal schemes to a value of £12m. The partnership is central to our asset management strategy, playing a pivotal role in our efforts to provide high-quality maintenance and refurbishment services across our properties.

Strategic Report

Great Homes



Repairs Stabilisation Plan

LHP's strategic priority of delivering Great Homes has been a focus of our operational and strategic efforts throughout the year 2024/25. During this time, we have made significant efforts to stabilise our Repairs service to deliver a more efficient service for our customers.

The early start of the Repairs Stabilisation Plan has seen a number of immediate actions taken to create tangible improvements for colleagues and customers. This has included:



Roll out of van stock across all engineers

A common issue for Repairs colleagues has been access to stock causing appointments to be rescheduled or delayed. We have rolled out van stock across Engineers, meaning Repairs colleagues are carrying a continually reviewed range of stock that meets common needs and requirements.



Recruitment of an additional 13 engineers

We have recruited 13 additional multi-skilled Engineers to bolster our numbers and ensure we are better prepared to deal with increases in repair requests.

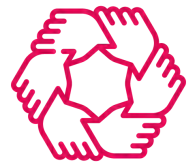


Void process review

We have conducted a thorough review of our void (empty homes) process to aim to reduce our significant void backlog.



Strategic Report



Strong Communities

Building and fostering strong communities is a core part of LHP's mission. In 2024/25, we have been actively working to enhance community cohesion, safety, and support through various initiatives and partnerships.



Introducing our Neighbourhood Action Plans (NAPs)

Our Neighbourhood Action Plans are a key step towards a place-based strategy and approach, focusing on the unique needs and priorities of 11 distinct areas within our neighbourhoods. The concept is to empower customers, foster a sense of ownership, and encourage collaboration between LHP, customers, and community partners to improve local areas.

We have been working on the creation and development of these NAPs in phases. Phase 1 involved internal meetings, engaging LHP colleagues to help shape the action plans for each area. Phase 2 launched with partner events held in Boston and Grimsby, where we collaborated with local councillors, police, and organisations such as the YMCA and Green Futures to further refine the plans. Over 100 people attended across the two events held in Boston and Grimsby, contributing valuable local insights. We have gathered feedback from these partners and are currently polishing the documents; ensuring everyone is comfortable with the approach before launching to our customers. You can find each of our Neighbourhood Action Plans on "YourVoice", our customer engagement hub.



Combatting Anti-Social Behaviour (ASB)

We have been actively working to address ASB incidents and provide support to affected customers via liaising with partners like the police. We have been focusing on enhancing our response protocols, strengthening communication with customers about reporting incidents, and providing support to those affected.



Establishing close partnerships

Our community strategy emphasises partnership work, recognising that collaboration with local organisations and stakeholders is vital to achieving lasting impacts.

Prioritising the strengthening of partnerships with local organisations and stakeholders helps us achieve a more integrated and effective Communities Strategy. These partnerships are pivotal in addressing a wide range of social issues that extend beyond housing; contributing to the overall well-being and development of the communities we serve.

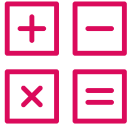
Strategic Report

Strong Communities



Collaboration with Local Authorities and Service Providers

Our partnerships with local councils and service providers have been essential in co-designing projects that directly impact significant social issues such as unemployment, education, and health:



Employment Initiatives

Working in conjunction with local job centres and employment agencies, we have attended job fairs and skill-building workshops tailored to the needs of our communities. These events provide direct access to employment opportunities with us.



Health and Well-being Programmes

We have strategically expanded our Telecare services to enhance the health and well-being of people across Lincolnshire, particularly benefiting the elderly, people with disabilities, and those with chronic health conditions. This service is integral to providing continuous and accessible care, promoting independence and ensuring the safety of our community members.



Care in the Community

At Mayfields, our extra care housing scheme in Boston, we continue to see success for our Dementia Day Care service. We continue to support those living with, or affected by, dementia with this vital service, and we have recently expanded this by launching a new Respite Room. With hospital beds in continual demand, our Respite Room allows for those recently discharged from hospital or just simply needing respite and a safe place to stay.



Working Collaboratively with Partners for Community Events

LHP has actively engaged with stakeholders and other non-profit organisations to co-sponsor and organise community events that bolster engagement. These events not only serve as recreational and educational opportunities but also help develop a sense of belonging and community pride.

An example of some of the events include:



Winter Warmer Packs with Fortem

In partnership with Fortem and Travis Perkins, LHP donated 15 "winter warmer" packs to vulnerable families in Boston, Grimsby, and surrounding areas. These packs included electric fleece blankets, hooded snuggies, thermal socks, and moisture detectors.



Boston Big Local Beach Days

An annual two-day event providing free summer holiday entertainment for families in the local community.



Later Life Partnership, Older People's Advice and Well-being Event

Bringing together local companies and agencies that support older people, their carers, and their families; this event allowed us to showcase the valuable services our Lifeline service provides to help older people maintain their independence.

Strategic Report

Strong Communities



Immingham External Wall Insulation Celebration Event

To celebrate the completion of the Immingham phase of our External Wall Insulation project, we held a community celebration event in conjunction with our partners E-ON and Thrift – with free food and ice cream on offer, giant lawn games, and freebies for customers to enjoy.



Neighbourhood Action Plan Partner Launch

Partners across our 11 neighbourhood areas – including community organisations, ward councillors, the police, and many more – took part in our Neighbourhood Action Plan partner launch, hearing all about our ambition to drive more of a place-based approach, and giving them the opportunity to shape the plans ahead.



Community Clean-up Events

Events across Lincolnshire involving local agencies and ward councillors to clean up and enhance the local environment.

During 2025/26 we will establish our Place Standard which will see us work more closely with our fellow housing associations across Lincolnshire, establishing the Greater Lincolnshire Associated Housing Partnership to engage with politicians and councillors and work to ensure housing is well represented regionally.



Strategic Report

Strong Foundations

People and Culture

Significant progress has been made during the year, demonstrating a strategic commitment to developing a supportive and engaging workplace culture, driven by leadership, digital innovation, inclusivity and continuous improvement. That said, we have undertaken a comprehensive culture assessment during the latter half of the year, involving hundreds of colleagues, as well as many customers, to understand our strengths and gaps, with an updated action plan to be part of our Change Programme.

Alongside welcoming Ceri Theobald as our new CEO, we have launched a new weekly video series featuring the CEO and a range of leadership and subject matter expert guests, giving colleagues a weekly insight into leadership, customer services and change initiatives.

Digital and Technological Integration

A major strategic thrust has been the enhancement of digital capabilities. 2024/25 saw the launch of Digital Choices, a programme designed to look at the range of digital and data tools and services LHP use and assess their viability and practicality in day-to-day use. This has led to identifying priorities for improvement over the next few years, including repairs scheduling and our Customer Contact Platform.

Equality, Diversity and Inclusion

Our dedication to diversity and inclusion has been marked by significant milestones. This year has seen us launch the EDI Working Group, and welcome LHP's first Diversity and Inclusion Manager; building upon the work we have done previously to achieve our Investors in Diversity (IID) accreditation. We have set a new EDI action plan to deliver the Board's EDI Vision and our commitment to the National Housing Federation's Chair's Challenge on EDI. Much of our activity this year has been on improving our understanding of who lives in our homes and their needs, so that we can improve our services.

Environmental, Social and Governance

As part of our ongoing commitment to corporate responsibility, we provide an update on our Environmental, Social and Governance (ESG) initiatives for the financial year 2024/25. ESG represents a core aspect of our strategic framework, focusing on creating sustainable and positive impacts across all areas of our business.

Environmental Sustainability

Environmental considerations are critical to our operations. We strive to mitigate our impact on the planet through proactive measures addressing climate change, waste management, and water conservation.

Social Sustainability

Our social initiatives are designed to strengthen relationships with customers and communities. This includes listening to and supporting our stakeholders and executing projects that significantly improve local community settings.

Governance Sustainability

Governance within our organisation emphasises transparency in our operations and reporting. This year, we focused on Equality, Diversity and Inclusion (EDI), colleague well-being and strengthening the composition of our senior leadership teams.



Strategic Report

Strong Foundations

Throughout the 2024/25 financial year, we embarked on a journey of substantial ESG initiatives, each tailored to strengthen the fabric of our communities and to enhance environmental responsibility. We launched our ESG guide for suppliers. This document offers support for our contractors around sustainability; ensuring existing and prospective suppliers have a clear understanding of LHP's approach to ESG, and how they themselves can improve as a business if required. We hosted four engagement events for our retro-fit projects with customers; allowing LHP colleagues and our partners to speak with customers about energy efficiency while also providing free gifts and entertainment for the community.

We partnered with the council to plant over 40 trees, thereby enhancing the biodiversity of our urban environments and securing green legacies for future generations. The development of wildflower sites prospered; creating lush, vibrant habitats for pollinators, while doubling as serene spaces for community interaction and enjoyment.

Recognition of our ESG efforts

Our innovative efforts in ESG were recognised through three National awards. We secured the Green Homes Upgrade of the Year at the Unlock Net Zero Ceremony, whilst also winning the National Insulation Project and Second Place for Landlord of the Year at the National Energy Efficiency Awards.



Strategic Report

Strong Foundations

Key trends affecting our business



Ever shifting customer demographics alongside an uncertain climate future pose significant challenges in the years ahead.

Economic and Financial Pressures



Rising Costs and Funding Challenges

We are navigating a landscape marked by increasing costs, particularly in construction and maintenance due to inflationary pressures and supply chain disruptions. The need for substantial investment in property upgrades to meet energy efficiency targets further strains the budget. However, we have been adept at securing grants and funding, which have been critical in mitigating these financial challenges and sustaining development projects without imposing additional financial burdens on customers.

Regulatory and Compliance Demands



Enhanced Safety and Compliance Standards

Recent years have seen a tightening of regulatory requirements across the housing sector, especially concerning building safety and customer welfare. We have responded proactively by enhancing compliance systems and safety protocols to align with these new standards. This includes the continuous improvement of fire safety measures and upgrading properties to meet energy efficiency targets, which not only ensure compliance but significantly improve the quality of homes.

Technological Integration



Digital Transformation

The adoption of new technologies has been a significant trend impacting social housing. There is an ongoing shift towards digital systems for managing property maintenance, customer communications, and service delivery. This digital transition aims to enhance operational efficiency and customer satisfaction by streamlining processes and making services more accessible. However, integrating these technologies requires substantial investment in IT infrastructure and training, presenting both a challenge and an opportunity for the sector.

Strategic Report

Strong Foundations

Key trends affecting our business

Social and Demographic Shifts



Changing Customer Demographics and Needs

We are addressing changes in customer demographics, including an aging population and varied household compositions, which influence housing needs and service expectations. There is a growing demand for adaptable housing that can accommodate mobility issues and aging in place. In response, we are enhancing support services such as Telecare, which provides remote health monitoring and emergency response systems to meet the diverse needs of our customers.

Environmental Sustainability



Focus on Sustainability and Climate Action

We have taken big strides this year to improve the energy efficiency of our customers' homes. We match funded our successful bid to the Social Housing Decarbonisation Fund (SHDF), creating a project worth over £16m.

To achieve Net Zero by 2050, our roadmap expected us to have an average Standard Assessment Procedure (SAP) score of 75 across our homes by 2025, and we successfully achieved this with a current average SAP rating of 75.9.

We have the ambition to introduce five new biodiversity sites each year, and work alongside our grounds maintenance contractors on improving our existing sites. We committed to this during the year by planting 43 trees alongside North East Lincolnshire Council.

Regulatory Changes Impacting Lincolnshire Housing Partnership



Introduction to Changing Regulation

The Social Housing (Regulation) Act 2023 introduced more stringent regulations aimed at enhancing accountability and ensuring customers receive safe, decent and affordable housing which meets their needs. It places a stronger emphasis on our responsibility to meet higher standards of transparency and customer engagement. We are keeping abreast of all regulatory changes and considering how to change our services in response; to ensure compliance and delivery of quality housing services to our customers.



Tenant Satisfaction Measures

The introduction of these measures has shifted focus towards measuring and improving customer perceptions of service quality. We have adopted new tools and systems to collect and analyse customer feedback more effectively; ensuring we identify areas for improvement and address customer concerns proactively. Our Tenant Satisfaction Measures can be viewed in full on page 34.

Strategic Report

Strong Foundations

Key trends affecting our business

Consumer Standards

From 1 April 2024, there are four new consumer standards that will set the requirements all registered providers must meet:



The Safety and Quality Standard

Requires us to provide safe and good quality homes and landlord services to customers.



The Transparency, Influence and Accountability Standard

Requires us to be open with customers and treat them with fairness and respect so they can access services, raise complaints when necessary, influence decision-making and hold us to account.



The Neighbourhood and Community Standard

Requires us to engage with other relevant parties so that customers can live in safe and well-maintained neighbourhoods and feel safe in their homes.



The Tenancy Standard

Sets requirements for the fair allocation and letting of homes and for how those tenancies are managed and ended by us.

We reviewed our services against these new standards and implemented actions to enhance service quality and responsiveness, including:

- Repairs efficiency: Responding to customer satisfaction and feedback we have reviewed and are improving our Repairs service delivery.
- Policies and training: We reviewed and updated our policies and ensured all colleagues understand the changes in expectations and their roles in compliance and service delivery.
- Customer influence: Recognising the importance of customer influence, we started work to enhance our customer engagement strategies, to encourage open communication and diverse participation.
- Data quality & analysis: Recognising the importance of understanding every customer who lives in our homes, as well as understanding our properties, we started work to improve the data we hold on customers by asking all customers to provide us with more data and work to improve the quality of the data used to make decisions.
- Investment in properties: We increased our investment in property upgrades, particularly focusing on addressing issues like insulation, ventilation and overall property upkeep.
- Monitoring and reporting: We have strengthened our monitoring and reporting systems to track compliance with these new standards and to provide transparency to customers and The Regulator of Social Housing. This includes more detailed reporting on customer satisfaction and the physical condition of homes.
- Spot Checks: We've worked with our Customer Scrutiny panel to conduct some spot checks on how they feel we were performing against these standards.

When the Regulator inspected our compliance against these standards in late 2024, they highlighted several areas where we are performing well, and others where we recognised we needed to improve and are already working hard to change.

Strategic Report

Strong Foundations

Looking forward

We are committed to improving in the areas highlighted by the Regulator – which include the efficiency of our Repairs service, advancing customer influence and insights to continually tailor and improve our services and having the right data to make decisions. We are dedicated to improving, so every customer feels the positive impact of a consistently responsive and reliable service that meets their needs.

There are some elements of the Social Housing (Regulation) Act 2023 and other legislative changes which are coming into effect in 2025/26, including:



Awaab's Law

This legislation, prompted by the tragic death of two-year old Awaab Ishak in a home in Rochdale, focuses on improving standards in social housing with a specific emphasis on issues like damp and mould. We have been taking proactive steps to enhance our damp and mould offering to customers since 2022 and have enhanced property inspections and maintenance routines to prevent such conditions developing. It will set legal timeframes for addressing serious hazards like damp and mould, which will require LHP to act faster and more transparently on these issues, strengthening protections for vulnerable customers and improving the health and safety of our homes.



Professionalism and Conduct Requirements

This is designed to ensure that all social housing colleagues meet high standards of professionalism, competence, and conduct in their interactions with customers. For LHP, this will mean strengthening our learning and development offer for colleagues, embedding clear behavioural standards, and ensuring that everyone who delivers services to customers is trained, equipped, and supported to do so with empathy and professionalism. The aim is to increase trust between landlords and customers and improve service quality through more respectful, consistent interactions.



STAIRS (Social Tenant Access to Information Requirements Scheme)

This will give customers enhanced rights to access information about LHP, similar to the rights held under Freedom of Information for public bodies. We will be required to proactively publish key operational data and respond to customer information requests within defined timeframes. This will support our commitment to openness and transparency and help customers to hold us to account more easily. We are reviewing our information governance processes to ensure we are ready for implementation.



Heat Network Regulations

This will introduce stronger consumer protection standards for homes served by communal heating systems. For LHP, this means ensuring that customers living in homes with heat networks receive clear information, fair billing, and reliable service – comparable to those served by the wider energy market. We are reviewing our heat network management arrangements and working closely with partners to ensure we are compliant with these new regulatory requirements ahead of implementation.



Renters Reform Bill

This will bring forward significant changes to tenancy law, particularly for customers in supported or general needs housing provided under assured shorthold tenancies. Measures include the abolition of Section 21 'no fault' evictions and the introduction of a new single tenancy system. For LHP, the changes will require updates to tenancy management processes and a renewed focus on effective, fair tenancy sustainment. We are reviewing our tenancy policies to prepare for the changes and ensure that our approach remains both compliant and customer-centred.

Strategic Report

Value for Money (VfM)

Introduction

The Board leads our approach to achieving Value for Money (VfM), through setting the Corporate Strategy and approving the business plan and annual budget.

The financial planning process ensures that LHP achieves a strong balance between delivering customer satisfaction, maintaining quality homes, creating a supply of new housing, whilst ensuring the financial health of the organisation.

Our strategic approach recognises that VfM is not about cutting costs; it is about making sure that we have optimised the relationships between costs, processes and outcomes otherwise known as the Economy, Efficiency and Effectiveness of everything we do. We see this as forming a key part of the Strong Foundations in our Corporate Strategy.

Economy	Efficiency	Effectiveness
Economy is achieved by managing our costs and what we pay for goods and services.	Efficiency is achieved when we make the best use of our resources and is improved through reviewing and improving the way we do things.	Effectiveness is achieved when we meet our quality standards and customers' expectations.
Delivered through	Delivered through	Delivered through
<ul style="list-style-type: none">• Business Plan• Treasury management• Annual budget setting• Management of financial performance• Procurement strategy.	<ul style="list-style-type: none">• Corporate Strategy 2022-27• The LHP Way• Making the most of the functionality of our core IT systems• Developing the capability of colleagues.	<ul style="list-style-type: none">• Management of operational performance• KPIs set and reported against• Contract management• Benchmarking of costs and performance.

The Board maintains direct oversight and control of progress made in delivering our value for money commitments via:

- Annual consideration of VfM approach and objectives in advance of setting the Corporate Annual Plan
- Quarterly reporting against the VfM metrics
- Quarterly performance monitoring of a suite of KPIs that demonstrate delivery of our strategic priorities

- Quarterly financial monitoring of performance against our budget and business plan
- External benchmarking e.g., Housemark, Global Accounts and external publications
- Engagement with our customers to involve them and to obtain feedback on our VfM progress, including through our satisfaction survey process and our customer forums.

Strategic Report

Value for Money (VfM)

ESG and Sustainability

Demonstrating Value for Money (VfM) to our residents is a clearly stated priority within our Corporate Plan. We have focused on obtaining funding to improve the energy efficiency of our homes, concentrating on repairs and home improvements that will benefit our residents.

During 2022-23 LHP was successful in securing £8.1m from the Government's Social Housing Decarbonisation Fund (SHDF) as part of the Wave 2 allocation through to 2025. This provided half of the planned costs to deliver 733 external wall insulation installations to our non-traditional properties and a programme providing 82 Air Source Heat Pumps. This project has not only improved the thermal efficiency of the homes but also enhanced their aesthetic appeal, contributing to customer satisfaction and wider community approval.

In 2025-26 we secured an additional £5m for future works through the follow-on Wave 3 (Warm Homes: Social Housing Fund) through to 2028.

In total, the energy efficiency upgrades have impacted over 640 of homes across our portfolio this year. Other specific improvements included cavity wall insulation, loft insulation top-ups and the installation of more energy-efficient windows and doors in several properties.

The impact of these upgrades offered customers enhanced comfort through better thermal regulation while also reducing household energy costs—a particularly important Value for Money aspect during times of rising energy prices.

Our partnerships with local councils and service providers have been essential in providing aids and adaptations to our customers with disabilities. This service is integral to providing continuous and accessible care and promoting independence to our residents.



Strategic Report

Regulator of Social Housing (RSH) VfM metrics

The following table shows our VfM metrics for the current and prior year and forecasts for the coming three years. The prior year metrics are compared to our peers within the sector. We have selected the peer group for comparison based on providers who:

- Own between 10,000 and 20,000 social units
- Have a stock profile of General Needs and Housing for Older People
- Are located within East Midlands, East of England and Yorkshire & the Humber.

The peers selected on this basis are:

- Ongo Homes Limited
- Eastlight Community Homes Limited
- Cross Keys Homes Limited
- Grand Union Housing Group Limited
- bpha Limited
- East Midlands Housing Group Limited
- Beyond Housing Limited
- Yorkshire Housing Limited

The Board’s Value for Money (VfM) Self-Assessment and Statement of Compliance

The Regulator of Social Housing’s Value for Money Standard 2018 sets out its required outcomes and specific expectations of registered providers and their approach to Value for Money. The Board of LHP has completed a self-assessment against the VfM Standard, and gains assurance that VfM is being achieved from a variety of sources including:

- A focus in strategic discussions on the optimum use of resources in delivering our objectives.
- VfM performance as an integral part of the regular performance reporting.
- All Board reports requiring consideration and evidencing of VfM implications of decisions made.
- Production of an annual VfM statement.

Considering the evidence provided in this document, the Board of LHP is satisfied that we continue to comply with the Regulator of Social Housing’s VfM Standard.



Strategic Report

Regulator of Social Housing (RSH) VfM metrics

Metric	Backward Look		Current Performance		Forward Look		
	2023/24 Performance	2023/24 Peer Group	2024/25 Actual	2024/25 Budget	2025/26 Budget	2026/27 Business Plan	2027/28 Business Plan
1. Reinvestment	6.72%	10.60%	8.59%	8.64%	7.25%	5.99%	7.25%
2a. New supply delivered	0.11%	1.95%	0.34%	0.31%	0.65%	0.34%	0.43%
3. Gearing	51.23%	54.50%	50.68%	49.70%	46.38%	44.93%	43.74%
4. EBITDA MRI	74.50%	113.34%	33.68%	52.52%	75.64%	113.70%	97.95%
4. EBITDA MRI excluding SHDF	123.94%	113.34%	92.51%	117.04%	95.44%	138.33%	121.37%
5. Social Housing cost per unit	£4,533	£4,348	£5,105	£5,151	£5,020	£5,082	£5,364
5. Social Housing cost per unit excluding SHDF	£4,247	£4,348	£4,730	£4,774	£4,901	£4,935	£5,220
6a. Operating Margin (Social Housing Lettings only)	23.63%	23.63%	27.96%	28.59%	20.58%	23.03%	24.66%
6b. Operating Margin (overall)	24.55%	20.83%	27.71%	28.06%	20.04%	22.19%	23.12%
7. Return on capital employed	4.58%	2.90%	5.16%	5.40%	3.93%	4.11%	4.32%

Strategic Report

Value for Money (VfM)

Regulator of Social Housing (RSH) VfM metrics

Metric 1: Reinvestment %

This metric measures the investment in properties, both existing stock and new supply as a percentage of total value of properties held. LHP reported 8.59%, which is an increase on 2023/24 of 6.72%. This demonstrates the significant investment in our existing stock, maintaining decent homes, improving energy efficiency and our development programme.

Metric 2A: New Supply Delivered - Social housing units

This metric is the number of new housing units acquired or developed in the year as a proportion of total social housing units and non-social housing units owned at period end. During the year LHP added a total of thirty-four affordable rented properties and eight social rented properties, exceeding the budgeted level of 0.31% and trebling the prior year's total of 0.11%.

Metric 3: Gearing %

This metric assesses how much of the adjusted assets are made up of the debt and the degree of dependence on the debt finance. Gearing was 50.68% for 2025, a slight decrease from 2024 (51.23%) and lower than the 2024 peer group. The forecast is for Gearing to continue decreasing over the coming years as we make more efficient use of our available funding.

Metric 4: EBITDA MRI

This is a key indicator for liquidity and investment capacity. It measures the level of surplus that LHP generates, excluding depreciation, and compares it to the interest payable. LHP is reporting EBITDA MRI of 33.68%, although when excluding the SHDF Grant, this increases to 92.51%, which is lower than the peer group (113.34%). However, the sector as a whole is seeing this measure

reduce as investment increases in customers' homes, remembering that the peer group measure for is 12 months older than the LHP metric for 2024-25.

Metric 5: Headline Social Housing Cost per unit

This unit cost metric assesses the headline social housing cost per unit as defined by the Regulator for Social Housing. LHP has increased its social cost per unit to £5,105 (excluding SHDF is £4,579) from £4,533 in 2024, primarily due to the increase in capitalised component replacement spend. This is higher than the 2024 peer group of £4,348.

Metric 6A: Operating Margin – Social housing lettings only

This demonstrates the profitability of operating assets before exceptional expenses are considered. Social housing lettings margin was 27.96%, an improvement on the previous year and the peer group (both 23.63%).

Metric 6B: Operating Margin (overall)

The overall Operating Margin demonstrates the profitability of ongoing operations, excluding surpluses on fixed asset sales. The 2025 performance is 27.71%, being higher than the previous year (24.55%) and comparative peers' outcome.

Metric 7: Return on Capital Employed

The Return on Capital Employed gives an indication of how well LHP makes a financial return on the assets it owns. For 2025 the performance was 5.16%, which is better than the 2024 peer group median (2.90%) and higher than 2024 (4.58%).

Strategic Report

Tenant Satisfaction Measures (TSMs)

The below table shows that many of our TSMs are in the upper quartile. The TSMs provide us with detailed guidance to continue improving and delivering services that meet our customers’ needs. We have published our TSMs in line with regulatory requirements so customers can see how we are performing and feel better informed to assess our progress against our commitments.

Tenant Perception Measures	2023/24 (YE)	2024/25 (YE)	Annual Target
(TP01) Resident satisfaction with overall LHP Services	82.7%	79.9%	82%
(TP02) Resident satisfaction with the overall repairs & maintenance service	85.1%	81.1%	80%
(TP03) Resident satisfaction with time taken to complete repairs - Tenants	79.6%	74.4%	83.6%
(TP04) % satisfied that their home is well maintained	82.2%	77.4%	88%
(TP05) % satisfied that their home is safe to live in	85.6%	82.6%	88%
(TP06) % satisfied that LHP listens and acts on their views	73.8%	72.1%	72%
(TP07) % satisfied that LHP keeps them informed about things that matter to them	83.6%	83.0%	86%
(TP08) % agreeing that LHP treats them fairly and with respect	87.5%	86.0%	87.3%
(TP09) Resident satisfaction with LHPs approach to complaint handling	40.4%	40.8%	55.9%
(TP10) Resident satisfaction that LHP keeps communal areas clean, safe and well-maintained	67.4%	73.2%	68%
(TP11) % satisfied that LHP makes a positive contribution to their neighbourhood	73.5%	76.7%	69.1%
(TP12) Resident satisfaction with LHPs approach to handling ASB	70.4%	70.4%	60.4%

Strategic Report

Tenant Satisfaction Measures

Management Measure	2023/24 (YE)	2024/25 (YE)
BS01 Gas safety checks	99.5%	99.2%
BS02 Fire safety checks	100%	100%
BS03 Asbestos safety checks	100%	100%
BS04 Water safety checks	100%	100%
BS05 Lift safety checks	100%	100%
CH01a Complaints relative to the size of the landlord (Stage 1)	28.2 / 1,000 properties	31.2 / 1,000 properties
CH01b Complaints relative to the size of the landlord (Stage 2)	0.9 / 1,000 properties	2.4 / 1,000 properties
CH02a Complaints responded to within Complaint Handling Code timescales (Stage 1)	92.5%	64.4%
CH02b Complaints responded to within Complaint Handling Code timescales (Stage 2)	100%	75.0%
NM01a Anti-social behaviour cases relative to the size of the landlord (all cases)	23.9 / 1,000 properties	19.3 / 1,000 properties
NM01b Anti-social behaviour cases relative to the size of the landlord (hate cases)	0.3 / 1,000 properties	0.1 / 1,000 properties
RP01 Homes that do not meet the Decent Homes Standard	0%	0%
RP02a Repairs completed within target timescale (non-emergency repairs)	57.5%	47.8%
RP02b Repairs completed within target timescale (emergency repairs)	97.6%	99.0%

Strategic Report

Internal Control and Risk Management

Internal Control

The Board assumes ultimate responsibility for ensuring the Association maintains a comprehensive system of internal control and continually reviews its effectiveness to uphold rigorous standards across all business operations.

Recognising that internal controls offer reasonable, though not absolute, assurance against material misstatement or loss, the Board remains dedicated to enhancing our internal control processes continuously.

Our structured approach to internal controls includes:

- A clearly defined Corporate Plan supported by departmental strategies tailored to our business objectives.
- A robust framework for business planning, treasury management, budgeting and financial oversight.
- Well-defined risk management practices to identify, assess and mitigate key risks inherent in our operations.
- Establishment of Board and Committee terms of reference along with robust governance arrangements to ensure accountability and transparency.
- Annual compliance reviews to assess adherence to regulatory standards, identifying key areas of assurance and improvement.
- A defined framework for reporting performance against targets to committees and the Board, facilitating informed decision-making and strategic alignment.

Through these comprehensive control measures, LHP aims to uphold the integrity and reliability of our financial reporting while fostering a culture of continuous improvement in our internal control environment.

The control framework is strategically crafted to effectively manage critical risks and to offer reasonable assurance in achieving planned business objectives and desired outcomes. Additionally, it serves to provide reasonable confidence in the accuracy and dependability of financial and operational information, as well as in safeguarding the assets and interests of the Association.

The Board maintains overarching responsibility for the governance of the organisation, delegating specific functions to four key committees: the Audit & Risk Committee, Operations Committee, People & Governance Committee, and Finance Committee. These committees play essential roles in overseeing different aspects of our operations, ensuring robust governance, risk management, compliance and financial stewardship to support the Association's mission and objectives effectively.

The Committees consider a range of strategic, financial and compliance matters as outlined in the Association's Standing Orders. In April 2022, the Board adopted the National Housing Federation Code of Governance 2020. During the financial year LHP has reinforced its Board with the addition of new members, including those with lived experience of social housing, growth, financial management, community development, strategic asset management and investment and environmental, social and governance.

The LHP Board maintains an unwavering commitment to upholding strong governance and regulatory standards, leveraging an effective risk management framework as a fundamental pillar for identifying, evaluating and managing key business risks.

We are proud to sustain our regulatory judgment of G1/V2 and have further enhanced our controls and processes to ensure the precision of business plan data, board reporting and regulatory submissions. Our approach to stress testing and mitigation strategies has also been fortified to enhance resilience.

Our comprehensive assurance process spans all six areas of Landlord Health and Safety, encompassing both internal and external assessments conducted on quantitative and qualitative metrics.

Strategic Report

Internal Control and Risk Management

Internal Control

The Board governs through four Committees - Audit & Risk, Finance, Operations, and People & Governance - each with clearly defined responsibilities. Please see our Governance Structure on page 44.

The Board retains ultimate responsibility for the adequacy and effectiveness of LHP's system of internal control and risk management. It ensures that appropriate structures, frameworks, and oversight mechanisms are in place to support the delivery of the Corporate Plan and compliance with regulatory expectations. While the internal control system is designed to provide reasonable—not absolute—assurance against material misstatement or loss, it is under continuous review to ensure it remains fit for purpose in an evolving operating environment.

Strengthened Oversight and Change Programme

During the year, LHP introduced a structured Change Programme designed to support the delivery of our corporate objectives and improve outcomes for customers. This work is underpinned by strengthened leadership capacity at Executive level; enhancing our ability to respond to sector challenges, implement improvements, and increase assurance across key areas of operation. Alongside this, our risk-based internal audit programme provides targeted and agile assurance, flexing to provide deeper assurance where emerging risks or strategic shifts arise.

Internal Control Framework

LHP's internal control framework includes:

- A clearly defined Corporate Plan supported by departmental strategies and operational plans.
- Robust business planning and financial oversight, including treasury management, budgeting, and monitoring.
- A well-established Risk Management Framework, subject to annual review, incorporating stress testing, mitigations and recovery planning.
- Clear terms of reference and delegated authorities for the Board and its Committees, ensuring sound governance and accountability.
- Annual compliance reviews aligned to regulatory requirements and sector standards.
- Routine performance reporting and data assurance to ensure decisions are based on accurate and timely information.

These arrangements are designed to protect LHP's assets, maintain operational resilience, and ensure the accuracy of financial reporting.

Assurance and Internal Audit

Assurance across key control areas, including the six areas of landlord health and safety, is delivered through a combination of internal monitoring, external validation, and formal audit programmes. Our Internal Audit programme is aligned to the Strategic Risk Register and supports a three lines of assurance model. Findings and recommendations are reported to the Audit & Risk Committee, who also consider management's response and implementation plans.

LHP works with External Audit partners (Beever and Struthers) to provide independent assurance over financial reporting and controls. This ensures compliance with accounting standards and reinforces our commitment to transparency and good governance.

Strategic Report

Internal Control and Risk Management

Risk Management

The Regulator of Social Housing expects all registered providers to maintain a robust and effective risk management and internal controls assurance framework. LHP's approach is well-established, embedded in decision-making at all levels, and reviewed regularly by the Board and Audit & Risk Committee.

Our Strategic Risk Register is reviewed quarterly, with risks also scrutinised at Committee level in line with their areas of responsibility. We use a three lines of assurance model to monitor, manage and escalate risks appropriately.

Key features of our risk management approach include:

- A clearly articulated Board-approved risk appetite reviewed annually.
- Risk appetite statements supported by defined metrics.
- Enhanced monitoring of regulatory, political and economic conditions that may affect delivery of strategic objectives.
- Real-time monitoring of key risks by the Leadership Team, supported by quarterly stress testing to evaluate resilience and inform mitigation strategies.

Our approach enables LHP to navigate uncertainty confidently, make informed strategic decisions, and maintain regulatory compliance, while delivering improved outcomes for customers.



Strategic Report

Internal Control and Risk Management

Principle Risks and Uncertainties

Risk Category	Causes and Impact	Principle Mitigations	Key Control Assurance
Cyber Security Breach	<p>Cause: Cyber attacks, hacking, and ransomware. More home and remote working has created additional cyber-related risks.</p> <p>Impact: Services to customers interrupted, reputational damage, regulatory intervention, loss of data, financial loss.</p>	<p>Cyber risks are managed through continuous monitoring of technical safeguards by the ICT team, including Darktrace, backups, anti-virus, firewalls, M365 alerting, and Multi-Factor Authentication. Assurance is strengthened through a defined suite of IT security and data protection policies, Cyber Essentials Plus accreditation, and appropriate insurance cover for cyber and business interruption risks.</p>	<p>Independent cyber security assessments, prior Internal Audits, and regular testing of disaster recovery plans provide further assurance.</p>
Increasing Cost Base and Regulatory and Economic Pressure	<p>Cause: Rising operating and capital costs, increased regulatory and legislative requirements (e.g. Awaab's Law, Decent Homes Standard), and broader economic pressures such as inflation, interest rate volatility, and restricted rent-setting.</p> <p>Impact: Erosion of financial resilience, limit investment capacity, increase borrowing costs, and undermine delivery of strategic objectives.</p>	<p>Financial resilience is supported through a structured annual business planning cycle, with mid-year reviews, Board oversight, and regular stress testing informed by external economic forecasts. Budgetary control is maintained via business partnering and monthly financial performance monitoring. Frequent reforecasting enables early identification of pressures, while strategic flexibility allows for agile responses to external shocks. Horizon scanning and expert engagement ensure early awareness of regulatory or policy change. External validation of the Business Plan and assumptions is provided by Centrus and subject to Board approval.</p>	<p>Independent validation through credit rating and VfM reporting. Budgetary control is embedded through monthly engagement with budget holders and regular reporting to Leadership. The Treasury Management Policy and Business Plan are approved by the Board, with ongoing monitoring of performance against key financial metrics. External advisors (Centrus) provide independent stress testing of financial plans, with outcomes and mitigations reflected in the final Business Plan. Additional assurance is provided through External Audit reviews</p>

Strategic Report

Internal Control and Risk Management

Principle Risks and Uncertainties

Risk Category	Causes and Impact	Principle Mitigations	Key Control Assurance
Compliance with Health and Safety Legislation	<p>Cause: Failure of internal control framework. Contractor fails to deliver required level of service. Failure to comply with regulations and legislation.</p> <p>Impact: Injury or fatality to customers and/or colleagues. Criminal proceedings, reputational damage, financial loss, fines. Regulatory Intervention/governance downgrade. Negative impact on the corporate objectives and funding.</p>	<p>A suite of compliance policies, reviewed by industry specialists and approved by the Board, underpins a robust compliance framework. This includes regular reviews of statutory obligations, weekly reporting on the ‘big six’ compliance areas (plus Damp and Mould, Disrepair, CO₂ detection, EPC, and Stock Condition), and use of Power BI dashboards to track remedial actions. In-house gas and electric delivery enables greater control, supported by regular audits, inspections, and qualitative testing. Compliance is further strengthened through internal process testing, comprehensive colleague training, and routine safety inspections including CO₂ and fire detection across all homes.</p>	<p>Landlord Health and Safety compliance is governed by Board-approved policies, regularly reviewed by external specialists. Independent audits across all compliance areas are carried out monthly.</p>
Reputation and Delivery of Services	<p>Cause: Delays or inconsistencies in delivering core landlord services—such as repairs, complaints handling, or neighbourhood management—can impact customer satisfaction and public perception.</p> <p>Impact: This may undermine customer trust, attract regulatory scrutiny, and damage LHP’s reputation as a reliable and responsible landlord.</p>	<p>LHP maintains strong controls to support service quality and customer trust, including a Customer Involvement Strategy, Customer Scrutiny Panel, Customer Promises, and clear service standards. Regular feedback is gathered through Tenant Satisfaction Measures (TSMs), mystery shopping, and engagement activities, with performance tracked via KPIs and trend analysis.</p>	<p>External assurance is provided through accreditations such as the Customer Service Excellence Standard, Housemark, and the Housing Ombudsman. These are supported by robust complaint handling, colleague training, and active partnerships that enhance social value and community engagement.</p>

Strategic Report

Internal Control and Risk Management

Principle Risks and Uncertainties

Risk Category	Causes and Impact	Principle Mitigations	Key Control Assurance
Data Quality, accuracy, completeness and culture of data ownership across all areas, specifically customer and property	<p>Cause: Variations in data entry practices, and evolving responsibilities for data management can lead to occasional gaps in data accuracy, completeness, and ownership.</p> <p>Impact: This may limit the organisation’s ability to fully optimise decision-making and tailor services effectively. It can also create challenges in maintaining a clear view of performance and ensuring a seamless customer experience.</p>	Establishing clear data ownership roles, standardised input processes, and regular validation checks to improve data quality. Targeted training and integrated reporting support a stronger culture of accountability, while ongoing system improvements enhance consistency and visibility across customer data.	LHP achieved certification against the UK Housing Data Standards, developed by HACT and Data Futurists. This external assurance confirms the strength of our data governance, quality, and systems, and reflects our commitment to using data effectively to support decision-making, regulatory compliance, and service delivery.
Non-Compliance with Legal and Regulatory requirements and ineffective Governance which has a detrimental impact on people	<p>Cause: As legal and regulatory expectations continue to evolve, there is a risk that gaps in policy implementation or variations in governance practice may lead to occasional challenges in maintaining full compliance.</p> <p>Impact: This may affect our ability to consistently safeguard people, meet regulatory expectations, or maintain high levels of trust and assurance across the organisation.</p>	We maintain a structured compliance framework, including regular horizon scanning, policy reviews, and independent audits to ensure alignment with legal and regulatory expectations. Strong governance is supported through clear accountability, routine training, and assurance reporting to Board and Committees, helping to embed a culture of compliance and continuous improvement	Independent assurance has been secured through a series of external reviews, including HQN’s Consumer Standards assurance (May 2024), Anthony Collins’ legal compliance evaluation, and audits of assets and liabilities. These, alongside Board appraisals and regulatory grading (G1), provide confidence in the effectiveness of our governance, risk, and compliance arrangements. Ongoing reality checks and external scrutiny ensure continued alignment with regulatory expectations and support continuous improvement.

Strategic Report

Internal Control and Risk Management

Internal Audit

KPMG serves as LHP's internal auditors, aligning the annual audit plan with our strategic risks and regulatory environment to provide tailored organisational support. They develop an audit plan by considering LHP's current sources of assurance, focusing on areas where assurance gaps are identified.

Throughout the year, all identified audit recommendations were addressed, with progress monitored by the Executive Leadership Team and the Audit & Risk Committee. KPMG conducted sample testing on implemented recommendations to ensure compliance.

This process led to performance improvements and provided assurance in key areas including Tenant

Satisfaction Measures, Health, Safety and Serious Incidents (Colleagues) Performance Reporting: Data Quality, Planned Maintenance: Fortum, Contract Management and Dependency, Statutory and Mandatory Training and Professionalisation.

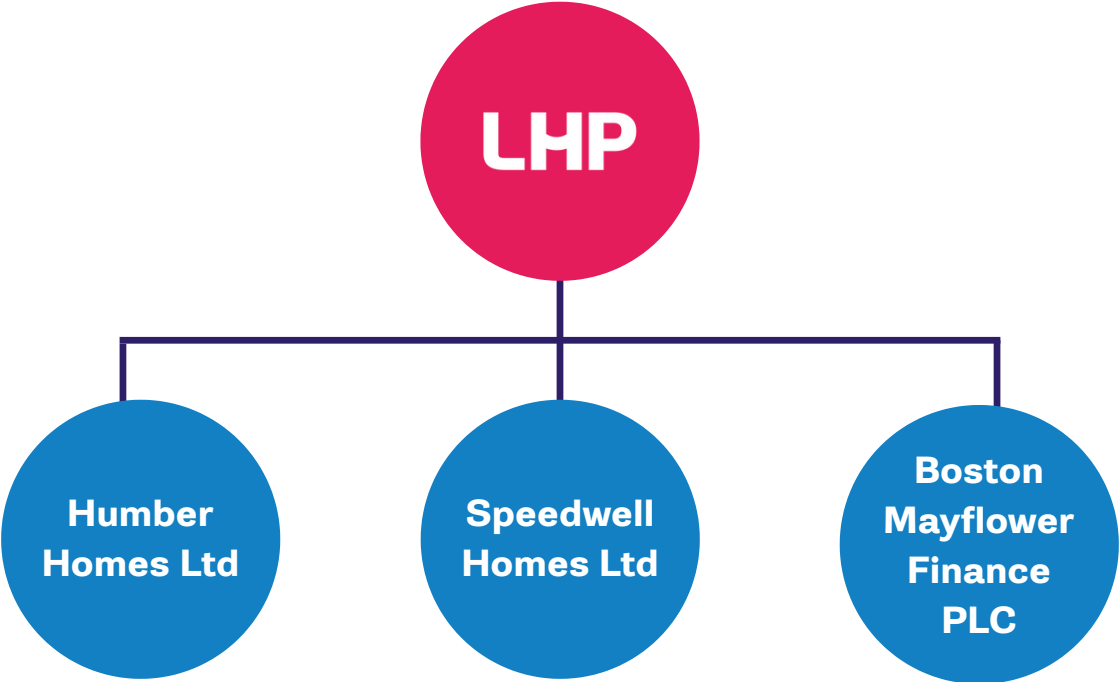
Our Financial Regulations undergo regular review to ensure alignment with business needs and operations. Supported by a framework of policies and procedures, colleagues are required to comply with guidelines covering treasury management, health and safety, data and asset protection, and fraud prevention and detection. This robust framework ensures accountability and adherence to best practices across the organisation.

The LHP Group

LHP is the parent company of three wholly owned subsidiary companies. These subsidiaries are Humber Homes Ltd, Speedwell Homes Ltd and Boston Mayflower Finance PLC.

Boston Mayflower Finance PLC is a special purpose vehicle incorporated for the purposes of raising finance and is without any assets of its own. Speedwell Homes Ltd's purpose was to manage a small number of market rent properties; these properties have now all been transferred into LHP. Humber Homes Ltd is a non-trading company that was set up as part of the mechanism for the redevelopment of the former Yarborough Estate, now known as Freshney Green.

Relationships and controls between LHP and the Group are governed by agreements which include intercompany services and charges.



Strategic Report

Our Code of Governance

We are required by The Regulator of Social Housing to adopt an appropriate code of governance. We have adopted and are fully compliant with the National Housing Federation Excellence in Governance Code 2020 edition.

The Code sets down key principles with which we must comply, and supporting best practice recommendations where we have some discretion. Where we do not follow the code, we must explain why not. The Code deals with our Board, the way it operates, our constitution, the role of the Chair, the Chief Executive, equalities, and probity. Each year we review whether we fully comply with the NHF Excellence in Governance Compliance Report and report this through to our Board.

Board Member code of conduct

We have adopted the National Housing Federation Code of Conduct which sets out responsibilities in respect of acceptable behaviour and accountability and therefore is important in setting the culture for LHP and the leadership role of the Board and is complemented by the Member Conduct and Grievance Policy.

Modern Slavery Statement

Organisations with an annual turnover of at least £36m are required by the Modern Slavery Act 2015 to publish a statement setting out what they are doing to stop modern slavery and forced labour practice occurring in their business and supply chains. Our statement is available on our website at www.lincolnshirehp.com/modern-slavery-statement.

Our Constitution

LHP is a charitable Community Benefit Society. Board Members act as both Directors of the company and Shareholders and are subject to common law principles of company law and legislation under the Co-operative and Community Benefit Societies Act 2014. We are also an exempt charity.

Our Rules largely follow the National Housing Federation Model Rules 2015 and set out our charitable objects, as an exempt charity, which are primarily founded on the purpose of providing affordable homes for those in need for the benefit of the community. The Board Members act as Directors as well as also being Shareholders of the company. This dual role has largely similar rights and obligations to comply with. Whenever our Board acts, it must take account of what is best for the beneficiaries of the charity (our customers primarily) and the long-term interests for the success of the company. The Rules are available on our website at www.lincolnshirehp.com/rules.

We are committed to adhere to policies and work to governance standards. You can read our governance documents and policies which form our Constitution on our website at www.lincolnshirehp.com/governance.

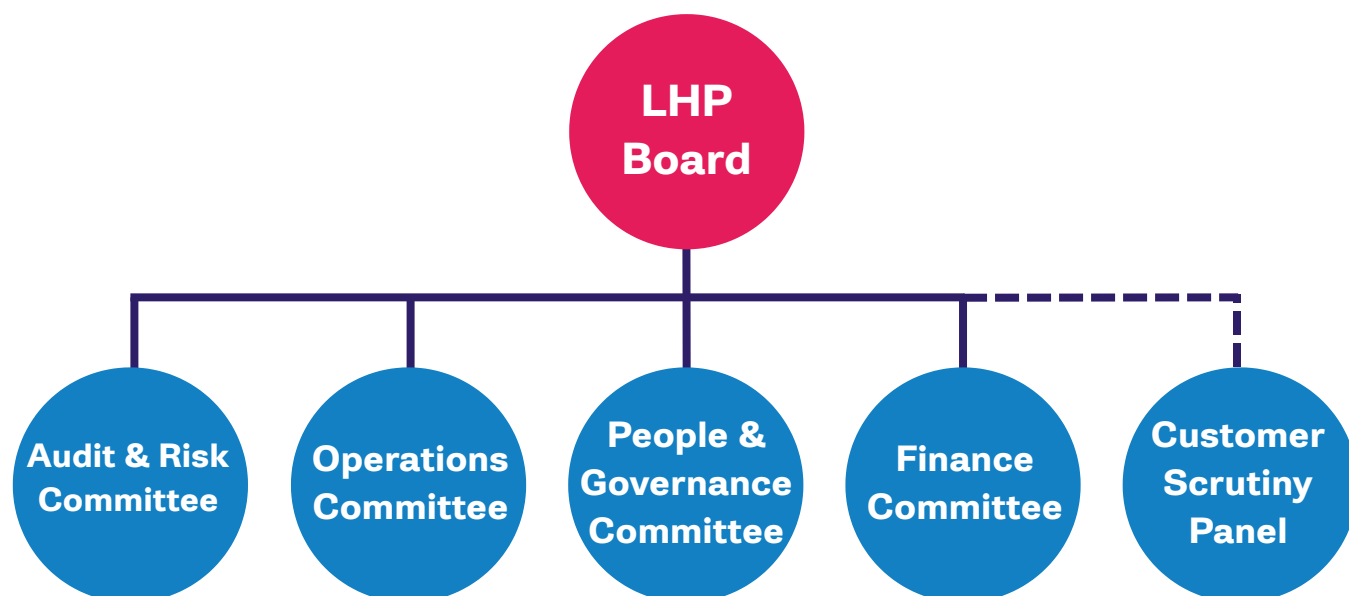
Governance Structure

The Board governs through four Committees - Audit & Risk, Finance, Operations, and People & Governance - each with clearly defined responsibilities. These Committees consider strategic, financial, operational and compliance matters, and collectively contribute to the effective oversight of performance, service quality, and risk.

In line with the National Housing Federation Code of Governance (2020), the Board was further strengthened this year through the appointment of additional members (including two Trainee Board Members, continuing LHP's partnership with the Housing Diversity Network's Board Trainee Programme); bringing with them a lived experience of the housing sector. The Board remains committed to maintaining its current G1/V2 regulatory grading, and our Every Day Better Change Programme includes targeted actions to progress from a C2 to a C1 grading within the next two years.

Strategic Report

Committee Structure



Our Leadership

A well-functioning and effective Board of Directors is an essential component of good governance. The Board should understand its role and responsibilities and carry them out to the best of its ability. Each Board member is expected to demonstrate their skills, knowledge, and experience, which, when combined with the rest of the Board, improves the Board's effectiveness.

As a result, each Board member is given a clear role description outlining the duties that are expected of them. Any Board member who holds the position of Chair receives additional responsibilities as part of their role description, outlining how they are responsible as the Board's leader. As part of their induction, board members are advised of their fiduciary duties, and they receive regular training and development sessions on their responsibilities. The Board has the primary and ultimate decision-making authority, though it does delegate some responsibilities to Committees within the structure.

For more information on our Board, please visit www.lincolnshirehp.com/meet-the-board.

To find out more about our Executive and Corporate Leadership Teams, please visit www.lincolnshirehp.com/meet-the-team.

Strategic Report

Board Effectiveness Review

During the year the Board engaged in an independent Board effectiveness review, which included reflection and learning lessons from a decision not to merge with Ongo Homes in December 2023. The Board has been overseeing improvements to its governance framework identified as part of this review, which subsequently included feedback from the RSH.

New Board Appointments

The Board has welcomed Debbie Meredith, Steve Maxey, Rozina Khanom and Paul Moat as members of the Board this year. In addition, Mark Imray was appointed as an Independent Operations Committee member and Lee Duty and James Gettings appointed as Board trainees, as part of our ongoing trainee Board member programme with the Housing Diversity Network. This programme aims to increase Board diversity, growing skills and fostering the growth of future Board members, giving more people with lived experience of social housing the chance to affect change at Board level.

Susan Shehata was appointed as Chair of the Finance Committee effective from 1 December 2024. The year also saw the departure of Carl Dewey and Simon Parkes, who provided invaluable contributions in their time on the Board, as well as Bukola Obadun-Craigs our first graduate of the Board trainee programme.

Financial Stability and Performance

In November, S&P Global reaffirmed our long-term credit rating at A- with a stable outlook, acknowledging our investment in existing properties, strong liquidity, and effective management. This evaluation underscores our sound financial governance.

Consumer Standards Compliance

A key focus for the Board has been oversight of plans to improve outcomes for customers, initially informed by our self-assessment against the new Consumer standards and then the feedback we received from the RSH. The Board made a series of decisions to accelerate improvements to our repairs service and reduce the number of empty homes we have, and accelerate the collection and use of customer diversity data so we can better understand customer needs and use this to improve services. The Board has also overseen the development of our Everyday Better corporate change priorities for 2025 to 2027.

Strategic Report

Regulatory Compliance and Best Practices

In October 2024 we received our latest regulatory inspection by the Regulator of Social Housing, resulting in a G1/V2/C2 rating. This inspection examines our performance in the three areas of Governance (G1), Viability (V2), and Consumer Standards (C2). The C2 rating is new, focusing on the new Consumer Standards. The feedback we received from the Regulator, together with our own gap analysis and action planning against the standards and areas highlighted by the Housing Ombudsman's Spotlight Reports and other best practice guides – have brought a focus to the changes we need to make as an organisation to reach the C1 rating.

Environmental, Social, and Governance (ESG) Initiatives

The Board has approved our SRS (Sustainability Reporting Standards) Report. These rigorous standards, encompassing 46 key criteria, are followed by over 100 housing associations. They showcase our commitment to sustainable and responsible governance, providing a comprehensive framework for measuring and reporting on our environmental, social, and governance (ESG) performance.

Chief Executive Departure

On Monday 30 June 2025, the Chief Executive, Ceri Theobald, left Lincolnshire Housing Partnership to pursue new opportunities. Shaun Harley (Executive Director of People and Change) will take on the role of Interim Chief Executive for 12 months. Nicola Ebdon (Executive Director of Governance and Regulation) will also take on the role of Interim Deputy Chief Executive. This arrangement will ensure continuity with delivery, stability and remaining focused on our priorities.



Strategic Report

Viability Statement

Financial Response

- Sufficient liquidity is in place to meet our internal liquidity policy.
- The recently approved Treasury Strategy 2025 recognises that new borrowing needs to be in place by the end of 2029-30, which supports the Corporate Strategic Plan.
- Robust financial monitoring is in place, including Board monitoring of the Financial Viability Dashboard and Golden Rules.

Provision of information to the Auditor

All the current Board Members have taken the steps that they ought to have taken to ensure they are aware of any information needed by the Group’s auditor for the purposes of their audit, and to establish that the auditor is aware of that information. The Board Members are not aware of any relevant audit information of which the auditor is not aware.

Going Concern

Having considered the plans and forecast of LHP and taking account of the advice received over the year from independent professional advisers on the business activity and the continued support of its funders, the Board has a reasonable expectation that the Group has adequate resources to continue operations for the foreseeable future.

The Board have assessed strategic risks associated with operating in the social housing sector and concluded, with identifiable mitigations, that there is limited negative impact to the ongoing business activity.

For this reason, they continue to adopt the going concern basis in the preparation of these financial statements.

Statement of Compliance with Regulatory Standards

The Strategic Report has been prepared in accordance with applicable reporting standards and legislation. The Board can also confirm that the Group has complied with the Regulator of Social Housing’s Governance and Financial Viability Standard.

Signed by:

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Anthony Read
Chair

Signed by:

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Zoe Ollerearnshaw
Board Member

DocuSigned by:

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Nicola Ebdon
Company Secretary

Board Responsibilities in Respect of the Financial Statement

The Board is responsible for preparing the report and the financial statements in accordance with applicable law and regulations.

The Co-operative and Community Benefit Societies Act 2014 and registered social housing legislation require the Board to prepare financial statements for each financial year which give a true and fair view of the Group and Association and of the income and expenditure for the period of account.

In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the group and the association will continue in business.

The Board is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Group and Association, and enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Account) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It has general responsibility for taking reasonable steps to safeguard the assets of the Group and Association and to prevent and detect fraud and other irregularities.


The Board is responsible for the maintenance and integrity of the Association’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statements of Compliance

The Board confirms that this Strategic Report has been prepared in accordance with the principles set out in paragraph 4.7 of the 2018 SORP for Registered Social Housing Providers.

The Strategic Report was approved on 23 July 2025 on behalf of the Board

Signed by:


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Anthony Read
Chair

Independent Auditors' Report

Opinion

We have audited the financial statements of Lincolnshire Housing Partnership Limited (the Association) and its subsidiaries (the Group) for the year ended 31 March 2025 which comprise the Group and Association Statement of Comprehensive Income, the Group and Association Statement of Financial Position, the Consolidated Statement of Changes in Reserves, the Consolidated Statement of Cash Flows, and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and of the Association's affairs as of 31 March 2025 and of the Group's income and expenditure and the Association's income and expenditure for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Cooperative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

Independent Auditors' Report

Other Information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Board of Management is responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- A satisfactory system of control over transactions has not been maintained; or
- The Association has not kept proper accounting records; or
- The financial statements are not in agreement with the books of account; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of the Board of Management

As explained more fully in the Statement of the Board's Responsibilities set out on page 48, the Board of Management is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board of Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Management is responsible for assessing the Group's and the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Management either intends to liquidate the Group or the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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Statement of Comprehensive Income

		Year Ended 31 March 2025		Year Ended 31 March 2024	
		Group	Association	Group	Association
	Note	£'000	£'000	£'000	£'000
Turnover	2	66,575	66,575	62,269	62,247
Cost of sales	2	(213)	(213)	(893)	(893)
Operating expenditure	2	(47,912)	(47,912)	(46,087)	(46,087)
Gain on disposal of property, plant, and equipment	5	1,349	1,349	705	705
Operating surplus		19,799	19,799	15,994	15,972
Interest receivable		525	525	583	589
Interest and financing costs	6	(7,783)	(7,783)	(7,081)	(7,081)
Gift Aid		-	244	-	34
Increase in valuation of Investment Properties		-	-	40	-
Surplus before tax	7	12,541	12,785	9,536	9,514
Taxation	8	-	-	-	-
Surplus for the year after tax		12,541	12,785	9,536	9,514
Actuarial (deficit)/surplus in respect of pension schemes	11	13,226	13,226	(719)	(719)
Total comprehensive Income for the year		25,767	26,011	8,817	8,795

Statement of Compliance

The financial statements on pages 52 to 108 were approved and authorised for issue by the Board on 23 July 2025 and were signed on its behalf by:

Signed by:

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Anthony Read
Chair

Signed by:

B989662E24B447E.....

Zoe Ollerearnshaw
Board Member

DocuSigned by:

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Nicola Ebdon
Company Secretary


The consolidated and parent results relate wholly to continuing activities and the notes on pages 57 to 107 form an integral part of these accounts.

Statement of Financial Position

		Year Ended 31 March 2025		Year Ended 31 March 2024	
		Group	Association	Group	Association
Note		£'000	£'000	£'000	£'000
Fixed assets					
Tangible fixed assets – Property	12a	354,997	354,997	336,815	336,815
Tangible fixed assets – Other	12b	3,278	3,278	3,120	3,120
Investment in subsidiaries	13	-	13	-	13
		358,275	358,288	339,935	339,948
Current assets					
Properties in the course of sale	15	-	-	192	192
Stock	14	116	116	182	182
Trade and other debtors	16	15,659	15,659	2,558	2,558
Cash and cash equivalents	17	20,780	20,712	22,584	22,515
Less: Creditors: Amounts falling due within one year	18a	(11,086)	(11,078)	(16,418)	(16,653)
Net current assets		25,469	25,409	9,098	8,794
Total assets less current liabilities		383,744	383,697	349,033	348,742
Creditors: amounts falling due after more than one year	18b&c	(224,737)	(224,737)	(215,079)	(215,079)
Provisions for liabilities					
Pension provision	11	(1,029)	(1,029)	(1,743)	(1,743)
Total net assets		157,978	157,931	132,211	131,920
Reserves					
Non-equity share capital	21	-	-	-	-
Income and expenditure reserve		116,257	116,210	89,659	89,368
Revaluation reserve		41,721	41,721	42,552	42,552
Total reserves		157,978	157,931	132,211	131,920

Statement of Compliance

The financial statements on pages 52 to 108 were approved and authorised for issue by the Board on 23 July 2025 and were signed on its behalf by:

Signed by:

B78F71ADFF3A428...
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Chair

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Zoe Ollerearnshaw
Board Member

DocuSigned by:

C786D5525EBB4F3...
Nicola Ebdon
Company Secretary

The consolidated and parent results relate wholly to continuing activities and the notes on pages 57 to 107 form an integral part of these accounts.

Consolidated Statement of Changes in Reserves

	Income and expenditure reserve	Revaluation	Total Reserves
	£'000	£'000	£'000
Balance 31 March 2023	80,075	43,319	123,394
Surplus from Statement of Comprehensive Income	9,536	-	9,536
Pension revaluation from Statement of Comprehensive Income	(719)	-	(719)
Transfer from revaluation reserve to income and expenditure reserves	767	(767)	-
Balance 31 March 2024	89,659	42,552	132,211
Surplus from Statement of Comprehensive Income	12,541	-	12,541
Pension revaluation from Statement of Comprehensive Income	13,226	-	13,226
Transfer from revaluation reserve to income and expenditure reserves	831	(831)	-
Balance 31 March 2025	116,257	41,721	157,978

The notes on pages 57 to 108 form an integral part of these accounts.



Consolidated Statement of Changes of Cash Flows

	Year Ended 31 March 2025	Year Ended 31 March 2024
	£'000	£'000
Net cash generated from operating activities	25,317	29,368
Cash flow from investing activities		
Purchase of tangible fixed assets	(30,977)	(23,017)
Proceeds from sale of tangible fixed assets	3,332	1,680
Grants received	4,579	3,501
Interest received	525	583
	(22,541)	(17,253)
Cash flow from financing activities		
Interest paid and similar charges	(7,783)	(7,081)
Loan issue costs	203	103
Proceeds from borrowings	3,000	3,000
	(4,580)	(3,978)
Net change in cash and cash equivalents	(1,804)	8,137
Cash and cash equivalents at the beginning of the year	22,584	14,447
Cash and cash equivalents at the end of the year	20,780	22,584

Consolidated Statement of Cash Flows

	Year Ended 31 March 2025	Year Ended 31 March 2024
	£'000	£'000
Cash flow from investing activities		
Surplus for the year	25,767	8,817
Adjustments for non-cash items		
Depreciation of tangible fixed assets	10,745	11,280
Amortisation of loan issue costs	207	176
Decrease in properties in the course of sale	192	393
Decrease/(Increase) in stock	66	(34)
(Increase)/Decrease in trade and other debtors	(13,102)	508
(Decrease)/Increase in trade and other creditors	(2,987)	3,253
(Decrease)/Increase in provisions	(714)	146
Carrying amount of tangible fixed asset disposals	2,238	976
Adjustments for investing or financing activities		
Proceeds from the sale of tangible fixed assets	(3,332)	(1,680)
Revaluation of Investment Properties	-	(40)
Government grants utilised in the year	(814)	(749)
Interest payable	7,576	6,905
Interest received	(525)	(583)
Net cash generated from operating activities	25,317	29,368

Notes to the Financial Statements

Legal Status

The Group Company (Lincolnshire Housing Partnership) is a registered society in England under the Co-operative and Community Benefit Societies Act 2014. It has exempt charitable status and is registered with the Regulator of Social Housing as a Registered Provider (RP) of social housing. Registered office is Cartergate House, 26 Chantry Lane, Grimsby, North East Lincolnshire DN31 2LJ. Lincolnshire Housing Partnership’s principal activity is to provide social housing.

The Group comprises the following entities:

Name	Incorporation	Registered/Non-registered
Lincolnshire Housing Partnership	Co-operative and Community Benefit Societies Act 2014	Registered
Humber Homes Limited	Companies Act 2006	Non-registered
Speedwell Homes Limited	Companies Act 2006	Non-registered
Boston Mayflower Finance plc	Companies Act 2006	Non-registered

Principal Accounting Policies

The principal accounting policies are summarised below. They have been applied consistently throughout the year.

The Group’s financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. The Group is required under the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969 to prepare consolidated Group financial statements.

The financial statements comply with the Co-operative and Communities Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The financial statements are prepared on the historical cost basis of accounting (including deemed cost upon adoption of FRS102), modified to include certain items at fair value, and are presented in sterling £’000 for the year ended 31 March 2025.

The Group’s financial statements have been prepared in compliance with FRS102. In complying with FRS102 the Group and Association meets the definition of a Public Benefit Entity.

Parent company disclosure exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS102:

- No cash flow statement has been presented for the parent company.
- Disclosures in respect of the parent company’s financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole.
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

Basis of consolidation

The Group financial statements consolidate the financial statements of Lincolnshire Housing Partnership and its subsidiary undertakings up to 31 March 2025.

Going Concern

Lincolnshire Housing Partnership has considerable resources and, therefore, the Board believes the Group is well placed to manage its business risks successfully despite current uncertainties in the social housing sector. The Board has a reasonable expectation that the Group has adequate resources to continue operations for the foreseeable future. For this reason, they continue to adopt the going concern basis in the preparation of these financial statements.

Notes to the Financial Statements

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

Development expenditure

The Group capitalises development expenditure in accordance with the accounting policy. Initial capitalisation of costs is based on management's judgement once development scheme is confirmed; this is usually when Board approval has taken place including when access to the appropriate funding is secured. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.

Categorisation of housing properties. The Group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Group has considered if the asset is held for social benefit or to earn commercial rentals. The Group has determined that market rented properties are investment properties. The Group has identified a cash generating unit for impairment assessment purposes at a property scheme level.

Impairment

Reviews for impairment of housing properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified.

The Group perform impairment tests based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of

a constructing or acquiring replacement properties to provide the same level of service potential to the Association as the existing property. The cash flows are derived from the business plan for the next 30 years. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash flows and the growth rate used for extrapolation purposes.

Pension and other post-employment benefits

The cost of defined benefit pension plans and other post-employment benefits are determined using actuarial valuations. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of these plans, such estimates are subject to significant uncertainty. In determining the appropriate discount rate, management considers the interest rates of corporate bonds in the respective currency with at least AA rating, with extrapolated maturities corresponding to the expected duration of the defined benefit obligation. The underlying bonds are further reviewed for quality, and those having excessive credit spreads are removed from the population bonds on which they are based, on the basis that they do not represent high quality bonds. The mortality rate is based on publicly available mortality tables for the specific sector. Future salary increases and pension increases are based on expected future inflation rates for the respective sector. Further details are given in note 11.

On 30th June 2024, LHP formally ceased its participation in both local government pension schemes and were closed to future accruals with effect from this date. All scheme members were notified accordingly.

Following the decision to exit the schemes, LHP received payments totalling £12.4m in order to extinguish the existing assets. These receipts have been recognised through other comprehensive income. Note 11 – Pensions.

Bad debt provision

LHP make a provision for rental arrears, which are considered to be non-recoverable. The full value of former tenant debt is provided for. The provision for current tenant debt is calculated based upon the value of the debt.

Notes to the Financial Statements

Other key sources of estimation and assumptions

Tangible fixed assets

Completed housing properties at FRS 102 transition date are stated at deemed cost at the transition date and subsequently at cost and all other tangible fixed assets are held at historic cost. Both are depreciated over their useful lives considering residual values, where appropriate. For housing property assets, the assets are broken down into components based on management's assessment of the properties. The actual lives of the assets and residual values are assessed annually and may vary depending on several factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are considered. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

For rental and trade debtors

The estimate for receivables relates to the recoverability of balances outstanding at the year-end. A review is performed on an individual debtor basis to consider whether each debt is recoverable.

Turnover and revenue recognition

Turnover represents rental income receivable, amortised capital grant, revenue grants from local authorities and Homes England, income from the sale of shared ownership and other properties developed for outright sale and other income and are recognised in relation to the period when the goods or services have been supplied.

Rental income is recognised when the property is available for let, net of voids. Income from property sales is recognised on legal completion. Supporting People income is recognised under the contractual arrangements.

Service charges

Service charge income and costs are recognised on an accrual's basis. The Group operates fixed and variable service charges on a scheme-by-scheme basis in full consultation with customers. Where periodic expenditure is required, a provision may be built up over the years, in consultation with the customers; until these costs are incurred this liability is held in the Statement of Financial Position within long-term creditors.

Loan interest costs

Loan interest costs are calculated using the effective interest method of the difference between the loan amount at initial recognition and amount of maturity of the related loan.

Loan finance issue costs

These are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised. Where loans are redeemed during the year, any redemption penalty and any connected loan finance issue costs are recognised in the Statement of Comprehensive Income account in the year in which the redemption took place.

Taxation

Lincolnshire Housing Partnership has charitable status and is not subject to Corporation Tax.

For the subsidiary companies the tax expense for the period comprises current and deferred tax. Tax is recognised in profit and loss, except that a change attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated based on tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Group operates and generate taxable income.

Value Added Tax (VAT)

The Group charges VAT on some of its income and can recover part of the VAT it incurs on expenditure. All amounts disclosed in the accounts are inclusive of VAT to the extent that it is suffered by the Group and not recoverable.

Notes to the Financial Statements

Other key sources of estimation and assumptions

Tangible fixed assets and depreciation

Housing properties are stated at either historical cost or deemed cost at transition date to FRS102 on 1 April 2014 and at cost thereafter, less accumulated depreciation.

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion of construction.

Freehold land is not depreciated.

Where a housing property comprises two or more major components with substantially different useful economic lives (UEls), each component is accounted for separately and depreciated over its individual UEL.

Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

The Group depreciates freehold housing properties by component on a straight-line basis over the estimated UEls of the component categories.

UEls for identified components are as follows:

- Structure: 80 Years
- Roofs: 65-70 Years
- Windows and Doors: 30-40 Years
- Bathroom: 25-40 Years
- Kitchen: 20-30 Years
- Central Heating / Boiler: 15-30 Years
- Lifts: 40-50 Years
- Electrical Equipment: 15-30 Years
- Garages: 50 Years
- Facias, guttering and soil pipes: 30 Years
- External Boundaries: 20-50 Years
- Plant and Equipment: 30 Years

The Group depreciates housing properties held on long term leases in the same manner as freehold properties, except where the unexpired lease term is shorter than the longest component life envisaged; in which case the unexpired term of the lease is adopted as the useful economic life of the relevant component category.

Depreciation is charged on other tangible fixed assets on a straight- line basis over the expected economic useful lives which are as follows:

Office Buildings – 100 Years

Computer equipment and software – 3 Years

Improvements/Refurbishing Leasehold Premises – 5 - 15 Years

Fixtures and fittings – 4 Years

Shared ownership properties

The costs of shared ownership properties are split between current and fixed assets based on the first tranche portion. The first tranche portion is accounted for as a current asset and the sale proceeds shown in turnover. The remaining element of the shared ownership property is accounted for as a fixed asset and subsequent sales treated as sales of fixed assets.

Operating leases

Payments are charged to the Statement of Comprehensive Income on a straight-line basis over the term of the lease.

Valuation of investments

The Association holds £50k shares with £37.5k unpaid in its subsidiary, Boston Mayflower Finance plc at cost less impairment. There are no other investments.

Stock and properties held for sale

Notes to the Financial Statements
Stock of materials are stated at the lower of cost and net realisable value being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis.

Properties developed for shared ownership are included in current assets as they are intended to be sold at the lower of cost or estimated selling price less costs to complete and sell.

At each reporting date, stock and properties held for sale are assessed for impairment. If there is evidence of impairment, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in Statement of Comprehensive Income.

Short-term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

Notes to the Financial Statements

Other key sources of estimation and assumptions

Social Housing and other government grants

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been accounted for in accordance with the performance model adopted at transition.

Post transition, where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in Turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. Social Housing Grant (SHG) received for items of cost written off in the Statement of Comprehensive Income Account is included as part of Turnover.

Where there is a government grant associated with housing properties as part of a stock transaction, the fair value of the obligation to repay or recycle the government grant is reflected in the fair value of the housing properties and therefore no additional value is attributed to the government grant transferred.

SHG must be recycled by the Group under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by the Homes England. SHG may however have to be repaid if certain conditions are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as Turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

Recycling of capital grant

Where Social Housing Grant is recycled, as described above, the SHG is credited to a fund which appears as a creditor until used to fund the acquisition of new properties, where recycled grant is known to be repayable it is shown as a creditor within one year.

Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

Revaluation Reserve

The revaluation reserve represents the difference on transition between the fair value of social housing properties and other assets and the historical cost carrying value, where deemed cost transitional relief was taken.

Financial instruments

Financial assets and financial liabilities are measured at transaction price initially plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

At the end of each reporting period, financial instruments are measured as follows, without any deduction for transaction costs the entity may incur on sale or other disposal. Debt instruments that meet the conditions in paragraph 11.8(b) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.

Commitments to receive or make a loan to another entity which meet the conditions in para 11.8(c) of FRS 102 are measured at cost less impairment.

Notes to the Financial Statements

Other key sources of estimation and assumptions

Financial instruments held by the Group are classified as follows

Financial assets and financial liabilities are measured at transaction price initially, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

At the end of each reporting period, financial instruments are measured as follows, without any deduction for transaction costs the entity may incur on sale or other disposal:

Debt instruments that meet the conditions in paragraph 11.8(b) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.

Financial assets such as cash, current asset investments and receivables are classified as Notes to the Financial Statements

loans and receivables and held at amortised cost using the effective interest method. Financial liabilities such as bonds and loans are held at amortised cost using the effective interest method. Loans to or from subsidiaries including those that are due on demand are held at amortised cost using the effective interest method. Commitments to receive or make a loan to another entity which meet the conditions above are held at cost less impairment.

An investment in another entity's equity instruments other than non-convertible preference shares and non-puttable ordinary and preference shares are held at cost less impairment.

Loans

All loans held by the Group are classified as basic financial instruments in accordance with FRS 102. They are measured at transaction price plus transaction costs initially, and subsequently at amortised cost using the effective interest rate method. Loans repayable within one year are not discounted.

Impairment of financial assets

Financial assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of financial assets is impaired. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

The following financial instruments are assessed individually for impairment:

- a. All equity instruments regardless of significance; and
- b. Other financial assets that are individually significant.

Other financial instruments are assessed for impairment either individually or grouped based on similar credit risk characteristics.

An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

- i. For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
- ii. For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.
- iii. If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed either directly or by adjusting an allowance account. The reversal cannot result in a carrying amount (net of any allowance account) which exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of the reversal is recognised in profit or loss immediately.

Notes to the Financial Statements

Other key sources of estimation and assumptions

Segmental Reporting

As Boston Mayflower Finance plc holds debt, which is Publicly traded, the parent body, Lincolnshire Housing Partnership, is required to disclose consolidated information about its operating segments in accordance with IFRS 8. The Chief Operating Decision Maker (CODM) has been identified as the Group Executive Directors.

The Group Executive Directors have identified the operating segments as General Needs & Supported Housing and Low-Cost Home Ownership, reflecting the way in which the organisation is operated and managed. The Group Executive Directors receive information regarding the financial and operational performance of these segments on a regular basis.

General Needs & Supported Housing incorporates all our social rented housing provision, including both social rent and affordable rent properties. Income is derived primarily from rent and service charges.

Low-Cost Home Ownership comprises those properties where we have sold a proportion of the equity share to the occupier whilst retaining the remaining equity and the freehold of the property. Income is derived from service charges in respect of the properties and from rent charged on the unsold equity element of the properties.

Analysis of the Statement of Comprehensive Income by segment is provided in notes 2 and 3 to these financial statements. Our management reporting structure does not require analysis of assets and liabilities by segment, and these are therefore not included in the analysis of segmental reporting.



Notes to the Financial Statements

Note 2

2a Turnover, cost of sales, operating expenditure and operating surplus

	2025			
Group	Turnover	Cost of sales	Operating expenditure	Operating surplus
	£'000	£'000	£'000	£'000
Social housing lettings (note 3a)	65,130	-	(46,917)	18,213
Other social housing activities				
Low cost home ownership sales	335	(213)	-	122
Development income	65	-	-	65
Activities other than social housing				
Telecare services	761	-	(942)	(181)
Dementia Care	37	-	(53)	(16)
Other Income	247	-	-	247
Total	66,575	(213)	(47,912)	18,450

Notes to the Financial Statements

2a Turnover, cost of sales, operating expenditure and operating surplus

	2024			
Group	Turnover	Cost of sales	Operating expenditure	Operating surplus
	£'000	£'000	£'000	£'000
Social housing lettings (note 3a)	59,856	-	(45,711)	14,145
Other social housing activities				
Low cost home ownership sales	1,352	(893)	-	459
Development income	72	-	-	72
Activities other than social housing				
Telecare services to third parties	765	-	(376)	389
Other Income	224	-	-	224
Total	62,269	(893)	(46,087)	15,289

Notes to the Financial Statements

2b. Turnover, cost of sales, operating expenditure and operating surplus

	2025			
Association	Turnover	Cost of sales	Operating expenditure	Operating surplus
	£'000	£'000	£'000	£'000
Social housing lettings (note 3b)	65,130	-	(46,917)	18,213
Other social housing activities				
Low cost home ownership sales	335	(213)	-	122
Development income	65	-	-	65
Activities other than social housing				
Telecare services	761	-	(942)	(181)
Dementia Care	37	-	(53)	(16)
Other Income	247	-	-	247
Total	66,575	(213)	(47,912)	18,450

Notes to the Financial Statements

2b. Turnover, cost of sales, operating expenditure and operating surplus

	2024			
Association	Turnover	Cost of sales	Operating expenditure	Operating surplus
	£'000	£'000	£'000	£'000
Social housing lettings (note 3b)	59,834	-	(45,711)	14,123
Other social housing activities				
Low cost home ownership sales	1,352	(893)	-	459
Development income	72	-	-	72
Activities other than social housing				
Telecare services	765	-	(376)	389
Other Income	224	-	-	224
Total	62,247	(893)	(46,087)	15,267

Notes to the Financial Statements

3a Turnover, operating expenditure and operating surplus

Group	Rented Housing	Low Cost Home Ownership	Other	Total 2025	Total 2024
	£'000	£'000	£'000	£'000	£'000
Income					
Rent receivable net of identifiable service charge	58,748	1,184	703	60,635	55,648
Service charge income	3,087	141	318	3,546	3,313
Amortised government grants	814	-	-	814	749
Other Income from Social Housing Lettings	129	-	6	135	146
Turnover from Social Housing Lettings	62,778	1,325	1,027	65,130	59,856
Operating Expenditure					
Management	19,029	-	-	19,029	17,429
Service charge costs	3,370	-	164	3,534	3,611
Routine maintenance	12,966	-	-	12,966	12,042
Planned maintenance	539	-	-	539	493
Major repairs expenditure	-	-	-	-	-
Bad debts	442	-	-	442	857
Depreciation of Housing Properties	10,096	311	-	10,407	11,280
Operating expenditure on Social Housing Lettings	46,442	311	164	46,917	45,711
Operating on Social Housing Lettings	16,336	1,014	863	18,213	14,145
Void losses (being rental income lost as a result of a property not being let, although it is available for letting)	1,744	2	254	2,000	1,255

Notes to the Financial Statements

3b Turnover, operating expenditure and operating surplus

Association	Rented Housing	Low Cost Home Ownership	Other	Total 2025	Total 2024
	£'000	£'000	£'000	£'000	£'000
Income					
Rent receivable net of identifiable service charge	58,748	1,184	703	60,635	55,626
Service charge income	3,087	141	318	3,546	3,313
Amortised government grants	814	-	-	814	749
Other Income from Social Housing Lettings	129	-	6	135	146
Turnover from Social Housing Lettings	62,778	1,325	1,027	65,130	59,834
Operating Expenditure					
Management	19,029	-	-	19,029	17,428
Service charge costs	3,370	-	164	3,534	3,611
Routine maintenance	12,966	-	-	12,966	12,042
Planned maintenance	539	-	-	539	493
Major repairs expenditure	-	-	-	-	-
Bad debts	442	-	-	442	857
Depreciation of Housing Properties	10,096	311	-	10,407	11,280
Operating expenditure on Social Housing Lettings	46,442	311	164	46,917	45,711
Operating Surplus on Social Housing Lettings	16,336	1,014	863	18,213	14,123
Void losses (being rental income lost as a result of a property not being let, although it is available for letting)	1,744	2	254	2,000	1,255

Notes to the Financial Statements

4 Accommodation owned, managed and in development

	2025	2024
	No. of Properties	No. of Properties
	Owned	Owned
Social Housing Under development at the end of the year:		
General needs housing affordable rent	93	21
General needs housing social rent	-	8
Low-cost home ownership	8	-
	101	29

Notes to the Financial Statements

4 Accommodation, owned, managed and in development (continued)

	2024 No. of Properties					2025 No. of Properties	
	Owned	Managed	Additions	Disposals	Other	Owned	Managed
Income							
General needs housing	9,621	-	8	(40)	-	9,589	-
Affordable Rent General Housing	242	-	34	-	-	276	-
Supported housing and housing for older people	1,723	-	-	(9)	-	1,714	-
Low-cost home ownership	352	-	-	(2)	-	350	-
Extra care housing	30	-	-	-	-	30	-
Intermediate Rent	218	-	-	-	-	218	-
Total owned and managed	12,186	-	42	(51)	-	12,177	-
Non-Social Housing Under management at the end of the year:							
Market rented	6	-	-	-	-	6	-
Leasehold Properties	367	-	-	-	(2)	365	-
	373	-	-	-	(2)	371	-

Accommodation managed by and leased to others

	2025	2024
	No. of Properties	No. of Properties
Supported housing	38	55
Non-social housing	22	22
Total	60	77

Lincolnshire Housing Partnership owns property managed by or leased to other bodies.

Notes to the Financial Statements

5 Profit on disposal of property, plant and equipment

	Right to Buy sales	Right to Acquire sales	Outright sales	Shared Ownership Staircasing sales	Total 2025	Total 2024
Group and Association	£'000	£'000	£'000	£'000	£'000	£'000
Proceeds of sales	723	653	1,727	229	3,332	1,680
Less: Costs of sales	(324)	(163)	(1,377)	(119)	(1,983)	(975)
Total	399	490	350	110	1,349	705

6 Interest and financing costs

	2025	2024
Group and Association	£'000	£'000
Defined benefit pension charge	602	70
On loans repayable within five years	612	79
On loans wholly or partly repayable in more than five years	6,071	6,450
Costs associated with financing	498	482
	7,783	7,081

Notes to the Financial Statements

7 Surplus on ordinary activities

	2025	2024
	£'000	£'000
The operating surplus stated after charging / (crediting)		
Depreciation of housing properties	10,407	11,280
Depreciation of other fixed assets	338	781
Surplus on sale of other fixed assets	(1,349)	(705)
Auditors' remuneration (excluding VAT):		
Audit of the group financial statements	74	59
Audit of subsidiaries	1	1
Fees payable to the Association's auditor and its associates for other services to the Group:		
Service charge certification	5	4
Review of Social Housing Decarbonisation Fund	5	5

8 Taxation

No taxation charge arises as the Association has been granted charitable status accepted by HMRC.

Notes to the Financial Statements

9 Directors’ remuneration

	2025	2024
	£’000	£’000
The aggregate emoluments paid to or receivable by non- executive Directors and former non-executive Directors	87	70
The aggregate emoluments paid to or receivable by executive Directors and former executive Directors	1,021	893
The aggregate emoluments paid to or receivable by Directors (key management personnel)	1,021	893
The emoluments paid to the highest paid Director excluding pension contributions	238	239
The aggregate amount of any consideration payable to or receivable by third parties for making available the services of a Director	127	-
The aggregate amount of any consideration payable to Directors for loss of office	-	144
The ratio of the Chief Executives remuneration to the median remuneration of all LHP’s employees	6:1	5:1

Ceri Theobald is the Chief Executive of LHP. His remuneration in relation to the period of account amounted to £116,817 (appointed 2 September 2024).

Ceri Theobald is a member of the defined contribution pension scheme. The scheme was funded in line with the pension scheme guidelines for the Group, and the Group contributed £14,000 for the period ended 31 March 2025.

Remuneration payable to the highest paid director, Mark Coupland, Executive Director of Customers, amounted to £237,979.

For the period of the year without a Chief Executive the remaining three Directors shared overall management responsibility of LHP and each received additional remuneration.

Notes to the Financial Statements

Emoluments were made to the following members of the board

		2025	2024
	Appointed/Resigned	£	£
Anthony Read		24,370	15,000
Paul Casey	Resigned 14/09/23	-	2,959
Carl Dewey		8,600	7,500
John Crowther	Resigned 17/09/23	-	3,887
Simon Parkes	Resigned 30/11/24	6,333	9,500
Sally Marshall-Mills		6,365	5,500
Kate Lindley		8,893	7,500
Adrienne Boggins		6,365	5,550
Rhiannon Davies	Resigned 06/02/24	-	4,669
Zoe Ollerearnshaw		8,600	7,500
Susan Shehata	Appointed 01/04/24	7,093	-
Steve Maxey	Appointed 01/08/24	4,243	-
Debbie Meredith	Appointed 01/08/24	4,243	-
Rozina Khanom	Appointed 01/02/25	1,061	-
Paul Moat	Appointed 11/03/25	379	-
		86,545	69,565

Notes to the Financial Statements

10 Employee information

2025	2024
No.	No.

The average number of persons employed during the year expressed in full time equivalents (calculated based on a standard working week of 37-40 hours) was:

Office staff	268	258
Wardens, caretakers, and cleaners	12	12
Operatives	116	118
	396	388

Staff costs

£'000	£'000
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Wages and salaries	15,134	13,759
Social Security costs	1,451	1,281
Other pension costs	1,270	1,465
	17,855	16,505

Notes to the Financial Statements

11 Employee information

	2025	2024
	No.	No.
Aggregate number of full-time equivalent staff whose remuneration exceeded £60,000 in the period:		
	No.	No.
£60,000 - £70,000	8	9
£70,000 - £80,000	6	4
£80,000 - £90,000	1	7
£90,000 - £100,000	1	2
£100,000 - £110,000	3	2
£110,000 - £120,000	1	-
£120,000 - £123,000	2	-
£130,000 - £140,000	1	-
£140,000 - £150,000	1	-
£150,000 - £160,000	-	1
£160,000 - £170,000	-	1
£170,000 - £180,000	-	1
£180,000 - £190,000	1	-
£190,000 - £200,000	1	-
£230,000 - £240,000	1	-
£250,000 - £260,000	1	-
£290,000 - £300,000	-	1

No loans have been made to employees in the year ended 31 March 2025 (2024 nil)

Notes to the Financial Statements

12 Pension Obligations

The Social Housing Pension Scheme (SHPS)

The Group participates in the Social Housing Pension Scheme (the Scheme), a multiemployer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The Scheme is classified as a 'last-man standing arrangement'. Therefore, the Group is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme was carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive.

The latest accounting valuation was carried out with an effective date of 30 September 2024. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2025 to 28 February 2026 inclusive.

The liabilities are compared, at the relevant accounting date, with the Group's fair share of the Scheme's total assets to calculate the Group's net deficit or surplus.

As at 30 June 2024, the defined benefit section of the scheme was closed to future accrual.

All active members of the scheme were transferred into the SHPS defined contribution scheme and a one-off salary or pension contribution was offered to the transitioning employees.



Notes to the Financial Statements

Principal Actuarial Assumptions

The following information provided by The Pension Trust (TPT) is based upon the full actuarial valuation of the fund as at September 2023 updated to 31 March 2025.

	31 March 2025	31 March 2024
Rate of increase in salaries	3.80%	3.79%
Rate of increase for pensions in payment / inflation	3.80%	3.79%
Discount rate for scheme liabilities	5.92%	4.92%
Inflation assumption (CPI)	2.80%	2.79%
Commutation of pensions to lump sums	75%	75%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

Current Pensioners	
Males	20.5 years
Females	23.0 years
Future Pensioners	
Males	21.7 years
Females	24.5 years



Notes to the Financial Statements

	31 March 2025	31 March 2024
Analysis of the amount charged to operating costs in the Statement of Comprehensive Income	£'000	£'000
Employer service cost (net of employee contributions)	(15)	(60)
Expenses	(19)	(17)
Total operating charge	(34)	(77)
Analysis of pension finance income/(costs)		
Expected return on pension scheme assets	362	362
Interest on pension liabilities	(438)	(432)
Amounts of charged/credited to financing costs	(76)	(70)
Amount of gains and losses recognised in the Statement of Comprehensive Income		
Actuarial (losses) on pension scheme assets	(723)	(612)
Actuarial (losses) on scheme liabilities	(344)	(66)
Change in financial assumptions	1,444	260
Actuarial gain/(loss) recognised	377	(418)
Movement in (deficit) during the year		
(Deficit) in scheme at 1 April	(1,743)	(1,597)
Movement in year: Employer service cost (net of employee contributions)	(34)	(77)
Employer contributions	447	427
Past service cost	-	-
Net interest/return on assets	(76)	(70)
Remeasurements	377	(426)
(Deficit) in scheme at 31 March	(1,029)	(1,743)

Notes to the Financial Statements

	31 March 2025	31 March 2024
Asset and Liability Reconciliation	£'000	£'000
Reconciliation of Liabilities at start of period	(9,022)	(9,045)
Service cost	(34)	(77)
Interest cost	(438)	(432)
Employee contributions	-	-
Remeasurements	1,100	194
Benefits paid	266	346
Past Service cost	-	-
Losses due to Benefit Changes	-	(8)
Liabilities at end of period	(8,128)	(9,022)
Reconciliation of Assets at start of period	7,279	7,448
Return of plan assets	362	362
Remeasurements	(723)	(612)
Employer contributions	447	427
Employee contributions	-	-
Benefits paid	(266)	(346)
Assets at end of period	7,099	7,279
(Deficit) in scheme at 31 March	(1,029)	(1,743)

Notes to the Financial Statements

Local Government Pension Scheme (“LGPS”)

The Lincolnshire County Council Pension is a funded defined-benefit scheme, with the assets held in separate funds administered by the Lincolnshire County Council. The total contributions made up to the period ended 30 June 2024 were £7k, of which employer’s contributions totalled £6k and employees’ contributions totalled £1k.

The LHP Board approved a decision to exit this scheme effective 30 June 2024. The Fund Actuary prepared a Cessation Report which confirmed that a cessation credit was due and was received in the year. LHP has been discharged of all future obligation to the Fund.

All active members of the scheme were transferred into the SHPS defined contribution scheme and a one-off salary or pension contribution was offered to the transitioning employees.

Principal Actuarial Assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2022 updated to 30 June 2024 by a qualified independent actuary.

	30 June 2024	31 March 2024
Rate of increase in salaries	3.90%	3.95%
Rate of increase for pensions in payment / inflation	2.90%	2.95%
Discount rate for scheme liabilities	5.15%	4.90%
Inflation assumption (CPI)	2.90%	2.95%
Commutation of pensions to lump sums	75%	75%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

Current Pensioners	30 June 2024	31 March 2024
Males	19.5 years	19.5 years
Females	22.6 years	22.7 years
Future Pensioners	30 June 2024	31 March 2024
Males	20.7 years	20.8 years
Females	24.1 years	24.1 years

Notes to the Financial Statements

Major categories of plan assets

Period Ended	30 June 2024	31 March 2024
Equities	50%	50%
Bonds	14%	14%
Property	7%	7%
Cash	3%	3%
Infrastructure	4%	4%
Absolute return fund	22%	22%



Notes to the Financial Statements

	30 June 2024	31 March 2024
Analysis of the amount charged to operating costs in the Statement of Comprehensive Income	£'000	£'000
Employer service cost (net of employee contributions)	(2)	(50)
Total operating charge	(2)	(50)
Analysis of pension finance income/(costs)		
Expected return on pension scheme assets	192	711
Interest on pension liabilities	(143)	(565)
Amounts credited/charged to financing costs	49	146
Amount of gains and losses recognised in the Statement of Comprehensive Income		
Actuarial gains/(losses) on pension scheme assets	(124)	711
Actuarial gains/(losses) on scheme liabilities	(417)	(627)
Change in financial assumption	438	-
Change in demographic assumptions	184	-
Change in impact of net asset restriction	278	-
Actuarial profit/(loss) recognised	359	84



Notes to the Financial Statements

	30 June 2024	31 March 2024
Movement in surplus/(deficit) during the year		
Surplus/ (Deficit) in scheme at 1 April	-	3,004
Movement in year: Employer service cost (net of employee contributions)	(6)	(62)
Employer contributions	4	77
Net interest/return on assets	49	146
Remeasurements	359	923
Surplus receivable on cessation *	(406)	-
Actuarial Asset in scheme at 31 March	-	4,088
Adjustment in respect of asset restriction **	-	(4,088)
Asset recognised on the balance sheet	-	-

Notes to the Financial Statements

	30 June 2024	31 March 2024
Asset and Liability Reconciliation	£'000	£'000
Reconciliation of Liabilities at start of period	(11,969)	(12,043)
Service cost	(3)	(50)
Interest cost	(143)	(565)
Employee contributions	(1)	(22)
Remeasurements	205	152
Benefits paid	136	559
Past service cost	-	-
Curtailments and settlements	11,775	-
Liabilities at end of period	-	(11,969)
Reconciliation of Assets at start of period	16,057	15,047
Return on plan assets	192	711
Remeasurements	(6)	771
Employer contributions	4	77
Employee contributions	1	22
Benefits paid	(139)	(571)
Other actuarial losses	(118)	-
Surplus received *	(406)	-
Curtailments and settlements	(15,585)	-
Assets at end of period	-	16,057
Actuarial Assets in scheme at 31 March	-	4,088
Adjustment in respect of asset restriction **	-	(4,088)
Asset recognised on the balance sheet	-	-

Notes to the Financial Statements

* LHP received £406k on 31st March 2025 on agreement of the final scheme position.

** The 31 March 2024 asset was restricted to comply with FRS 102 paragraph 28. An entity shall recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. These criteria were not considered to be met at that time.



Notes to the Financial Statements

Local Government Pension Scheme (“LGPS”)

The East Riding of Yorkshire Council Pension is a funded defined-benefit scheme, with the assets held in separate funds administered by the East Riding of Yorkshire Council. The total contributions made for the period ended 30 June 2024 were £93k of which employer’s contributions totalled £81k and employees’ contributions totalled £12k.

The LHP Board approved a decision to exit this scheme effective 30 June 2024. The Fund Actuary prepared a Cessation Report which confirmed that a cessation credit was due and accounted for through other comprehensive income and debtors. LHP has been discharged of all future obligation to the Fund.

All active members of the scheme were transferred into the SHPS defined contribution scheme and a one-off salary or pension contribution was offered to the transitioning employees.

Principal Actuarial Assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2022 updated to 30 June 2024 by a qualified independent actuary.

	30 June 2024	31 March 2023
Rate of increase in salaries	2.80%	2.80%
Rate of increase for pensions in payment / inflation	2.80%	2.80%
Discount rate for scheme liabilities	5.15%	4.80%
Inflation assumption (CPI)	2.80%	2.80%
Commutation of pensions to lump sums	75%	75%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

Current Pensioners	30 June 2024	31 March 2024
Males	20.6 years	20.6 years
Females	23.5 years	23.5 years
Future Pensioners	30 June 2024	31 March 2024
Males	21.4 years	21.4 years
Females	25.0 years	25.0 years

Notes to the Financial Statements

Major categories of plan assets

Period Ended	30 June 2024	31 March 2024
Equities	74%	75%
Bonds	16%	16%
Property	8%	8%
Cash	2%	1%



Notes to the Financial Statements

	30 June 2024	31 March 2024
Analysis of the amount charged to operating costs in the Statement of Comprehensive Income	£'000	£'000
Employer service cost (net of employee contributions)	(42)	(174)
Past service cost	-	-
Total operating charge	(42)	(174)
Analysis of pension finance income/(costs)		
Expected return on pension scheme assets	508	1,938
Interest on pension liabilities	(308)	(1,293)
Interest on the effect of asset ceiling	(775)	(641)
Amounts credited/charged to financing costs	(575)	4
Amount of gains and losses recognised in the Statement of Comprehensive Income		
Actuarial gains/(losses) on pension scheme assets	498	1,938
Actuarial (losses) on scheme liabilities	-	(1,467)
Change in financial assumption	1,328	-
Changes in impact of net asset restriction	10,664	(641)
Actuarial (loss) recognised	12,490	(170)

Notes to the Financial Statements

	30 June 2024	31 March 2024
Movement in surplus/(deficit) during the year	£'000	£'000
Surplus/ (Deficit) in scheme at 1 April	-	13,502
Movement in year: Employer service cost (net of employee contributions)	(42)	(174)
Employer contributions	81	310
Net interest/return on assets	200	645
Remeasurements	11,715	1,873
Surplus receivable on cessation *	(11,954)	-
Actuarial Asset in scheme at 31 March	-	16,156
Adjustment in respect of asset restriction *	-	(16,156)
Surplus recognised on the balance sheet	-	-

Notes to the Financial Statements

	30 June 2024	31 March 2024
Asset and Liability Reconciliation	£'000	£'000
Reconciliation of Liabilities at start of period	(27,678)	(27,725)
Service cost	(42)	(174)
Interest cost	(308)	(1,293)
Employee contributions	(12)	(47)
Remeasurements	27,733	341
Benefits paid	307	1,220
Past service cost	-	-
Curtailments and settlements	-	-
Liabilities at end of period	-	(27,678)
Reconciliation of Assets at start of period	43,834	41,227
Return on plan assets	508	1,938
Remeasurements	(44,128)	1,532
Employer contributions	81	310
Employee contributions	12	47
Benefits paid	(307)	(1,220)
Assets at end of period	-	43,834
Actuarial Assets in scheme at 31 March	-	16,156
Adjustment in respect of asset restriction **	-	(16,156)
Asset recognised on the balance sheet	-	-

* Cessation credit accounted for through other comprehensive income and debtors and was received on 23rd May 2025.

** The March 2024 asset was restricted to comply with FRS 102 paragraph 28. An entity shall recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. These criteria were not considered to be met at that time.

Notes to the Financial Statements

12a Tangible fixed assets – Housing Properties

	Housing Properties for Letting Completed	Housing Properties for Letting Under Construction	Low-Cost Home Ownership Properties Completed	Low-Cost Home Ownership Properties Under Construction	Total Housing Properties
Group and Association	£'000	£'000	£'000	£'000	£'000
Cost					
At start of the year	397,163	2,023	24,011	399	423,596
Additions to properties acquired	-	4,154	-	42	4,196
Works to existing properties	26,284	-	1	-	26,285
Schemes completed	3,630	(3,630)	487	(487)	-
Change of Tenure	(28)	(139)	28	139	-
Disposals	(3,735)	-	(124)	-	(3,859)
At the end of the year	423,314	2,408	24,403	93	450,218
Depreciation and impairment					
At start of the year	85,160	-	1,621	-	86,781
Charge for year	9,750	-	311	-	10,061
Disposals	(1,614)	-	(7)	-	(1,621)
At the end of the year	93,296	-	1,925	-	95,221
Net book value					
31 March 2025	330,018	2,408	22,478	93	354,997
31 March 2024	312,003	2,023	22,390	399	336,815

Notes to the Financial Statements

	2025	2024
Housing Properties Comprise:	£'000	£'000
Freeholds	352,791	334,656
Long Leaseholds	2,206	2,159
Short Leaseholds	-	-
	354,997	336,815

	2025	2024
Works to existing properties in the year:	£'000	£'000
Components capitalised	26,285	21,909
Amounts to expenditure	-	-



Notes to the Financial Statements

12b Tangible fixed assets – Other

	Offices	Computer and Office Equipment	Playground Equipment	Total Non-Housing Assets
Group and Association	£'000	£'000	£'000	£'000
Cost				
At start of the year	2,897	3,484	100	6,481
Additions	82	415	-	497
Disposals	-	-	-	-
At the end of the year	2,979	3,899	100	6,978
Depreciation and impairment				
At start of the year	361	2,966	34	3,361
Charge for year	89	245	5	339
Disposals	-	-	-	-
At the end of the year	450	3,211	39	3,700
Net book value				
31 March 2025	2,529	688	61	3,278
31 March 2024	2,536	518	66	3,120

Notes to the Financial Statements

13 Fixed asset investment

Group companies

The Group comprises the following companies, all registered in England:

Name	Incorporation and ownership	Regulated / Non-regulated	Nature of business
Lincolnshire Housing Partnership	Company 100%	Regulated	Housing Association
Humber Homes Limited	Company 100%	Non-regulated	Property Development
Speedwell Homes Limited	Company 100%	Non-regulated	Market Renting
Boston Mayflower Finance plc	Company 100%	Non-regulated	Financing

	Other subsidiaries	Boston Mayflower Finance plc
Association	£'000	£'000
31 March 2025	-	13
31 March 2024	-	13



Notes to the Financial Statements

14 Stock

	Group and Association	
	2025	2024
	£'000	£'000
Van stock	96	112
Telecare equipment	20	70
	116	182

15 Properties in the course of sale

	Group and Association	
	2025	2024
	£'000	£'000
Low-cost home ownership properties:		
Completed	-	192

Notes to the Financial Statements

16 Trade and other debtors

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Rent arrears	4,066	3,953	4,066	3,953
Less: provision for bad debts	(2,033)	(2,207)	(2,033)	(2,207)
Trade debtors	565	48	565	48
Other debtors	12,392	209	12,392	209
Prepayment and accrued income	669	555	669	555
Total	15,659	2,558	15,659	2,558

Debtors are all due within one year

17 Cash and cash equivalents

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Cash at bank and in hand	20,780	22,584	20,712	22,515

Notes to the Financial Statements

18a Creditors: amounts falling due within one year

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade creditors	2,368	769	2,368	769
Rents and service charges paid in advance	2,024	2,161	2,024	2,161
Loan Repayments	-	3,000	-	3,000
Amounts due to Group undertakings	-	-	248	492
VAT due to HMRC	13	1	13	1
Accruals and deferred income	5,232	8,518	5,232	8,518
Deferred Capital Grant (Note 19)	836	842	836	842
Recycled Capital Grant Fund (Note 20)	103	426	103	426
Other creditors	510	701	254	444
	11,086	16,418	11,078	16,653

Notes to the Financial Statements

18b Creditors: amounts falling due after more than one year

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Loans (Note 18a)	200,689	195,355	200,689	195,355
Less: Loan arrangement fees (Note 18c)	(1,014)	(1,217)	(1,014)	(1,217)
Deferred Capital Grant (Note 19)	24,914	20,749	24,914	20,749
Recycled Capital Grant Fund (Note 20)	148	192	148	192
	224,737	215,079	224,737	215,079



Notes to the Financial Statements

18c Net Debt Analysis

	Group & Association	
	2025	2024
	£'000	£'000
Loans repayable by instalments		
Within one year	-	-
In one year or more, but less than two years	-	-
In two years or more and less than five years	-	-
In five years or more	179,689	180,355
Loans not repayable by instalments		
Within one year	-	3,000
In one year or more, but less than two years	-	-
In two years or more and less than five years	15,000	-
In five years or more	6,000	15,000
Less: loan issue costs	(1,014)	(1,217)
	199,675	197,138

On 8 September 2014 Lincolnshire Housing Partnership Limited borrowed £90m from the capital markets through its subsidiary Boston Mayflower Finance plc via a combination of a 45-year bond issue and a 15-year Private Placement. Loans are secured by floating charges on all the Association's assets and fixed charges on individual properties.

The amount payable in relation to the bond issue is an intercompany creditor for Lincolnshire Housing Partnership Limited with the amount owed to its subsidiary, Boston Mayflower Finance plc. Boston Mayflower Finance plc recognises an equivalent intercompany debtor within its accounts and the third-party liability to repay the bond on 8 September 2059.

Boston Mayflower Finance plc sold a subsequent £40m in June 2020, with the proceeds being lent to Lincolnshire Housing Partnership Limited.

On 7 June 2021 Boston Mayflower Finance plc sold additional £35m from the retained capital market and lent the proceeds of this sale to Lincolnshire Housing Partnership Limited, bringing the total capital market borrowing to £165m.

Notes to the Financial Statements

18c Net Debt Analysis (continued)

The interest rate profile of the Association at 31 March 2025 was:

	Total	Variable rate	Fixed rate	Weighted	Weighted average term
	£'000	£'000	£'000	%	Years
Instalment loans	150,000	-	150,000	4.321%	34
Bond Premium	28,675	-	28,675	-	34
Non-instalment loans	15,000	-	15,000	4.077%	4
Revolving credit	6,000	6,000	-	6.095%	5
Total	199,675	6,000	193,675	-	31

As at 31 March 2025 the Association has the following borrowing facilities:	£'000
Undrawn committed facilities	74,000
Undrawn facilities	-
	74,000

18d Analysis of Changes in Net Debt

		At 1 April 2024	Cash Flows	Non-cash Changes	At 31 March 2025
Group	Notes	£'000	£'000	£'000	£'000
Cash and Equivalents		22,584	(1,804)	-	20,780
Debt Due within one year		(3,000)	-	3,000	-
Debt Due after more than one year	18c	(194,138)	(2,537)	(3,000)	(199,675)
Net Debt		(174,554)	(4,341)	-	(178,895)

Notes to the Financial Statements

19 Deferred Capital Grant

	Group and Association	
	2025	2024
	£'000	£'000
At start of the year	21,591	18,900
*Grant received during the year - SHDF	4,579	3,501
Grant recycled in the year – RCGF	429	-
Amortisation	(814)	(749)
Released to RCGF	(35)	(61)
At the end of the year	25,750	21,591
Amount due to be released < 1 year	836	842
Amount due to be released > 1 year	24,914	20,749
Total deferred capital grant	25,750	21,591

* Social Housing Decarbonisation Fund

The Social Housing Decarbonisation Fund from the Department for Business, Energy and Industrial Strategy (included within the above note) is to help improve the energy performance social rented homes. Over 650 homes were fitted with External Wall Insulation within 2024/25 and our application for an additional £5 million, which will be matched by us to invest a total of £10 million in energy saving improvements, has been successful.

	Group and Association	
	2025	2024
	£'000	£'000
At start of the year	3,496	-
Grant received during the year	4,579	3,501
Amortisation	(71)	(5)
At the end of the year	8,004	3,496

Notes to the Financial Statements

20 Recycled Capital Grant Fund

	Group and Association	
	2025	2024
	£'000	£'000
At start of the year	618	520
Inputs: Grants Recycled	35	61
Inputs: Interest Accrued	27	37
Recycling: New Build	(429)	-
At the end of the year	251	618
Amount due to be released < 1 year	103	426
Amount due to be released > 1 year	148	192
	251	618

21 Non-equity share capital

The Association’s constitution is that of a Co-operative and Community Benefit Society, therefore there is no share capital.

Lincolnshire Housing Partnership Limited retains a £12,500 investment in Boston Mayflower Finance plc and is the registered holder of 50,000 shares of £1 each, of which £12,500 has been paid.



Notes to the Financial Statements

22 Capital commitments

	Group and Association	
	2025	2024
	£'000	£'000
Capital expenditure that has been contracted for, but has not been provided for in the financial statements	4,640	2,169
Capital expenditure that has been authorised by the Board, but has not been contracted for	3,733	-
Total capital expenditure in the next 12 months	8,373	2,169

The Association expects these commitments to be financed with:

Proceeds from the sale of properties	3,000	-
Existing cash balances	5,373	2,169
Total capital expenditure in the next 12 months	8,373	2,169



Notes to the Financial Statements

23 Operating leases

The future minimum lease payments which the Group is committed to make under leases are as follows:

	Group and Association	
	2025	2024
Land and buildings	£'000	£'000
Less than 1 year	66	11
1 to 2 years	66	66
Between 2 to 5 years	170	170
5 years or more	498	563
Others		
Less than 1 year	867	618
1 to 2 years	872	815
2 to 5 years	1,484	1,826
5 years or more	-	-

The leases include contracts for offices, storage facilities, vans, coffee machines, photocopiers and franking machines.

24 Contingent liability

There were no contingent liabilities to third parties as at 31 March 2025.

25 Grant and financial assistance

	2025	2024
	£'000	£'000
The total accumulated government grant and financial assistance received or receivable at 31 March	49,053	44,474
Held as deferred grant (note 19)	25,750	21,591
Recognised as income in Statement of Comprehensive Income	14,633	13,819

Notes to the Financial Statements

26 Related Parties

Lincolnshire Housing Partnership Limited is the Parent entity in the Group and ultimate controlling party. The Group has taken advantage of the exemption available under Section 33.1A FRS 102 not to disclose transactions with wholly owned subsidiary undertakings.

There have been no Directors’ loans during the reporting year (2024: £Nil).

No tenancy agreements are held by Board members.

There have been no transactions with key management personnel and their close family, (including compensation paid).

Related party balances are not secured.

Transactions with registered and non-registered elements of the business: The Association provides management services, other services, and loans to its subsidiaries.

The Association also receives charges from subsidiaries. The quantum and basis of those charges are set out on the following page:

	Management Charges		Interest Charge		Interest Recieved	
	2025	2024	2025	2024	2025	2024
Non-regulated entities	£'000	£'000	£'000	£'000	£'000	£'000
Boston Mayflower Finance plc	-	-	6,427	6,450	-	-
Speedwell Homes Limited	-	3	-	-	-	6
	-	3	-	-	-	6

Intra-group management fees

Intra-group management fees are receivable by the Association from subsidiaries to cover the running costs the Association incurs on behalf of managing its subsidiaries and providing services. The management fee is calculated by using varying methods of allocation.

In November 2024 Speedwell Homes Limited made a gift aid payment to LHP of £243,658.

Intra-group interest charges

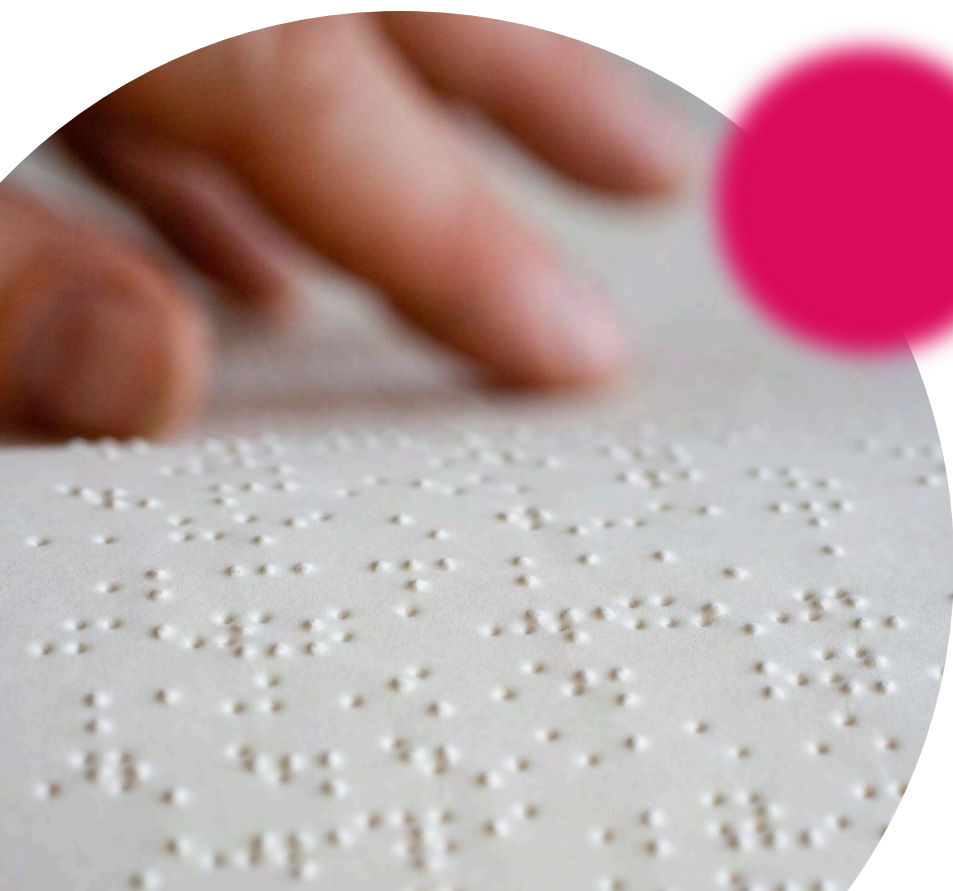
Intra-group interest is charged by the Association to its subsidiaries at an agreed commercial rate.

Notes to the Financial Statements

27 Post Balance Sheet Events

On Monday 30 June 2025, the Chief Executive, Ceri Theobald, left Lincolnshire Housing Partnership to pursue new opportunities. Shaun Harley (Executive Director of People and Change) will take on the role of Interim Chief Executive for 12 months. Nicola Ebdon (Executive Director of Governance and Regulation) will also take on the role of Interim Deputy Chief Executive. This arrangement will ensure continuity with delivery, stability and remaining focused on our priorities.

If you would like to receive this information in **another format** such as large print, Braille or audio, please contact communications on **0345 604 1472** or email **communications@lincolnshirehp.com**





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Lincolnshire Housing Partnership Limited is registered as a charitable Community Benefit Society under the Co-operative and Community Benefit Societies Act 2014 with registered number: 7748.

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Lincolnshire
Housing
Partnership

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