



**Lincolnshire Rural  
Housing Association**

# **ESG Report 2024/25**

Our Top 5 ESG KPI's



Social Value Created  
**£4.2m**



New Homes Delivered  
**0**



Stock Condition Survey and  
Retrofit Assessments Completed  
as percentage of Stock  
**23%**



Maintenance Technician  
Travel Hours  
**1,982**



Gender Balance  
Residents  
**Male 31% Female 68%**  
Staff  
**Male 27% Female 73%**  
Board  
**Male 71% Female 29%**

Our ESG Snapshot



Number of Homes  
**428**



Rents Below LHA as a  
Percentage of Homes  
**91.5%**



LRHA Pays the Real Living Wage



EPC C + Retrofit Work  
Starts  
**76**



Community Investment  
**£16,715**



Customer/economic  
Standard Compliance



Value of Assets  
**£24.8m**



Resident Overall  
Service Satisfaction  
**86.1%**



EPC "C" or Better as  
Percentage of our Existing  
Homes  
**59%**

Our ESG Objectives



Net Investment Over  
25 Years to Improve Quality  
and Meet Net Zero  
**£22m**



All our Homes to Meet at Least  
Decent Homes Standard



All Existing Homes  
Retrofitted to Meet EPC C  
(where practical and  
financially viable)

## Lincs Rural's Environmental, Social and Governance (ESG) Performance

Lincolnshire Rural Housing Association (LRHA) is one of the county's smallest housing associations, founded in 1986 by a group of committed, community-minded people. Nearly 40 years later, our Purpose remains unchanged, 'to support people connected to rural communities in need of a home, through the provision and maintenance of affordable and sustainable homes for life'.

In September 2025 the Board updated our Vision to '*working together to enhance the quality of life for current and future residents*' – and our Mission to '*provide good quality homes for rural people in need*'. These principles guide every decision we make and every partnership we pursue.

This report sets out our performance against the Environmental, Social and Governance (ESG) standards for social housing. LRHA became an early adopter of the sector-wide reporting standard, launched in 2020. By continuing to report voluntarily, we demonstrate our commitment to transparency, accountability, and progress.

LRHA manages **431 homes**, including three acquired in August 2025, in rural communities of fewer than 5,000 residents. Most are new-build properties, supplemented by a small number of refurbished homes and two Grade II listed cottages. As a specialist rural landlord, we understand the unique challenges facing smaller communities, and we know that housing is central to sustaining them.

Our residents continue to face unprecedented pressures, from the rising cost of living to the impacts of climate change. As a social landlord, we have a responsibility not just to provide homes, but to actively support our residents' wellbeing. Listening to and acting on the resident voice remains central to our work.

Looking ahead, we are focusing on two priorities:

- **Delivering more rural homes, directly, and through collaboration** to meet local need and sustain small rural communities.
- **Investing in our existing homes** to maintain them; improve energy efficiency and reduce costs for residents, helping them through the cost-of-living crisis while responding to the climate emergency.

ESG is not an add-on for LRHA, it runs through every part of our organisation. It underpins our Corporate Strategy, informs our business objectives, and, most importantly, makes a difference to our residents' lives.

We hope this report gives you a clear understanding of our purpose, our progress, and the challenges that shape our work. As ever, we remain guided by our values, to be innovative, caring and excellent at our work. LRHA has a "Social Heart" and a "Business Head", and we are socially motivated to collaborate with our peers to achieve our common goals.

Our ESG report is one of the ways we share our journey openly, showing where we are delivering, where we can improve, and how we plan to continue making a positive impact for rural communities.

**Rachael Fullwood**  
**Chief Executive**



## Social Value



**Social Value - Social value speaks directly to what really matters to our residents and communities. We're committed to delivering positive outcomes for our residents.**

At LRHA, social value speaks directly to what matters most to our residents and communities. We are committed to delivering positive outcomes, ensuring that the way we procure, invest, and operate contributes to the long-term wellbeing of people and places across Lincolnshire.

### Sustainable Procurement

We embed sustainability and social impact into every procurement decision. Where practically possible, goods and services are selected not only on cost but also on their environmental and social impact. Our tender evaluations follow a **60% quality and 40% price split**, with sustainability, social impact, and decarbonisation considered in both criteria. This ensures that value is defined beyond price alone, suppliers must demonstrate how they will contribute to community, environmental, and social wellbeing.

Wherever possible, we prioritise local contractors and suppliers to keep investment within the Lincolnshire economy and to support jobs, skills, and growth close to our residents.

### Supporting Residents and Communities

We maximise social value through initiatives that respond directly to the needs of residents and the communities in which they live. In 2025 we strengthened support for residents facing the cost-of-living crisis by providing **37 grants totalling £16,486** through our Resident Support Fund. These grants alleviated financial hardship and enabled households to manage day-to-day living costs.

Beyond financial support, we continue to invest in community resilience and wellbeing by:

- Donating to local charities and foodbanks.
- Supporting community-led coffee mornings and events.
- Showcasing residents and colleagues as community champions.

These actions reflect our long-term commitment to building thriving, resilient, and connected communities.

## Equality, Diversity and Inclusion



Our aspiration is to create sustainable success by building a professional, inclusive, and resident-focused organisation. We are shaping the design and culture of LRHA to nurture a workforce that is flexible, high-performing, and representative of the communities we serve.

Residents should feel that their lived experiences are understood and reflected in the services we provide. To achieve this, we are committed to recruiting, developing, and retaining a diverse team whose perspectives strengthen our approach to delivery and decision-making.

As both landlord and employer, we are embedding equitable, diverse, and inclusive practices into every aspect of our work. Our **People Strategy** reinforces these commitments by:

- Promoting equality and diversity across all activities.
- Developing leadership behaviours that support LRHA values.
- Creating a workplace culture that is open, fair, and inclusive.

By integrating EDI into our **Corporate Strategy**, we ensure that diversity is not a standalone initiative, but a driver of organisational resilience and success.



## Operational Carbon Emissions



Operational Carbon Emissions – For our existing homes, **59.5%** of our homes currently meet EPC C.

We recognise the close link between environmental sustainability and social value. Our approach to reducing operational carbon emissions is designed to improve the quality, efficiency, and affordability of homes while supporting wider climate goals.

### Existing Homes

- **59.5% of homes** currently meet EPC C.
- A **full stock condition survey and retrofit assessment** is underway, due for completion in **April 2026**, which will establish baselines for investment.

### Retrofit and Decarbonisation

- LRHA is a member of the **HACT Arctica Retrofit Credit Scheme**, submitting quarterly reports. While qualifying retrofit actions remain limited, investments in **night storage heaters, windows, doors, and hot water cylinders** will qualify.
- Decarbonisation measures are currently paused unless aligned with general asset management, with a strategic review scheduled for **November 2025**.

### New Homes

- All new homes will meet **at least EPC B and SAP 81–91**.
- In **August 2025**, we acquired three new homes meeting this high standard.

These combined actions represent significant progress in mapping our pathway towards **net zero operational carbon emissions**.

### Strategic Objectives and Business Plan

In **July 2025**, the LRHA Board approved clear strategic objectives to guide our future direction:

1. **Growth** – expanding housing provision to meet community needs.
2. **Investment in Existing Stock** – prioritising essential works, with decarbonisation measures integrated into broader asset management.

The Board also reviewed and approved the **2025–2030 Business Plan**. In doing so, it considered the current and future operating environment, financial forecasts, and risk management. The Plan adopts a prudent approach, forecasting an **annual operating surplus over the five-year period**, with anticipated improvements in year-end results as cautious assumptions and strong management deliver resilience.

This approach balances immediate challenges with long-term sustainability, ensuring LRHA continues to create value for residents, communities, and the environment.

LRHA Properties



## Our ESG KPI dashboard

We have created our ESG dashboard to show our progress against some of our core ESG considerations.

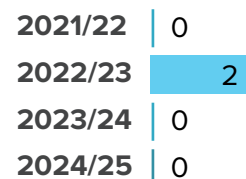
These incorporate our business plan and reflect the changing operating environment.



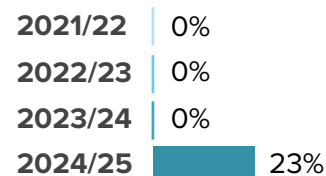
Social value created



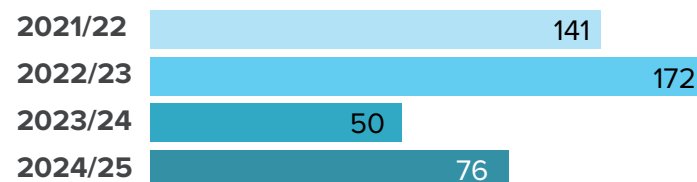
New homes delivered



Stock condition survey and retrofit assessments completed as percentage of stock



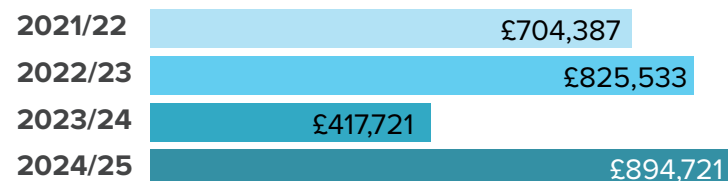
EPC C+ retrofit work starts



Resident overall satisfaction (from TSMs)



Net investment to improve quality and meet net zero



# Climate Change

## Governance

The Board of LRHA oversees climate-related risks and opportunities through its Corporate Strategy.

- **Decarbonisation Strategy:** First adopted in September 2022 and approved by the Board.
- **Strategic Review:** In July 2024, the Board revised its approach to investment in existing stock to focus on essential asset management needs. Decarbonisation measures are currently paused unless delivered as part of wider stock investment programmes.
- **Next Review:** The Corporate Strategy was reviewed by the Board in September 2025, including climate-related priorities. The Board will undertake a further detailed review of decarbonisation priorities in **November 2025**.

## Strategy

Although LRHA is a small organisation, we recognise our responsibility to reduce emissions and mitigate the effects of climate change. Our long-term ambition is to achieve **Net Zero**, guided by a science-based reduction pathway.

- **Resident-Centred Approach:** Residents are central to our Net Zero journey. While the transition will provide warmer, healthier, more affordable homes, it will also involve disruption from retrofit works and installation of new heating systems. Resident engagement and willingness to adopt low-carbon technology will be critical to success.
- **Low-Carbon Technologies Already in Place:** 27% of LRHA properties have rooftop PV panels, and further technologies already deployed include biomass district heating, air source heat pumps, solar thermal systems, and grey water recycling.

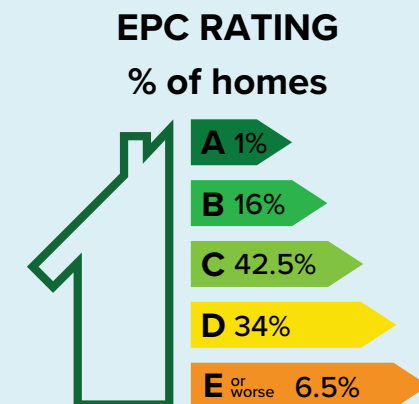
## Risk Management

Climate-related risks are embedded into LRHA's corporate risk register and actively managed.

- **Physical Risks:** Flooding has been identified as a key risk. Mitigations include maintaining adequate insurance cover, developing pre-event flood response plans for vulnerable residents, and equipping maintenance teams with necessary resources.
- **Transition Risks:** The need for major decarbonisation investment has been recognised, with current strategy balancing decarbonisation ambitions against affordability and practical asset management priorities.
- **Resident Risks:** Engagement and acceptance of new low-carbon technologies is a material risk factor in ensuring successful transition.

## Metrics & Targets

- **Carbon Footprint (Baseline 2019/20):** 966 tCO<sub>2</sub>e
  - Scope 1: 405,720 kg
  - Scope 2: 560,280 kg
- **Near-Term Target:** 46% reduction by 2030, in line with the SBTi 1.5°C pathway (target under Board review in 2025).
- **Operational Progress in 2024/25:**
  - 13 homes fitted with new UPVC windows
  - 15 new exterior doors installed
  - 13 boilers replaced
  - 10 new hot water cylinders installed
- **Energy Performance:** 100% of LRHA homes hold a valid EPC.
- **Resident Support:**
  - Energy efficiency and behaviour change advice
  - Guidance on supplier switching
  - Financial support through the Resident Support Fund and HACT Fuel Fund vouchers for pre-payment households
- **Retrofit Assessments:** All homes will undergo retrofit assessments and stock condition surveys, started in 2024/25 and due for completion by 1 April 2026.





## Ecology

At LRHA, we are committed to creating sustainable living environments that enhance the wellbeing of our residents while supporting local wildlife and biodiversity.

We continue to take our environmental responsibilities seriously in areas affected by flood risk. Where we own homes in high-risk locations, we share relevant information with residents and work alongside Local Authorities to understand both our shared and individual responsibilities.

As a rural housing specialist, LRHA is fortunate to be surrounded by green spaces. We have already incorporated renewable technologies, such as photovoltaic panels, into approximately a quarter of our homes and we remain committed to expanding this further. Our aim is to enhance our existing housing stock so that all homes achieve EPC 'C', while working towards the longer-term ambition of net zero where practically possible. We recognise this is a significant challenge, and are actively exploring cross-subsidy funding and government support to accelerate progress.

Although we are not currently developing new homes directly, LRHA is growing through high-quality Section 106 acquisitions. We require these homes to achieve a minimum standard of EPC 'B', ensuring that each addition to our portfolio supports improved energy efficiency. This not only strengthens our environmental performance but also delivers real benefits for residents, including lower energy bills, greater comfort, and healthier homes. Due to rural infrastructure challenges not all acquisitions will feature non-polluting technologies from the outset, but they do provide a strong foundation from which we can introduce further sustainability measures in the future.

In this way, LRHA is not only meeting today's sustainability standards but also futureproofing its homes for generations to come.

We also work with our development partners to mitigate biodiversity impacts through habitat creation both on-site and off-site.

Looking ahead, we recognise the need to further develop our biodiversity and ecology strategic approach which is based on:

- Reducing pollutants from maintenance activities by cutting travel miles and exploring the use of electric vehicles as the rural infrastructure develops.
- Expanding the use of eco-friendly materials, such as eco-friendly paints.
- Proactively managing our green spaces to maximise biodiversity benefits.



In February 2025, we planted thirty new trees across three developments – New York, Pinchbeck, and Bicker – further contributing to carbon capture, shading, and enhanced natural habitats.

Our commitment is clear: to increase green spaces, promote biodiversity, and actively reduce pollutants. While progress has been made, we know more must be done, and we are determined to deliver lasting ecological benefits for our residents and communities.



## Resource Management

Resource management remains a cornerstone of LRHA's commitment to the long-term wellbeing of both the planet and our residents. Responsible use of resources is essential for sustainability, and while it may require additional time and investment initially, it delivers lasting environmental, social, and community benefits.

A number of our developments do have environmental impact reducing measures:

- Unity Gardens harvests rainwater to reduce water use and has allotments for residents to grow their own food. It also has solar water heating which reduces domestic hot water costs and the demand for electricity from the grid for residents.
- The Swedish-style homes at St Swithin's Close and Bishop Way, Bicker has the benefit of having triple glazed windows and solar thermal systems which help to supply hot water for the household.
- Varsity Rise has a sustainable drainage system road (SuDS) which acts as holding tank in order to attenuate surface water run-off and therefore flood risk; and solar thermal panels on the 12 homes to provide some of the hot water demand for each home.
- 50 homes across our portfolio also have solar thermal panels.
- 119 homes have solar PV systems installed including the Markime House office building.
- 8 homes have Air Source Heat Pumps installed as their main heating source.



LRHA does not currently have a strategy to increase the use of responsibly sourced materials across building and repair work and enhance waste and water management practices. However, LRHA will look to consider developing this strategy as part of our longer-term planning. These measures are designed not only to reduce environmental impact but also to improve the quality, comfort, and safety of homes for our residents. For example, better water management helps lower utility costs, and sustainable building materials contribute to healthier living spaces.

LRHA's procurement policy considers sustainable procurement when acquiring goods and services, and selects the products based on their social and environmental impact where practically possible.

Sustainability of the environment (a 'green approach') will be considered as part of every procurement undertaken. Tender evaluations follow a 60% quality and 40% price framework, with sustainability, social impact, and decarbonisation factored into both elements. This ensures that contracts are awarded not solely on cost but also on how well providers address quality, environmental stewardship, and resident-focused outcomes.

Looking forward, LRHA aims to:

- Implement procurement practices that prioritise responsibly sourced materials for all building and maintenance activities.
- Adopt robust waste and water management practices where practically possible to minimise environmental impact and support residents' wellbeing.
- Explore initiatives that directly benefit residents, such as energy-efficient upgrades, low-impact materials, and enhanced community spaces.

By integrating these measures into day-to-day operations, LRHA reinforces its commitment to sustainable development while creating tangible benefits for the communities we serve.

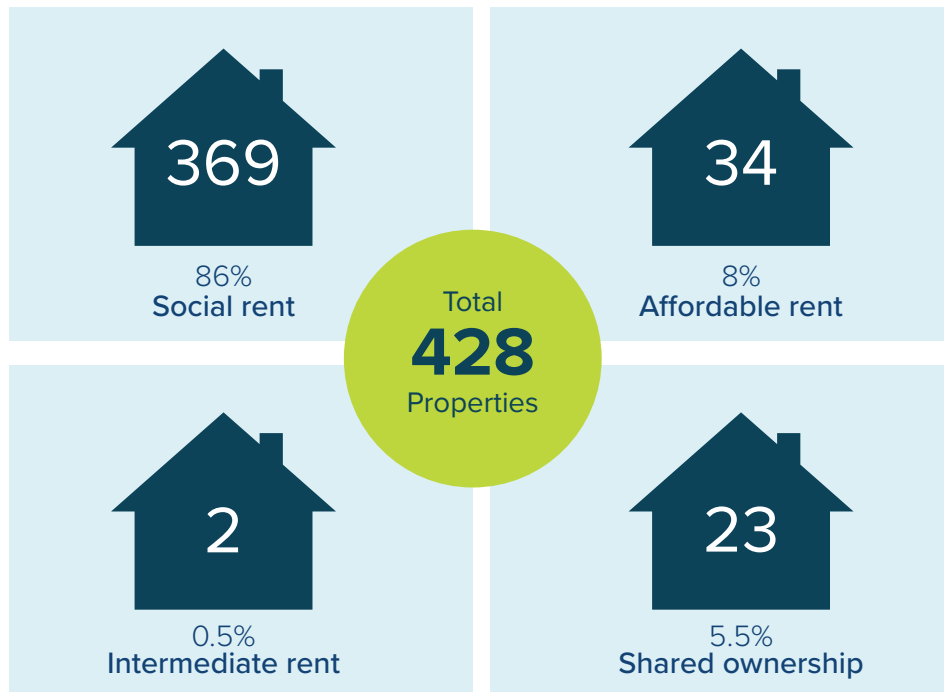
## Affordability and Security

LRHA's purpose as defined by the Board is: *To support people connected to rural communities and in need of a home, through the provision and maintenance of affordable and sustainable homes for life.*

The UK continues to face an acute housing crisis, with more people than ever struggling to access an affordable and secure place to live. The cost-of-living crisis has deepened pressures on households, making safe and sustainable homes even more vital. A decent home is a fundamental human need, yet demand continues to outstrip supply, particularly in rural areas where choice is limited and open-market prices often far exceed local incomes.

LRHA exists to provide homes for those unable to buy or rent in the private market. Affordability is most meaningful when housing costs are measured against income. The Office for National Statistics most recent data from August 2025 indicates that in 2024, private renters in England faced a 36.3% rent-to-income ratio, exceeding the affordability threshold of 30% or less of their gross income. In rural villages and hamlets, where local wages are often lower and services more limited, the importance of affordable, secure housing is even greater.

As at March 2025, LRHA owned and managed the following homes across Lincolnshire and West Norfolk. On average, LRHA's general needs rents are 83% of the local housing allowance.



There were three new homes added in August 2025. Board has agreed that one of LRHA's strategic priorities is growth to provide more homes which are affordable to those on lower incomes.

Many LRHA homes are located in smaller settlements that are "off mains gas grid." This presents additional challenges, as reliance on costly electric heating systems can heighten the risk of fuel poverty. We remain committed to upgrading existing stock. Inefficient electric storage heaters are being replaced, boilers modernised, and insulation improved, all underpinned by a "fabric first" approach. Comprehensive stock condition surveys and retrofit assessments are being carried out across 2024–26 to guide energy efficiency improvements.

Our Resident Engagement Team continues to play a central role, offering support and advice to households identified as being at risk of fuel poverty. By combining investment in physical improvements with targeted resident support, LRHA ensures that homes in small rural communities remain affordable, energy efficient, and sustainable for the long term.



## Affordability and Security

Providing residents with stability and peace of mind is central to LRHA's mission: *To provide good quality homes for rural people in need.*

We do not offer fixed-term tenancies. Instead, new residents are welcomed with a 12-month starter tenancy (up to 18 months if required), which is then converted to an assured non-shorthold tenancy if no issues arise. This model offers long-term security in rural communities, where continuity and neighbourly trust are particularly valued. Where a starter tenancy is not converted, residents are provided with advice, assistance, and support, including direct liaison with Local Authority Housing Options and Homelessness Teams.

In cases of serious anti-social behaviour or hate-related incidents, LRHA can take legal action, including demotion of a tenancy. For shared ownership arrangements, appropriate licence agreements are offered.

All tenancy and licence agreements clearly set out the responsibilities of both LRHA and residents, including succession rights, ensuring clarity and fairness.

To help residents sustain their tenancies and remain in their homes, LRHA offers a wide range of tailored support measures, such as:

- Specialist support for vulnerable residents, including those facing mental health challenges or addiction
- Arrears management and repayment agreements
- Home adaptations to meet changing needs
- Resident Support Fund
- Income and expenditure reviews
- Benefits advice and optimisation
- Energy advice and support
- Signposting to external services
- Ongoing engagement through our Resident Engagement Team

In line with our commitment to supporting residents through financial hardship, LRHA continues to uphold the National Housing Federation's eviction pledge, ensuring that no resident is evicted solely as a result of financial difficulty.

By combining secure, long-term tenancies with a comprehensive support framework, LRHA helps rural households build resilience, stability, and a sense of belonging in their local communities.



## Building Safety and Quality

### Managing and Mitigating the Risk of Damp, Mould and Condensation

At LRHA, we recognise that every resident deserves a **safe, warm, and affordable home** that enables their household to thrive. Since November 2022, we have implemented a **zero-tolerance approach** to mould growth and its causes, including damp and condensation, across our housing stock.

#### Our Commitment

We are committed to working proactively with residents to ensure that any household either experiencing, or at risk of experiencing, damp and/or mould receives **targeted and proportionate support**. Our approach prioritises early identification, swift resolution, and ongoing prevention.

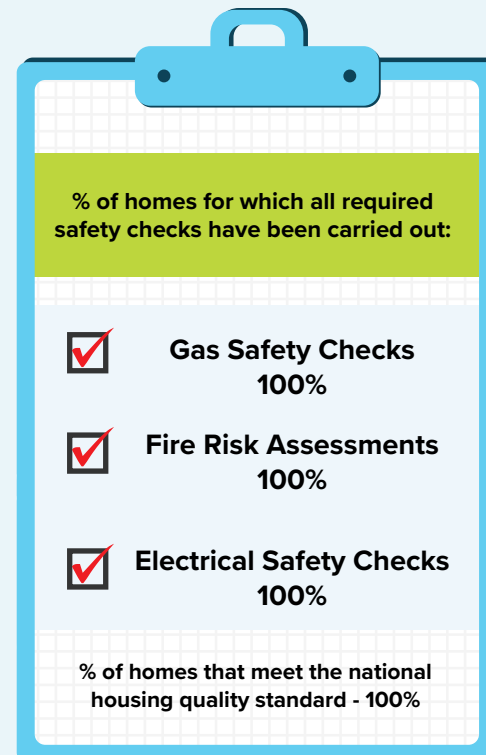
#### Damp, Mould and Condensation (DMC) Management Process

- Each property where damp, mould or condensation is reported is assessed and rated **White, Red, Amber, or Green**, with treatment requirements identified and completed.
- Once treated, an **assessment of underlying causes** is carried out, with technical input from a specialised surveyor for complex cases.
- For households where heating use is identified as a factor, **financial support and tailored action plans** are offered to ensure residents can sustain a healthy living environment.

#### Resident Awareness and Support

- A **dedicated section on our website** provides accessible advice on reducing or avoiding damp, mould, and condensation.
- Each winter, we run an awareness campaign across **social media, email, and Tenants Matters magazine** to encourage early reporting and strengthen resident knowledge.
- Ongoing messaging reinforces the importance of raising concerns promptly so we can respond effectively.

All housing providers have a responsibility for building safety and LRHA ensures resident safety is our priority.



### Technology and Innovation

From 2026/27, LRHA will pilot **AICO's Gateway with environmental sensors** across 60 homes. The trial will focus on properties that:

- Have an **EPC rating of C or below**
- Use **electric heating**
- Have a **history of damp, mould, or condensation issues**, or
- House residents with **particular vulnerabilities**

#### This initiative will enable us to:

- Detect when homes are not being adequately heated
- Make more **informed business decisions**
- Optimise property performance**
- Transform the **management and delivery of housing services**

These insights are critical both for safeguarding residents and for ensuring LRHA makes the best use of resources across our operating area.

### Policy and Training

- Our **Damp, Mould and Condensation Policy**, approved by the Board in October 2023, is reviewed and updated annually.
- All staff have completed **role-specific training**, with home-visiting staff trained to identify and act on issues immediately.
- Property Maintenance Service operatives** are empowered to treat issues on the spot, ensuring no home is left untreated.

This structured approach demonstrates our **ongoing accountability** and reflects the importance we place on tackling damp, mould, and condensation as a matter of **health, safety, and resident wellbeing**.

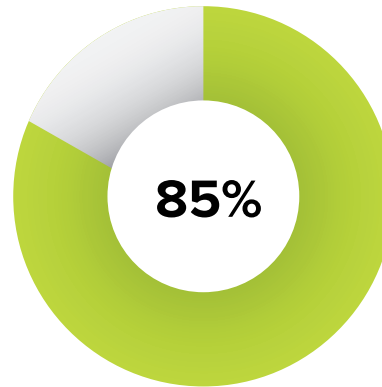


## Resident Voice

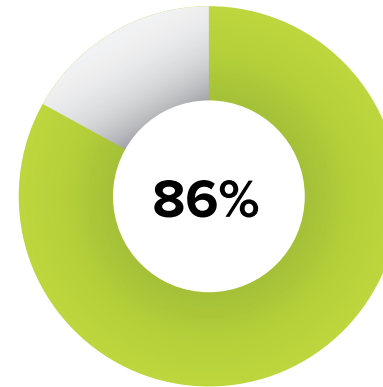
LRHA strives to put Residents at the heart of every decision made, an advantage of being a small association is that we know our residents.

LRHA's Tenant Satisfaction Measures (TSM) survey received great results when compared to peers both for engagement and outcomes... but we still have areas we can improve on.

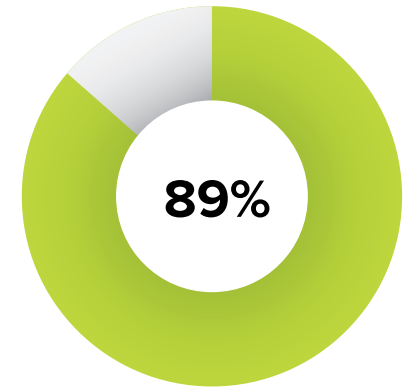
We continue to work with Acuity to undertake annual TSM surveys. This is a key driver in our colleague continuous improvement framework, to make things better; with everyone knowing how and what they do contributes to the overall success of LRHA and achieving our vision and mission.



TSMs overall satisfaction in 2023



TSMs overall satisfaction in 2024



TSMs overall satisfaction in 2025

A key part of our resident engagement journey is the work of our four TSM resident groups which include staff and board members working together on differing areas of interest to our residents. They have met throughout the year to progress the work around the results of the survey. The analysis of the results identified six clear areas to focus engagement on:

**1** Repairs and maintenance

**2** How complaints are dealt with

**3** Responsible neighbourhood management (communal gardening)

**4** Contribution to your neighbourhood

**5** Customer recovery

**6** Resident involvement

# Resident Voice

The groups complement the work of the Resident Representatives Network. Their update is reported to the Operations Committee and the Board. Moving forward, merging the groups is being considered to facilitate better attendance and more productive discussions. Additionally, residents who wish to work more closely with LRHA and make a difference are invited via various communication methods to join the groups and in particular the ‘Resident Armchair Panel’ group who have the opportunity to influence LRHA’s policies that impact and effect residents. Consulting with residents ensures they have the ability to comment on and engage with the services received by them and that the services are responsive to residents.

The work of the groups also includes determining what actions will be taken to improve performance where required, considering residents views on improvements to services, information and communication.

**Residents have been consulted on:**

Anti-Social Behaviour Policy

Mutual Exchange Policy

Safeguarding Policy

Garages, Parking Areas and Driveways Policy Statement

Resident Communication Improvement Plan

Shared Ownership Policy

Adaptations Policy

Safeguarding Policy

Policy Statement and Procedures for Invasive Plant Species

Resident involvement is important to us; we do this because it matters and it will make a difference to the quality of their homes and the people living in them, both now and in the future.

We want our link with our residents to support LRHA to drive improvements in resident services and satisfaction.

We have the following ‘Resident Participation Initiatives’:

Resident focus groups

Resident videos for the board

Resident case studies

Resident representative network

Resident committee & board member

You said, we did

Tenant satisfaction survey

Resident satisfaction with service and repairs surveys

Resident compliments

Resident feedback on complaints, service recovery, and anti-social behaviour

Our residents help us shape the future of our housing services; these initiatives provide a platform for residents to directly shape policies and practices and influence decisions that impact their lives.

In August 2025 we launched our ‘Big Door Knock’ campaign, this is a new initiative where we visit residents to check in, hear their feedback, and ensure their needs are being met. It’s an opportunity to update their information, discuss any additional support required, and address welfare or safeguarding concerns.

Resident Voice

To enable residents to hold management to account for the provision of services LRHA has:	Committed to developing our approach to resident engagement and strengthening our relationships with our residents	Set out headline performance on delivery of the Corporate Strategy in the Annual Review (calendar)	Included a 'You Said We Did' section in Tenant Matters	Considered individual residents and their vulnerabilities and specific requirements
Developed TSM Focus Groups	Become an (NHF) Twt ambassador	A resident member on the Board and Operations Committee	Implemented 'service recovery' as part of the complaints process	Increased resident feedback from repairs satisfaction surveys and the 'Big Door Knock' campaign
Considered the development of a resident scrutiny panel going forward	Published the TSM resident report on the website	Set the service standards in consultation with residents	Published an analysis of complaints on the website which have been broken down into categories including repairs and communication	Agreed that the Asset Management Strategy will be developed in consultation with residents in the future

There were no complaints that were escalated to the Housing Ombudsman in 2024/25.

LRHA are committed to a culture that values the voice and experience of our residents, to be open to challenge from them, to be honest where things have gone wrong, to be fair in putting things right and to learn from all our interactions including complaints to improve as an organisation.

We use resident interactions including learning from complaints and incorporate the residents' voice into LRHA decisions to revise policies and procedures, train staff and contractors and to improve communication and record keeping.

LRHA reports learning outcomes and improvements to services as a result of resident feedback though the performance framework, website, newsletters, annual report, and resident involvement structures.

The following updates to policies, practice and operational procedures following complaints raised and resident feedback have been made:

Customer service and safeguarding training is now provided to all new contractors	Monthly meetings with approved contractors are held to discuss any issues
A Shared Ownership Policy has been developed, with a clear protocol for managing shared ownership established - The Resident Engagement Manager now completes the liaison with the incoming shared owners	A parking position statement has been developed
The Resident Engagement Assistant attends all sign up meetings with the new residents	A procedure for cleaning oil storage tanks is being developed
A Mutual Exchange Policy has been developed	Standard advice devised on smoke alarms, and staff training have been implemented

## Resident Support

LRHA continues to work very hard to support residents who are experiencing financial hardship and reconfirmed our commitment to the NHF eviction pledge to reassure residents that they will not be evicted as a result of financial hardship.

We have a third-party authorisation process in place for advocates/support workers etc. We offer residents the option of morning or afternoon appointment timeslots, and also the option of being more specific, e.g. after 3pm. Resident channels include telephone, website, email, WhatsApp, face-to-face, and resident representatives.

We promote digital by preference but will always use residents preferred method of communication where practically possible

### Support measures in place include:

- Sustained resident engagement.
- Additional support for vulnerable residents, including those who experience mental health issues, or drug and alcohol dependency. In 2024/25 there are 25 LRHA households with a disabled occupant, and 29 residents classified as being vulnerable.
- Domestic abuse – properties can be strengthened to increase security to protect residents who experience domestic abuse. We have four trained domestic abuse champions in place to support residents or staff that experience it.
- Arrears agreements; adaptations; resident support fund and optimisation of benefits, and income and expenditure reviews to create household budgets to enable financial security and where required debt advice signposting.

### Signposting services:

- We have braille transcribing services; language translator on website; visit in pairs procedure; identified resident risk/vulnerable register which sets out any special considerations/requirements; a resident risk register which sets out any risks to residents.
- We collaborate with Local Authority interpreters as required; and specialist partners, e.g. adult care; we signpost for disabled facilities grant applications; liaise with Local Authorities; and liaise with occupational therapists.
- We have a minor adaptations budget; and we would not unreasonably withhold consent for resident adaptations. We have an adaptations policy and adaptations information on our website.
- We undertake periodic well-being calls (quarterly for vulnerable); and resident visits.
- We have a mutual exchange policy and are registered with HomeSwapper.
- We offer management transfers.





## Resident Support

### Anti-social behaviour:

- LRHA will work with victims and witnesses involved in a case to devise an action plan that is agreeable to all and designed to fit the type and severity of the ASB occurring. If the ASB severity or type is a criminal matter or it would be unsafe for our staff to manage then a referral will be made to the relevant partner agency.

### Stock condition:

- Every home visited at least once on an annual basis; this supports safeguarding of residents and assets.
- Compliance – each home is safe for its occupants and meets the legal requirements of LRHA as a landlord.
- Traffic light system – intensive housing management support provided which supports safeguarding of residents and assets.
- Contractors report any concerns, this is written into contracts & training is provided, this supports safeguarding of residents and assets.
- Resident Representatives – liaise between residents and LRHA.
- Residents can reap numerous benefits of good data management. The first of these is the tangible benefits associated with getting better services, such as repairs being completed correctly and on time. There are less tangible but still critical benefits to using data better to support residents and leaseholders, such as maintaining accurate profiling data to tailor financial support and signposting.





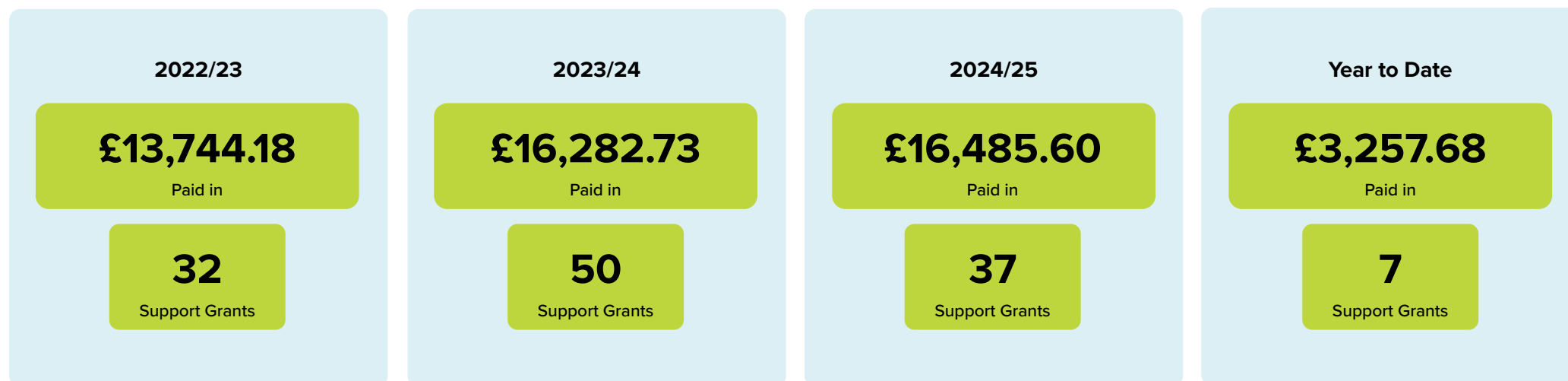
## Resident Support

These support services combined with our Team commitment of **‘Making Things Work Better’** have been very successful in improving services. In 2024-25 we received 11 complaints (all stage 1); 11 ASB reports and 66 compliments.



No evictions and 100% occupancy at the end of the financial year and all available to let properties were occupied. We did take possession of 1 home on 6th May 2025, LRHA's first possession order since August 2017.

The Resident Support Fund (RSF) - a different kind of performance. Firstly, we aim to maximise resident benefit receipts and signpost to specialist organisations for finance management & debt advice. However, sometime there are times when additional support is needed, and this is where the RSF comes in. It is available to residents who are experiencing immediate or significant hardship. We recognise that in challenging financial times, unexpected expenditure can tip the balance for those who are already struggling. Residents who receive a grant from the resident support fund are not expected to repay this money. This is a one-off payment to aid them in challenging times and help them get back on their feet.



# Placemaking

## Overview

Throughout 2024/25, LRHA continued to deliver significant social value through its day-to-day operations and targeted community support activities. Our work directly contributes to the sustainability and wellbeing of the rural communities we serve, supporting the LRHA’s vision of “*Helping to Maintain Sustainable Rural Communities.*”

## Resident Support and Financial Inclusion

During the year, **48 residents** received personalised support with benefits, Universal Credit applications, and budgeting. This included home visits, Resident Support Fund applications, and assistance with Discretionary Housing Benefit claims.

- By year end, **33 residents** had maintained a clear rent account, demonstrating the positive impact of this intervention work on financial stability and tenancy sustainment.

## Secure and Affordable Homes

The provision of secure, affordable tenancies remains at the heart of LRHA’s social value. A home provides more than shelter, it supports **safety, health, and stability**, forming the foundation for improved **wellbeing, educational attainment, and employment outcomes**.

LRHA’s focus on delivering affordable housing within **rural villages and hamlets** strengthens local “people networks” and preserves the social fabric of small communities.

## Additional Social Value Activities

Beyond the core housing provision, LRHA undertakes a range of initiatives to enhance resident wellbeing and community resilience:

- **Proactive support for vulnerable residents**, including welfare checks and additional assistance during periods of severe weather.
- **Adaptations to properties** to meet residents’ changing needs and help sustain tenancies.
- **Resident Support Fund** to provide direct financial assistance to residents experiencing hardship.
- **Charitable donations** and community contributions that support local causes and social initiatives.

Social Value Activity	Outcome	Value of Activity	Source of value/ workings
Day to day activities			
Added value provided by the Association’s day to day activities	Providing quality homes and services to residents	£4,222,934	NHF Local Economic Impact Calculator

## Plant Swap

We hosted two plant swapping events in Unity Gardens, Long Sutton and Fosters Gardens, Spilsby. Both events were a great success with over 18 residents and 6 members of the public from both areas attended the events. Every attendee bough surplus plants and took away multiple new ones for their gardens. Both events were a great success with lots of positive feedback from our communities.



## Tree planting

In February 2025, we planted thirty new trees across three developments – New York, Pinchbeck, and Bicker – further contributing to carbon capture, shading, and enhanced natural habitats. Over 12 residents showed up on the day to help us plant these trees.



## Garden Competition

Every year, we host our much-loved Gardening. This year’s event drew over 30 fantastic entries, showcasing the creativity and passion within our community. With three categories designed to celebrate all types of gardens, there was something for everyone to take part in. Winners in each category were awarded a gift voucher in recognition of their efforts and talent.



## Structure and Governance

### Governance and Risk Management

LRHA is a not-for-profit organisation and operates strictly in line with its Rules:

- **Rule A3:** LRHA does not trade for profit.
- **Rule A4:** No financial or other benefits are paid or transferred by way of profit to shareholders.

LRHA is regulated by the **Regulator of Social Housing**, ensuring compliance with sector standards and expectations.

The Board formally adopted the **National Housing Federation's Code of Governance 2020** in December 2020. **On 15 May 2025**, the Board confirmed that LRHA was generally compliant with the Code during the financial year 2024/25.

### Risk Management Framework

LRHA has a well-established Risk Management Framework embedded across the organisation, covering both strategic and operational risks. The framework is designed to provide assurance to the Board and stakeholders that risks are effectively identified, managed, and monitored.

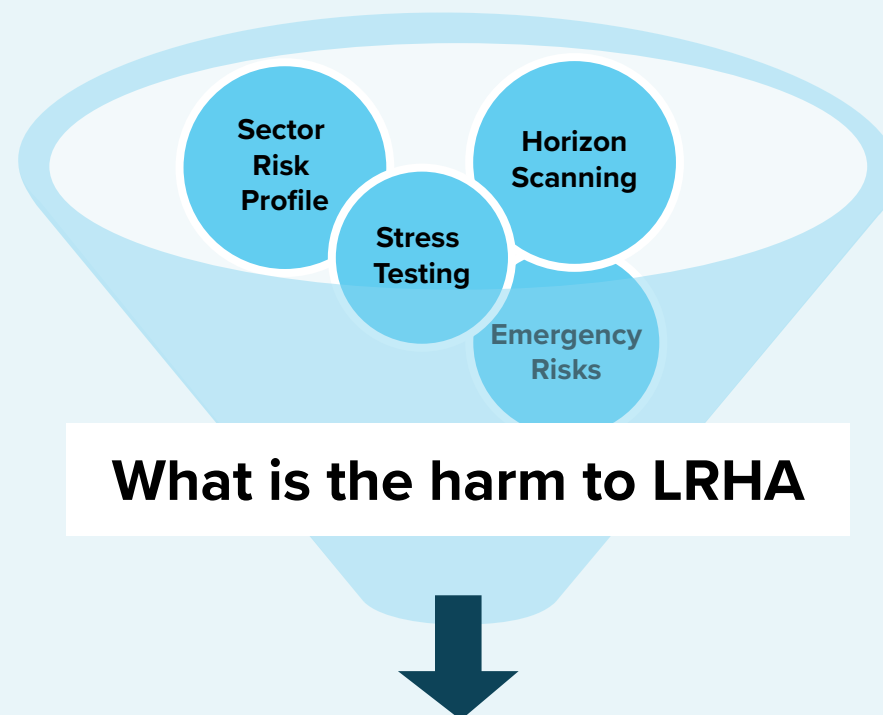
The framework is built on four key pillars:

1. **Framework and Governance** – including setting risk appetite, committee structures, roles, and responsibilities.
2. **Identification and Assessment of Risks.**
3. **Monitoring and Reporting.**
4. **Embedding and Culture.**

We operate a **'three lines of defence'** model to provide robust assurance:

- **First line:** Staff and line managers, responsible for day-to-day management and control of risk.
- **Second line:** The Executive Team and Audit & Risk Committee, ensuring oversight of the framework's effectiveness and integrity.
- **Third line:** The Board, Audit & Risk Committee, and our independent internal auditor (TIAA), providing objective assurance.

The **Executive and Management Teams** regularly review current risk registers, assess emerging pressures, and consider horizon risks. These reviews feed into structured risk reports to the Audit & Risk Committee and the Board. Ultimate responsibility for risk management rests with the Board of LRHA.



## Structure and Governance

### ESG Risk Integration

LRHA recognises that **environmental, social, and governance (ESG) risks** can have significant impacts on financial performance, operational resilience, and long-term sustainability. These risks may arise from LRHA's own activities or from broader systemic factors affecting the communities in which we operate.

ESG risks are fully integrated within LRHA's overall risk framework. Key ESG risk categories include:

- Ineffective Governance
- Reputational Risk
- Lack of Data / Accuracy of Information
- Unexpected Loss of Key Personnel
- Staffing Resources, Recruitment, and Retention
- Health & Wellbeing
- Delivery of the Asset Management Strategy
- Damp, Mould & Condensation
- Net Zero Carbon Agenda / Sustainability / Environmental Commitments
- Flood Risk
- Rent Regime
- Fuel Poverty
- Contractors / Procurement

LRHA has not been subject to any adverse regulatory findings in 2024/25.

### Looking Ahead

As LRHA moves into 2025/26, we are committed to building on the foundations of strong governance and robust risk management to shape a resilient and sustainable future. Our vision is to continue embedding ESG principles ensuring that every decision we make reflects our responsibilities to residents, communities, and the environment.

In the year ahead, LRHA will:

- **Strengthen resilience** by anticipating emerging risks and adapting proactively to sector-wide challenges, including regulatory, environmental, and social pressures.
- **Champion sustainability** by aligning our housing and asset strategies with the transition to a low-carbon economy, while ensuring that residents' wellbeing and affordability remain central to our approach.
- **Foster a culture of accountability and transparency** where data-driven insights support effective governance, risk oversight, and long-term value creation.
- **Invest in people and communities** by continuing to nurture talent, support staff wellbeing, and engage residents in shaping the future of LRHA.

Our long-term ambition is to ensure that LRHA not only meets its regulatory obligations but also leads by example within the sector, demonstrating that strong governance, responsible risk management, and ESG leadership are essential drivers of sustainable growth and community impact.

### ESG Mission Statement:

***“At LRHA, we are committed to creating lasting value by building resilient communities, delivering sustainable homes, and leading with integrity in everything we do.”***



Board and Committee Composition

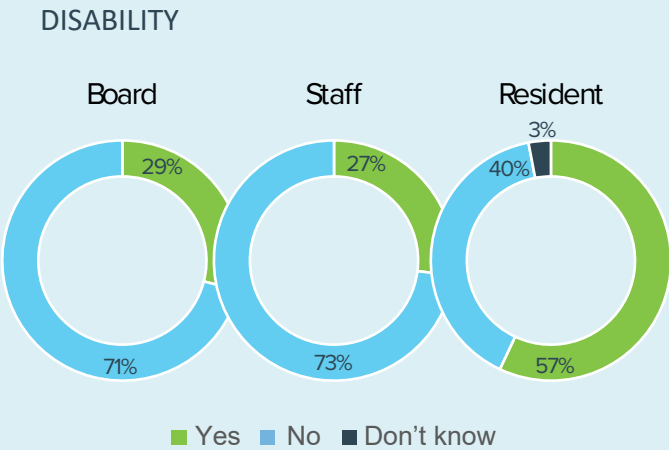
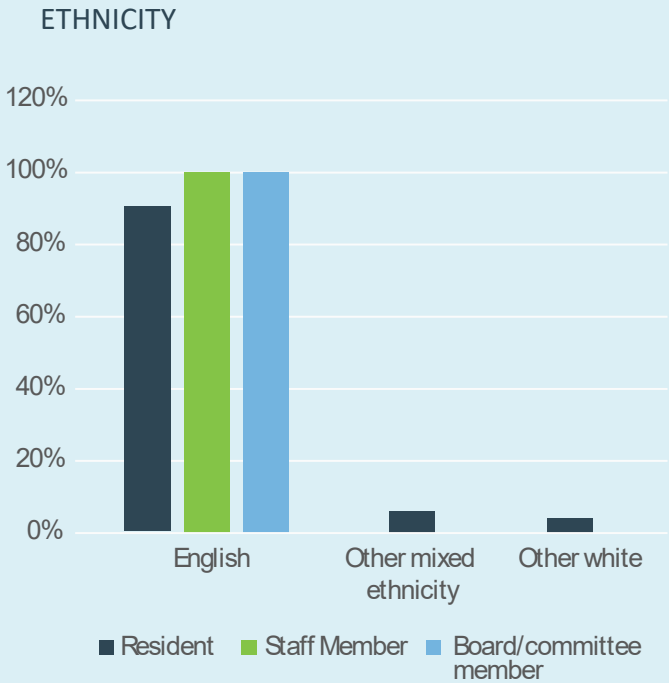
Our Board and Committees are comprised of individuals with diverse professional and personal backgrounds, reflecting the communities that LRHA serves. Members include individuals with direct lived experience or specialist insight into these communities.

The Board brings together a broad range of expertise across customer service, equality, diversity and inclusion, finance, fraud prevention, risk management, legislation and regulation, housing and asset management, development, IT and digitalisation, HR, people and culture. This skillset includes both those with direct experience in the housing sector and those from wider industries, ensuring a balanced and resilient leadership team.

Governance Reviews

In 2022, LRHA undertook its first external governance review, assessing not only the governance framework, policies and processes, but also alignment with the key themes of the 2020 Code of Governance and White Paper, including culture, diversity, resident engagement, and environmental sustainability.

A second external governance review was completed in 2025, with a particular focus on Board and governance effectiveness, compliance with consumer standards, and the strength of resident voice within decision-making.



Succession Planning

Board and staff succession planning at LRHA is guided by two objectives:

1. Ensuring that Board members and staff have the skills, knowledge and behaviours needed to perform effectively. This includes annual appraisals, skills assessments, and targeted recruitment to address gaps.
2. Ensuring that, where possible, the Board and staff are representative of the communities we serve, demonstrating our commitment to equality, diversity, and inclusion.

LRHA also periodically completes the NHF Data Tool to monitor and report on how representative our teams are of our resident communities.

Resident Voice in Governance

Resident voice is central to LRHA's governance and culture:

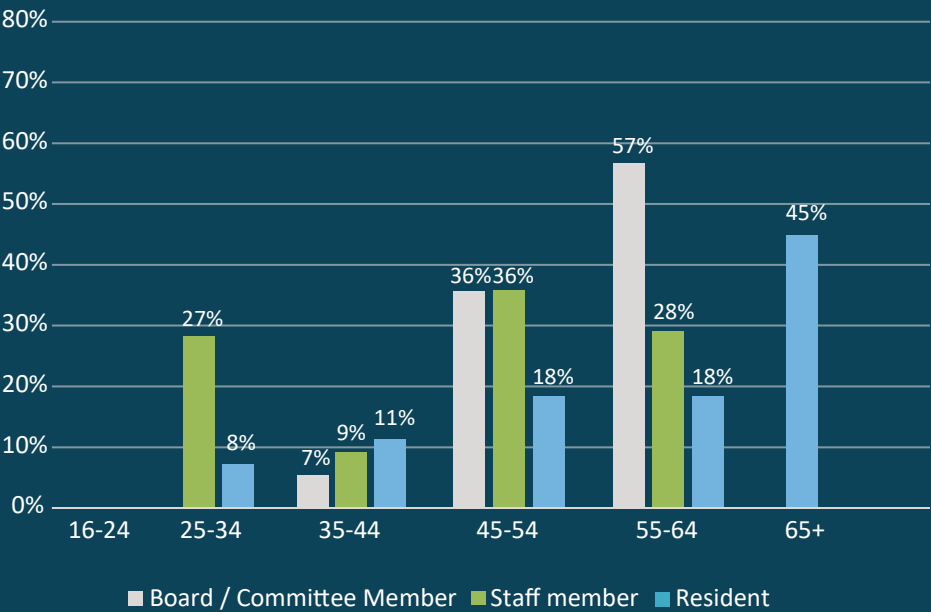
- A Resident Board Member also serves as Deputy Chair of the Operations Committee.
- Resident engagement activities are reported regularly to both the Operations Committee and the Board.
- TSM Focus Groups provide direct feedback to the Board via the Operations Committee.
- Resident experiences are shared through videos and presentations at Board meetings.

Throughout 2025, four TSM resident groups—comprising staff, residents and Board members—met to address survey feedback, focusing on six priority areas:

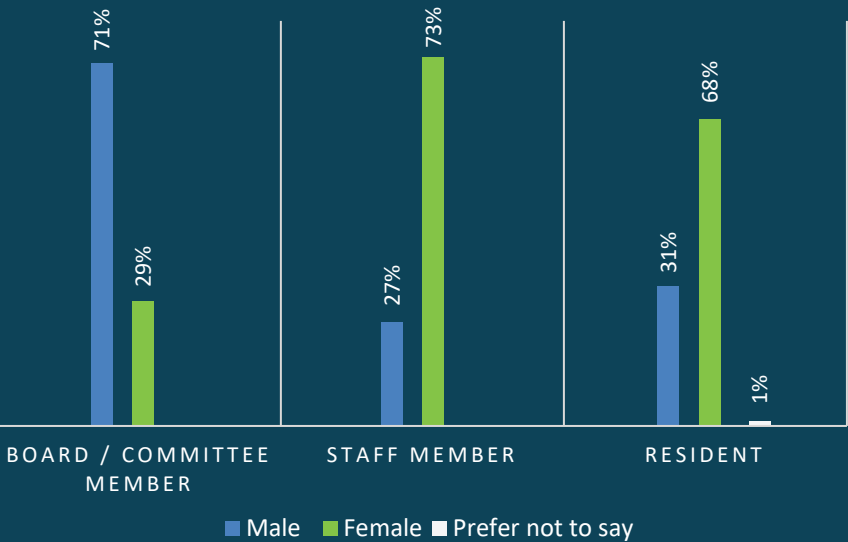
1. Repairs and maintenance
2. Complaints handling
3. Neighbourhood management (including communal gardening)
4. Contribution to neighbourhoods
5. Customer recovery
6. Resident involvement



AGE



GENDER



Moving forward, LRHA is exploring merging the groups to improve attendance and engagement. Opportunities for residents to become more involved, including the Resident Armchair Panel, provide an accessible way to shape policies and influence service delivery.

We remain committed to a culture that values resident voice, welcomes challenge, is transparent when things go wrong, fair in addressing issues, and proactive in learning from all feedback, including complaints.

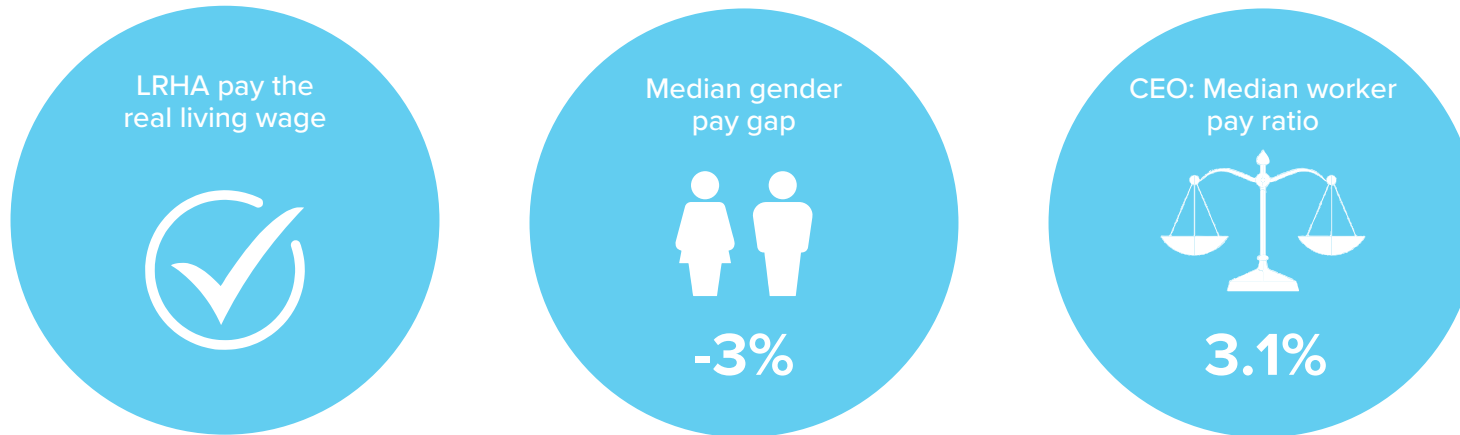
Board Diversity and Succession Metrics

- **% women on Board:** 33%
- **% BAME:** 0%
- **% residents on Board:** 8%
- **% with a disability:** 29%
- **Average age:** 54.8 years
- **Board turnover (last 2 years):** 16%
- **SMT turnover (last 2 years):** 0%
- **Non-executive directors:** 92%

Conflicts of interest are managed through annual declarations and ongoing monitoring, with reporting as a standing agenda item at each meeting.

Assurance and Audit

- **Internal Audit:** TIAA Ltd (appointed 2022/23) provide assurance via a three-year audit strategy, offering independent scrutiny of policies, processes, and practices. A tender exercise was undertaken for these services.
- **External Audit:** Beever & Struthers have served as LRHA's external auditors for 21 years. Their contract, last re-tendered in 2012, has been extended periodically, most recently in 2024/25 with Audit & Risk Committee approval. The current agreement includes a capped inflationary increase of 5% per year.



At LRHA, we remain committed to ensuring that equality, diversity, and inclusion (EDI) are embedded in every aspect of our workplace. All colleagues receive the training and support they need to carry out their roles effectively, while also modelling inclusive behaviours that respect and reflect the diverse needs of both our residents and our teams.

### Supporting the Physical and Mental Health of Colleagues

We are committed to ensuring our colleagues feel safe, supported, and able to thrive, wherever they work. Our wellbeing offer combines health benefits, flexible working, and proactive support for both physical and mental health.

Key wellbeing initiatives include:

- A **non-contributory health insurance scheme**, available after one year of service, with access to mental health support and counselling.
- A **24/7 confidential Employee Assistance Programme**, supporting colleagues with personal and professional challenges.
- A trained **Mental Health First Aider** within the staff team.
- **Agile and flexible working arrangements** to support work–life balance.
- A **competitive, benchmarked employment package**, alongside recognition for long service and contribution.

These measures help ensure that colleagues feel supported physically, mentally, and emotionally, enabling them to thrive in their roles and deliver for residents.

### Supporting the Development of Colleagues

We invest in our people so they can achieve their full potential. Through training, leadership development, and clear pathways for progression, we build high-performing, inclusive teams that deliver excellence for our residents.

Our approach includes:

- **Mandatory training completed by 100% of staff**, alongside a comprehensive induction for all new starters.
- **100% of repairs, engagement, management, and executive staff** trained (or in training) to the required CIH standard.
- **100% of executive staff ILM Level 5 qualified.**
- **Annual appraisals**, including 360-degree reviews, performance assessments, and personal development planning.
- **Regular 1-2-1 meetings**, coaching, mentoring and tailored training sessions (internal and external).
- A **continuous improvement framework**, supported through staff conferences, team-building, and recognition programmes.

Through these initiatives, colleagues are supported in their personal and professional growth, ensuring LRHA has the skills, leadership and culture required to deliver excellent outcomes for residents and long-term organisational success.

## Supply Chain

### Social value creation when procuring goods and services

In 2025, we continue to maximise social value through our procurement activities, embedding moral, ethical, and sustainability considerations into every purchasing decision. Our approach is aligned with the Public Services (Social Value) Act 2012, ensuring that wherever practicable, procurement decisions deliver measurable social, environmental, and economic benefits.

Our clear preference is to work with **local Lincolnshire-based businesses**, keeping investment within the local economy and supporting the growth and resilience of small and medium-sized enterprises (SMEs). Through our **core maintenance services**, we directly encourage and nurture the development of local suppliers.

During 2024, both our gas and electrical maintenance services underwent a comprehensive review to create new opportunities for smaller, locally based contractors. This has resulted in a significant expansion of our local supply base; from one to **four gas contractors**, all employing local people and offering **apprenticeship opportunities**, and from **two to five electrical contractors** now operating across our service area.

Similarly, we enhanced our **communal gardening services** by engaging residents in shaping service specifications and delivery models. This collaborative approach has enabled residents, such as those at **Queen Street, Spilsby**, to take ownership of their development's maintenance. As a result, the number of contractors providing gardening services increased from **one to three**, strengthening local engagement and accountability. Residents are actively encouraged to monitor service quality, liaise with contractors, and provide feedback through the **monthly contractor performance meetings** held during the cutting season.

### Sustainability when procuring goods and services

Sustainability remains a core focus of all procurement exercises. All tender evaluations now include environmental and social impact criteria, ensuring that our suppliers share our commitment to responsible business practices. Contract management meetings with the Operations Team are used to review each contractor's **supply chain sustainability** and **environmental performance**, promoting continuous improvement.

We actively encourage all approved contractors to **measure and reduce their carbon footprint**, and we work collaboratively to raise awareness of environmental impacts. A tangible example of this is our switch to **water-based paint products** through our approved supplier **AkzoNobel Dulux**, reducing harmful emissions and supporting more sustainable material choices.

In addition to environmental goals, our supply chain approach also supports **community wellbeing**. This year, we launched a campaign to raise funds and awareness for a **local domestic abuse charity**, inviting all contractors, suppliers, and consultants to join LRHA in supporting this important local cause.

Looking ahead, we are undertaking a **procurement exercise for a new Housing Management System (2025/26)**. Sustainability and social value are considerations in this process, with suppliers asked to demonstrate their sustainability and net zero policies; and how they contribute to their **local economy and communities**.

