

CELEBRATING

40

Years



15 MAY 1986

ANNUAL REVIEW

LRHA's 2024/25 Annual Review

This Annual Review is a summarised version of the Annual Report, which is the detailed account of LRHA's operations and activities throughout the financial year ended 31 March 2025.

LRHA, as other housing associations, has a significant impact, and is accountable and responsible to the communities served. The Annual Review and Report illustrates how LRHA has contributed social value, or non-financial positive impacts, to rural communities and people.

LRHA is a specialist housing association created in 1986 for the 'benefit of the community', and in particular local rural communities; to provide affordable housing for rural people in need. LRHA has remained an independent organisation, strictly observing the founding principles by development, ownership, and management of homes. After 39 years LRHA's founding principle, overall objective, and social purpose remains the same.



LRHA are socially motivated, we are steadfast in our commitment to ensuring our residents are at the heart of what we do and upholding our beliefs of being an organisation who is innovative, caring, and excellent at our work.

LRHA's Mission is *'To Provide Energy Efficient Homes for Rural People in Need'*, with a Vision of *'Helping to Maintain Sustainable Rural Communities'*.

LRHA's 2024/25 Annual Review

We have a 'social heart and business head'; that is, we are a commercially minded organisation, which also recognises social value. We have an organisation-wide dedication to maintaining financial sustainability. We demonstrate empathy with our residents and deliver a relational rather than transactional way of working with residents. We have a commitment to an intelligence-led approach in terms of priorities and effort, with an ability to capture efficiencies that don't negatively impact on residents wherever possible.

An affordable, healthy home is the foundation for a decent life. It's about more than just a roof over your head, having a home allows us to put down roots in a community. It's the stable foundation we all need to build our lives. LRHA's strategy seeks to enable access to homes in rural communities for people unable to afford a property on the open market.

The lack of homes for local people has severe impacts on rural communities, rural businesses, and the economy in rural areas and is considered a key contributor to the current labour shortages in agriculture, tourism, and hospitality.

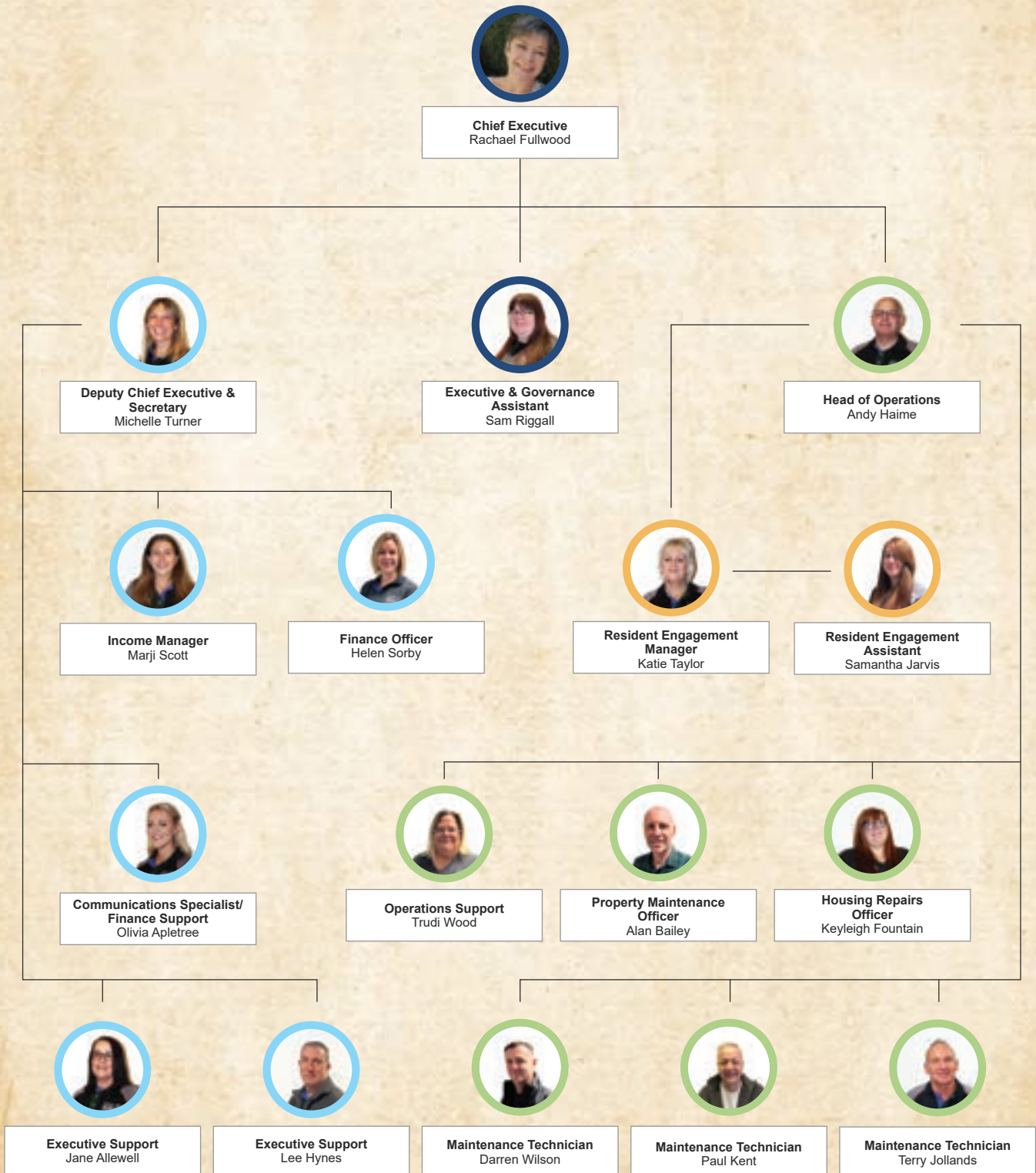
There are many significant challenges to the sustainability of rural communities, including high and increasing house prices, low wages, seasonal rental, high levels of second home ownership, education challenges, an ageing population, and limits in digital and physical connectivity.

The challenges in rural communities push people out of communities they know and love, house prices in the countryside have increased at close to twice the rate compared to urban areas with an average house costing 16 times more than the average income. The above challenges mean that many people in rural areas leave for urban areas against their will, or experience homelessness, at which point their needs are higher.

Our properties offer long-term stability in rural areas, where life is more expensive and work can often be insecure and seasonal; and above all allow our residents to plan for their future. Our properties can often allow our residents to live much closer to their family, friends, and workplace; as well as providing some with a route out of cramped low quality conditions in the private rented sector and transforming their mental and physical health.













By giving our residents the ability to put down roots, our properties help sustain communities and create a community that is both diverse and closely-knit. And with the right to stay in their homes for years, residents have the chance to get to know their neighbours and become a real part of the community, helping to sustain local amenities like primary schools, shops, post offices, and even pubs stay open, maintaining a flourishing sense of community spirit. This is why social housing is so important to LRHA's vision for thriving and sustainable rural communities, and why we are proud to be a specialist rural housing provider.

LRHA's Staff Structure










LRHA's Governance Team





Board of Management

 <p>Lesley Robinson Chair 3rd term ends 2025</p>	 <p>Kevin Hornsby Deputy Chair 1st term ends 2025</p>	 <p>Drew Cook 2nd term ends 2025</p>	 <p>Rachael Fullwood Chief Executive</p>	 <p>Hugh Unwin 1st term ends 2025</p>	 <p>Clare Harrington 1st term ends 2027</p>
 <p>John Baker 1st term ends 2027</p>	 <p>Nicholas Doyle 1st term ends 2025</p>	 <p>Alex Fury 1st term ends 2025</p>	 <p>Christopher Rennison 1st term ends 2025</p>	 <p>Robert Anderson 3rd term ends 2026</p>	 <p>Christine Paxton 1st term ends 2025</p>


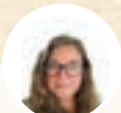




Audit & Risk Committee

 <p>Alex Fury Chair</p>	 <p>Robert Anderson</p>	 <p>Drew Cook</p>	 <p>John Baker</p>	 <p>Emily McKenna</p>	 <p>Simon Hatchman</p>	 <p>Richard Fryer</p>
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Remuneration & Nominations Committee

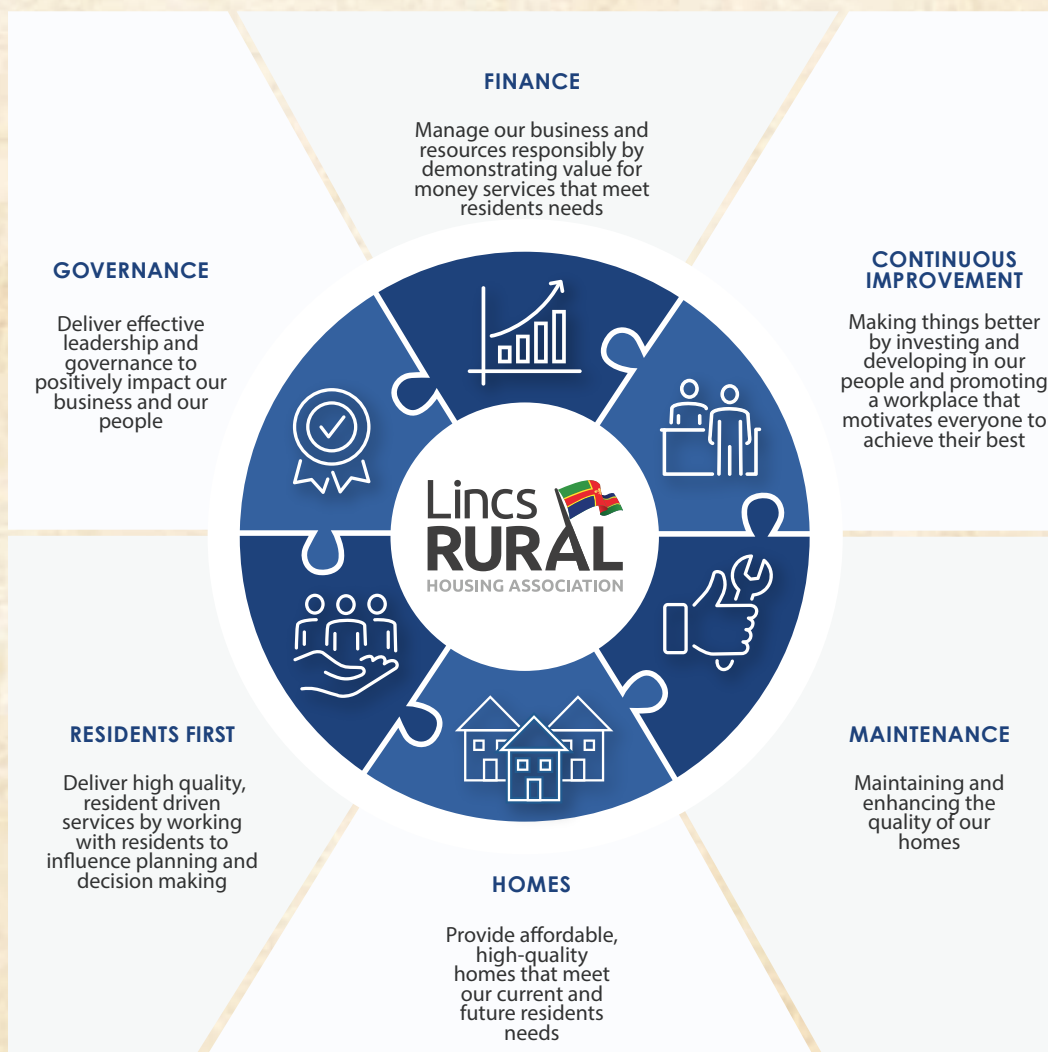
 <p>Christopher Rennison Chair</p>	 <p>Lesley Robinson</p>	 <p>Drew Cook</p>	 <p>Kevin Hornsby</p>
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Operations Committee

 <p>Christine Paxton Chair</p>	 <p>Clare Harrington Deputy Chair</p>	 <p>Kevin Hornsby</p>	 <p>Hugh Unwin</p>	 <p>Adam Jacobs</p>	 <p>Andy Turner</p>
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LRHA Strategy

The Board of Management's objective is to maximise delivery of the Corporate Strategy whilst sustaining long term viability and providing Value for Money (VfM). The Corporate Strategy relies on continued governance effectiveness, taking account of statutory and regulatory compliance, and ensuring debt servicing and operating costs are sustainable. The Corporate Strategy seeks to ensure existing properties are well maintained, whilst the development and acquisition of additional affordable homes is maximised.



Headline Performance at LRHA

Corporate Strategy performance and achievement is detailed in the Annual Report.

The Board regularly monitors key performance indicators (KPI's) throughout the year. Particularly strong performance was delivered in income recovery, back-to-back lettings, and low voids, which reinforced financial viability and the 'Finance' Objective.

At the end of the financial year all properties available for letting were occupied. There were 21 re-lets during 2024/25, and a total of eleven void weeks evidencing that the use of assets has been significantly maximised.

Rent arrears net of Housing Benefit and Universal Credit at year end were 0.7%, again placing LRHA amongst the highest achievers in the sector. Staff focus was on assisting residents to sustain their tenancy, evidencing achievement of Strategic Objective 'Residents First'. The Tenant Satisfaction Measures survey results further illustrate significant achievement of this strategic objective with 11 out of 12 responses being in the top two quartiles when compared to peers.

The Association's ongoing compliance with the founding principle 'to be of benefit to rural communities' in May 1986 ensures residents are at the heart of LRHA. Assisting residents to sustain their tenancy during a difficult year was important.

There were no additional units developed during the financial year. Growth remains a strategic priority during 2025/26, but the Association's aspirations of developing high quality homes for 'social rent' at current Government grant levels is not financially viable. The Business Plan has a development programme of 8 units over the next two years to achieve this strategic priority.

Strong performance against repair KPIs, the high level of investment in maintenance and the commencement of stock condition surveys and retrofit assessments for all properties evidences delivery of the 'Maintenance' Objective.

The Regulator of Social Housing requires housing associations to 'ensure effective governance arrangements that deliver their aims, objectives and intended outcomes for Tenants and potential Tenants in an effective, transparent and accountable manner'. Our Board and Committee Membership comprise of people with diverse backgrounds and attributes, having regard to the diversity of the communities LRHA serves. They include people with direct lived experience of, or particular insight into the communities served by LRHA. The results of the Board and Committees 360 Degree Appraisal of its group performance illustrated high standards of governance, and achievement of the 'Governance' Objective.

Continued commitment to the Investors in People (IIP) framework, achievement of the IIP Gold award in September 2022, the People Strategy and staff survey results illustrate achievement of the 'Continuous Improvement' Objective.

Resident Support Fund

The fund is a one-off, non-repayable grant designed to support LRHA residents who are experiencing financial hardship. This is a one-off payment to aid residents in challenging times and help them get back on their feet.

In the 2024/25 period we spent:

£16,485.60

This was spread over

37

support grant requests



31 Essential household items



14 Energy debt/credit & Council Tax debt



6 Flooring



4 Food



2 Water



2 School uniform



1 Rent arrears

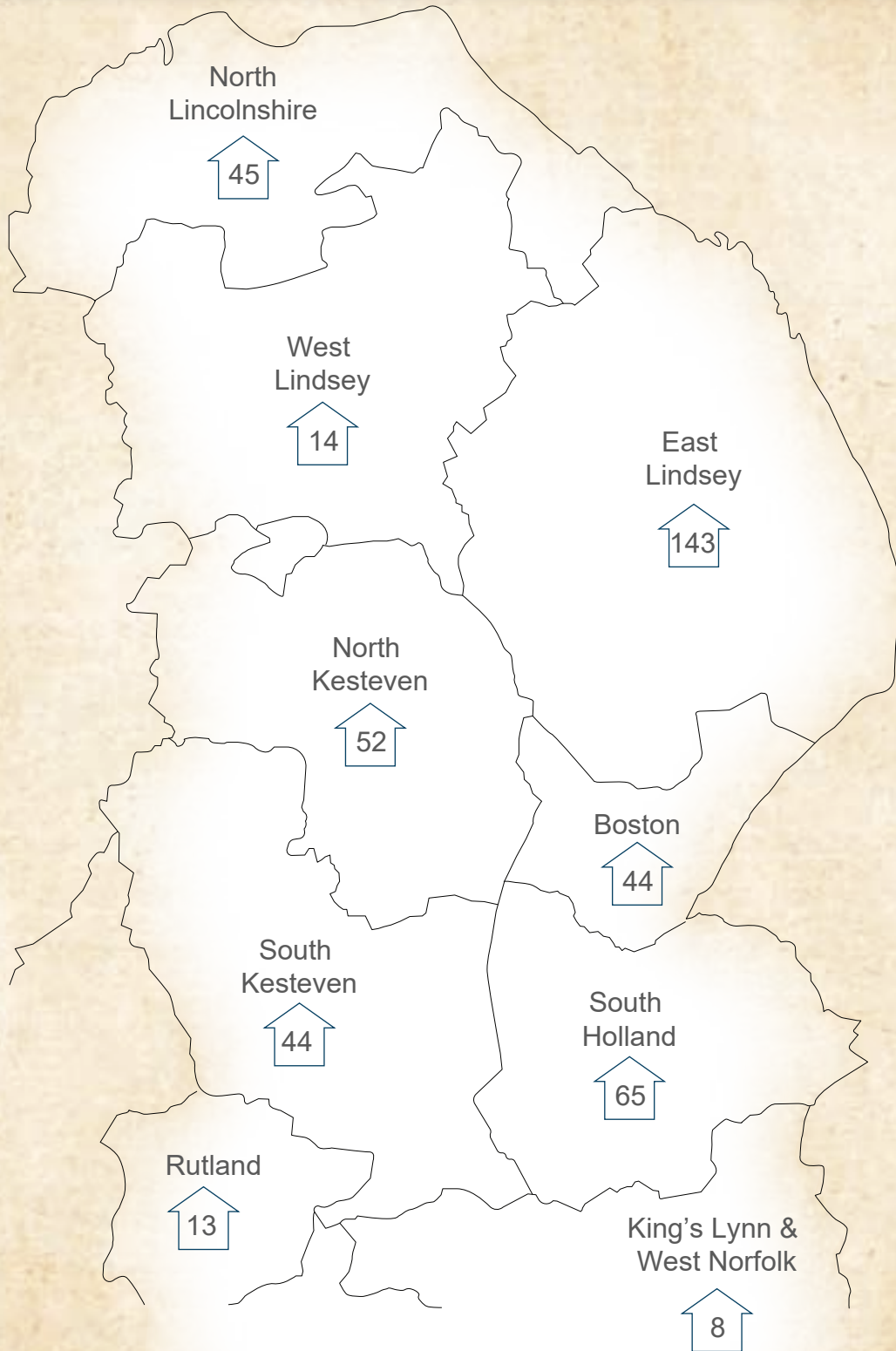


1 Driving lessons



1 Essential vehicle expenses

LRHA Properties



2 Bed Total - 253
inc shared ownership

3 Bed Total - 173
inc shared ownership

4 Bed Total - 2

TOTAL 428
at 31st March 2025

Financial Statements

This summary illustrates the financial performance for the period 1 April 2024 to 31 March 2025

Statement of Comprehensive Income For the Year Ending 31 March 2025

	2025	2024	
	£	£	
Turnover	2,761,367	2,637,753	Note 1
Operating Costs	(2,154,300)	(1,903,111)	Note 2
Gain on disposal of tangible fixed assets	24,385	-	Note 3
Operating Surplus	631,452	734,642	
Interest receivable	4,663	179	
Interest payable and similar charges	(344,271)	(359,051)	Note 4
Surplus before Tax	291,844	375,770	
Taxation	24,690	(31,281)	
Total Comprehensive Income for the year	316,534	344,489	
Actuarial losses in respect of pension scheme	7,000	(67,000)	
Other comprehensive income for the year after tax	323,534	277,489	Note 5

Note 1 – Income received from rent and other income on properties managed
 Note 2 – Money spent on managing and repairing properties, office costs and paying staff
 Note 3 – Surplus made on sale of fixed assets
 Note 4 – Total interest paid on loans and loan fees
 Note 5 – (Loss) / Surplus reinvested into the business

Statement of Financial Position As at 31 March 2025

	2025	2024	
	£	£	
Assets			
Properties	23,322,419	23,209,710	
Other Fixed Assets	186,944	84,338	Note 1
Cash and Debtors (Net current Assets)	222,402	761,943	Note 2
Amounts falling due after more than one year	(15,603,428)	(16,154,502)	
Pension – defined benefit liability	(211,000)	(283,000)	
Other provisions	-	(24,690)	
Total	7,917,337	7,593,799	
Reserves			
Non-equity share capital	36	32	
Income and Expenditure Reserves	7,917,301	7,593,767	
Total	7,917,337	7,593,799	

Note 1 – Computer equipment, vehicles and office furniture etc.
 Note 2 – Difference between bank balances, prepayments, money due and money owed falling due within one year.
 The above is an extract from the full accounts in the Annual Report audited by Beever and Struthers' for which an unqualified management report was received.

LRHA and Value for Money

The 'Finance' Objective in LRHA's Corporate Strategy requires LRHA to 'Manage our business and resources responsibly by demonstrating value for money services that meet residents needs'.

Achieving value for money is important as every pound of rent collected should deliver the maximum result, which is not automatically achieved, or must not be left to chance. Value for money relies on high governance and management performance to deliver effective strategy, to ensure effective decision making maximises the use of every pound spent.

The Regulator of Social Housing has selected nine value for money metrics to be reported detailed below. These illustrate effective delivery of the Strategic Objectives 'Finance' and 'Governance'.

	LRHA 2024/25	LRHA 2023/24	Median of Benchmark Group (Prior Year)	Median National Smaller HA's (Prior Year)
*Reinvestment %	33.44%	1.19%	3.93%	2.70%
*New Supply Delivered %	0.0%	0.0%	1.0%	0.0%
New Supply (non-social housing) %	0.0%	0.0%	0.0%	0.0%
*Gearing %	19%	20%	34%	17%
*EBITDA MRI Interest Cover %	126%	238%	147%	200%
*Headline Social Housing Cost per Unit	£5,142	£3,839	£3,937	£6,447
*Operating Margin (Social Housing Lettings Only) %	20%	25%	26%	19%
*Operating Margin (Overall) %	22%	28%	26%	16%
*Return on Capital Employed	2.56%	3.05%	2.35%	2.53%



LRHA's Key Performance

Resident participation and scrutiny are encouraged by the Board to assist with shaping and improving services. Four TSM resident groups which include staff and board members have met throughout the year to progress the work around the results of the Survey. The TSM resident groups complement the work of the Resident Representatives Network. The groups update is reported to the Operations Committee and the Board.

The Board appointed a Resident Member onto the Operations Committee in 2023 and onto the Board in 2024.

Resident involvement and satisfaction levels illustrate significant achievement against the Corporate Strategic Objective 'Residents First - Deliver high quality, resident driven services by working with residents to influence planning and decision making'.

The results shown in the table below are from the Tenant Satisfaction Measures which was undertaken in 2024.



79% Well maintained home



68% Anti social behaviour



89% Safe home



68% Listens & Acts



83% Repairs - Last 12 months



79% Keeps you informed



76% Time taken last repair



90% Treats fairly & with respect



72% Communal areas clean & well maintained



63% Positive contribution to neighbourhood



43% Complaints handling

How did LRHA produce social value?

Social value is the term used to describe the additional value created in delivery of a service, which has a wider community or public benefit. Provision of secure tenancies for high quality affordable homes and related support and services are provided by LRHA. A home provides shelter, warmth and safety which are fundamental human needs. The benefits of having a safe and secure home are wide ranging and can assist with healthy, happy family environments that enable improved well-being, educational and working achievement. The Association's specialism of providing affordable housing in smaller villages and hamlets supports 'people networks' to deliver LRHA's Vision of 'Helping to Maintain Sustainable Rural Communities'.

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 Tenants	£4,222,934	NHF Local Economic Impact Calculator

Benefit, Universal Credit and budgeting support provided to 48 residents including home visits, Resident Support Fund applications and award of Discretionary Housing payments. 33 of these residents held a clear rent account at the year end.

In addition to the extensive social value that the provision of affordable homes in rural locations provides, examples of the many other social value activities undertaken by the Association include:

- a. The use of an electric vehicle reducing carbon emissions;
- b. A proactive support process for vulnerable residents including regular visits and additional support in periods of inclement weather;
- c. Adaptations to properties to help sustain tenancies;
- d. Resident Support Fund in place to assist residents in financial hardship; and
- e. Donations have been made to local charitable causes.

IMPORTANT INFORMATION

LRHA aims to deliver quality services in line with our 'values', which are to be Innovative, Caring and Excellent. Although people's perception of value and quality of service varies, resident opinion is highly regarded and monitored regularly by the Board of Management.



01790 754219



repairs@lrha.co.uk



customerservices@lrha.co.uk



www.lrha.co.uk

To report emergencies
outside office hours, or
on Bank Holidays, call

07483 916770

Views, opinions and
suggestions can also be
sent on Facebook at Lincs
Rural Housing
Association



IF YOU THINK YOU CAN SMELL GAS:

Call National Grid Gas on 0800 111 999;
Put out any naked flames or cigarettes;
Do not switch anything electrical on or off – even a
light switch can cause a spark; and get everyone out
of the property until it is made safe. Further advice is
available on www.nationalgrid.com

FIRE SAFETY:

Check smoke detectors weekly; Close internal doors
at night; and In the event of a fire, evacuate the
property immediately and call 999 from a safe
distance.

LRHA's Social Purpose

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