

Leasehold



National Report

2019



Achievements

A glimpse into
the life of Reg

Collaborations
and partnerships

Intergenerational
activities

See page 8

See page 22

See page 11

See page 19



Contents

- 4** **Welcome**
- 6** **Housing 21 performance against strategic priorities**
- 7** **Organisational performance**
- 8** **Map of the region**
- 9** **Meet the team**
- 10** **National achievements**
- 12** **Resident story**
A story of a wonderful Father Christmas
- 13** **Collaborations and partnerships**
- 14** **Integration with health and social care**
- 15** **Intergenerational activities**
- 16** **Resident story**
Story of Mary, Waterford Court
- 18** **Stand out events**
- 19** **Resident story**
Frank Sinatra
- 20** **Investing in our buildings**
- 21** **Fundraising**
- 22** **Resident story**
A glimpse into the life of Reg, resident of Waterford Court

Welcome

We are delighted to be launching regional reports in 2019. They are a reflection of the hard work undertaken and a celebration of court life throughout our regions.

We are really proud of the valuable contribution both residents and staff at our courts make to the lives of residents and their local communities. We wanted to ensure these contributions were recognised and celebrated across the regions, for both current residents and those considering moving into a Housing 21 property. By sharing stories and information in these reports, we hope family, friends and those living and working in the local communities will gain an insight into what we do and how positive it can be.

As an organisation over the past year:

- We have continued to improve and develop our Retirement Living and Extra Care Living services to meet the needs and aspirations of our residents.
- We continue to be recognised as a financially strong and effectively governed organisation by the Regulator of Social Housing, retaining our top V1 and G1 ratings following an In Depth Assessment (IDA) in January 2019.
- We have refreshed our Strategic Plan to provide a renewed focus for what we want to achieve for the next three years.
- We changed our name back to Housing 21 in April 2019 following feedback from you, our residents, and other stakeholders. This re-emphasises the importance of our housing service in enabling you to live with independence and dignity and helps to avoid any perception of care home provision whilst maintaining the core of our strong reputation and identity.

Leasehold

- We are leading the way in using modular, off-site methods of construction to provide additional bungalows at Ward Court, Brighthouse and new properties at Richard Onslow Court in Shropshire.
- We are committed to improving resident engagement and satisfaction, with over 1,000 residents attending one of our 13 conferences, including two leasehold events, to discuss future plans and provide feedback on our service. 94% of Retirement Living residents who rent their properties are satisfied as are 87% of leaseholders.*
- We are well on the way to achieving our property standards and continue to invest in our existing Retirement Living buildings. In 2018/19 26 properties had new bathrooms, 18 had new kitchens and 67 courts had a makeover. We are also investing to ensure that all properties meet an EPC level C energy efficiency standard. Within leasehold, seven major works projects were carried out totalling approximately £350,000. 77% of residents were satisfied with the quality of the work and 83% were satisfied with the standard of communication throughout the process.
- We successfully acquired Goldsborough Estates, a property management company previously owned by BUPA, consisting of 577 leasehold properties across 20 developments nationally.

*2019 survey results

We are committed to quality, growth, efficiency and innovation and continue to ensure that your interests and wishes are at the forefront of our plans and priorities and aim to ensure that all residents have a say in the way their court is run. We want to thank everyone who has played their part in supporting Housing 21 through 2019 and who we hope will continue to do so. We are looking forward to the year ahead and working with you to ensure we do the right things with passion and enthusiasm to make Housing 21 a great place to live and work.

Stephen Hughes, Chairman

I succeeded Lord Ben Stoneham as Chair of the Board in September 2018. As I had been a Board member for four years before being appointed as the Chair I hope to provide continuity of purpose and direction but with added aspiration and emphasis.



Stephen Hughes, Chairman

James McCarthy, Director of Retirement Housing

I joined Housing 21 five years ago, at a time when there was a need to unbundle and bring focus to the Retirement Housing service. I wanted to make our Retirement Housing a positive choice for older people.

Since then, we have invested significantly in the properties, the Court Managers, the management team and support service. We have seen resident satisfaction rise; especially satisfaction with Housing 21 overall and the value for money of rent and service charges. That has been due to the commitment of the amazing people who work for us.

I am happy that we are seen as a market leader in providing housing and related services for older people and proud to hear about the positive difference that Housing 21 makes for residents. I'm also proud to work for an organisation that makes decisions for positive reasons. We will continue to seek ways to improve our services to residents and do the right thing.



James McCarthy, Director of Retirement Housing

Housing 21 performance against strategic priorities

1. Providing more homes



We completed 202 properties in 2018/19, with an additional 539 properties under construction at year end.

2. The quality of our existing properties

We invested £9.9m on improving properties, including kitchen and bathroom areas, and spent £3.8m on design-led makeovers and redecorating communal areas.

3. The quality and responsiveness of our services



We have achieved four 'Outstanding' ratings from the Care Quality Commission (as of 1 September 2019).

4. Our people and potential



We are proud to have achieved the prestigious Investors in People Gold accreditation.

5. Systems and technology

In May 2019 we launched PEBBLES, our tablet-based housing management system, which empowers and enables managers on our courts to carry out processes quickly and easily, providing a responsive service for you, our residents.

6. Providing value for money



We work hard to ensure the services we provide are value for money. You can see how your money is spent on page 7.

7. Innovation and influence



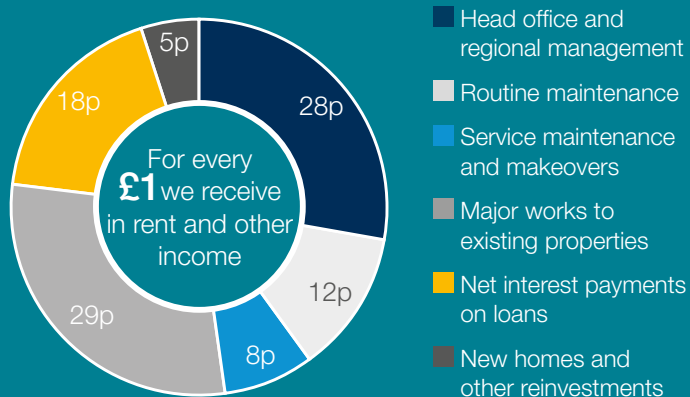
In 2018/19 we continued our work around ensuring people in our properties can live well with dementia and work closely with you, our residents and our staff to do so.

We were shortlisted for the Dementia-friendly Organisation of the Year award by the Alzheimer's Society

Organisational performance

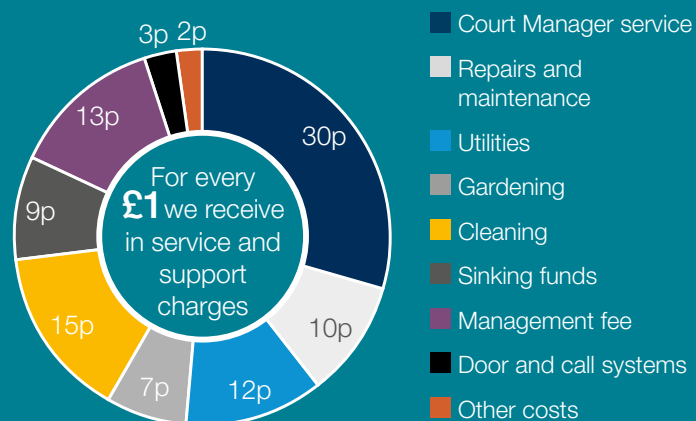
How we spend rent and our other income

None of the rent we receive goes into the pockets of other people. It is all spent or reinvested on our services and properties.



How we spend your service and support charge

Your service and support charges go toward providing the valuable services which make your court your home.



Number of properties:
21,000

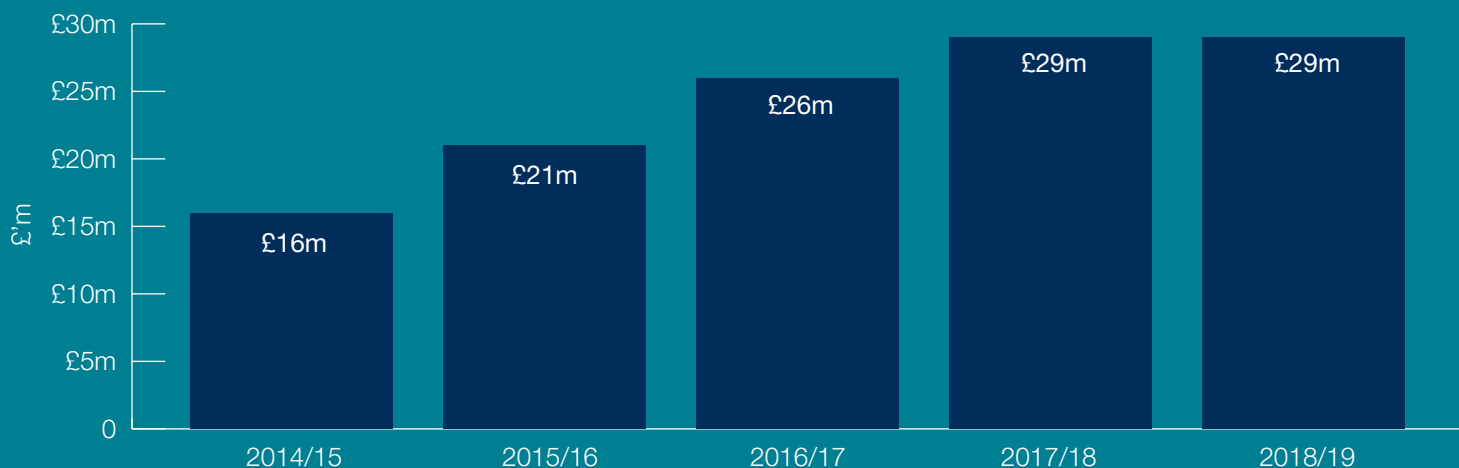
Turnover:
£186.4m

Operating surplus:
£35.8m

Reinvestment in our existing properties

We are reinvesting more and more into our existing properties every year.

We are proud of our properties and want you to be proud of them as well, making them a positive choice.



Housing 21's Leasehold properties



Meet the team



Richard Wheeldon
National Leasehold Manager



Sara Dodson
Regional Leasehold Manager



Sally Holmes
Regional Leasehold Manager



Annette Elliott
General Manager



Charlotte Jones
Assistant Leasehold Manager



Sunita Johal
Property Manager



Maria Elliott
Property Administrator



Jill Slings
Property Administrator



Michelle Buccilli
Sales and Legal Manager

Achievements

National achievements



83% overall resident satisfaction

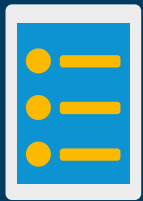


94% satisfaction with the quality of their home

89% satisfaction with the Court Manager service



75% satisfaction that the service charge represents value for money



90% found the court newsletter informative



94% satisfaction with the quality of their home

16 Dementia Friends sessions delivered



577 leasehold properties acquired



Richard Wheeldon, National Leasehold Manager, was named one of the top 100 most influential people in Leasehold.

The Leasehold Team won the Outstanding Team award at 'Doing the right thing' staff event.

Local achievements

- Amanda Stevenson won the “Live Here – Love Here” National Community Champion award and was also invited to be a mentor for the Duke of Edinburgh award.
- Granville Court in Eastbourne created a garden club for residents - works even extended outside of the communal garden for those with their own balconies! Those who are no longer capable of taking part in gardening also have a chance to watch, give advice and chat.
- At Swallowfields in Somerset, Yeovil College installed two raised beds to make gardening easier for residents who want to be part of the gardening club but are less able.
- An egg rolling competition took place at The Elms in Camberley, which entailed decorating the eggs before entering them into battle. What may have started as a gentle egg-based version of target boules, ended up much more tactical and competitive than expected!
- Regular table top sales at Cheriton Court in Eastbourne raised enough money for a refurbishment of the guest room. The revamp included donations of carpet, underlay and paint and also left a healthy surplus to fund other improvements around the court.
- Residents of James Butcher Court in Southsea have been sharing facilities with the neighbouring scheme, Alexandra Court. This has extended to sharing social events and health awareness sessions run by the NHS and various other organisations.
- Silfield Gardens in Hunstanton has regular clothes parties, where a pop-up clothes shop visits and gives back 10% of profit to the court's fund.
- Gordon Palmer Court in Reading is a hive of activity, with a monthly quiz and bingo sessions. Court Manager, Mark Sheppard, runs the court very efficiently to the point where he has been called the ‘Tin Man’ from the Wizard of Oz! This clearly isn't true as Mark felt compelled to take in a budgie when its owner sadly died – he does have a heart.
- Lisbon Place in North Staffordshire took part in the annual bikers' Easter Egg Run for the local hospital, but we got the sense that the bikers were also at risk of losing one of their bikes to our residents!
- Lisbon Place also won level 5 ‘Outstanding’ in the RHS awards as well as gold in the regional and national Britain in Bloom competition.
- Southcote Lodge in Reading won gold in the Reading in Bloom competition. The photograph of the court speaks for itself!



Resident story

A story of a wonderful Father Christmas



Meet Kenneth

One of the residents, Kenneth, from Beechcroft in Liverpool has dressed up as Father Christmas for the last eight years. It all started when his grandchildren's school was short of a Santa one year so Ken stepped in and his journey began!

During December, Ken now attends local schools, church events and private homes. All Ken asks for in return is a donation which is given to children's charities and hospices in the local area. Over the last eight years, Ken has raised over £2,000 for Alder Hey Children's Hospital and Zoe's Place Children's Hospice.

His wife, Pauline, is effectively Mrs Claus - she takes charge of Ken's costume and makes sure he stays hydrated!

His daughter, Paula, is also one of Santa's little helpers, assisting with the arrangement of events.

Although being Father Christmas is very exhausting, Ken loves every minute of it as it brings out the big kid in him.

This year his first event is at Beechcroft where a local school choir will be singing for the residents. Ken will of course be on hand to give out some presents to the children!



Collaborations and partnerships

Association of Retirement Housing Managers

We are a founder member of the Association of Retirement Housing Managers (ARHM), which was established in 1991



The aim of the ARHM is to raise the standards of management in the private retirement housing sector. The ARHM set the sector benchmark in developing the first Government approved code of practice for the industry – being approved by the Secretary of State means that the code sets the standards that all leaseholders should expect.

As well as the code of practice, the ARHM provides training for practitioners and focuses specifically on Court Managers as these are the people that leaseholders usually see on a day to day basis.

The ARHM has a whole host of good practice guides, but the most important guide remains the code of practice. Housing 21 Leaseholders should already have a copy of this on court. It is also available electronically via www.arhm.org.uk

The ARHM can be described as an industry trade body, bringing together all the main providers of private retirement housing and setting the standards across the industry.

Richard Wheeldon, National Leasehold Manager, was a Board Member for the ARHM from 2003 - 2006 and re-joined again in 2013. Richard then became the Chair in 2015. During this time, Richard was part of the second review of the code of conduct in 2004. More recently, he was involved in the development and launch of the third edition at the House of Commons in 2016. He was also on the working group that launched the Royal Institution of Chartered Surveyors' code of practice the same year.

Richard stood down as Chair at the end of 2018, but remains actively involved.



Richard Wheeldon

Integration with health and social care

Keele University

Those of you that watch the American TV show ‘House’ will all know that often brilliant physicians are not always good with people. If you’ve not watched ‘House’ then you’re probably more familiar with the grumpy ‘Doctor Martin’ who is, again, brilliant but couldn’t be described as good with people.

So, what’s the solution?

The solution that Keele University uses for medical students is to get them to spend time talking to older people – and where better to go than Lisbon Place in Newcastle-under-Lyme?

This initiative has been running successfully for some time now and it isn’t just the medical students that get something out of it - the residents do too! They love talking about their interesting lives and it gives them the chance to discuss any aches and pains with the students.

The success of this initiative also led to the Court Manager, Amanda Stevenson, being appointed as a panel member for interviewing prospective Keele University students.



Dementia Café

At Swallowfields Court in Somerset, Court Manager Wendy Clemmey teams up with the local Health Coach every month to run a Dementia Café. There have been music events, group talks and games. Most months the theme is music as this is what everybody enjoys the most. One of the residents has an old wind up gramophone and loans it out every few months to give the events a more vintage feel.

The Dementia Café is open to both residents and members of the community from the local village. The Health Coach, Heather, invites anybody she feels would benefit from attending. It is an environment that acts as a sounding board for the partners and carers of people living with dementia, so they can also feel supported. It gives everybody the opportunity to relax and know that they are not alone.



Swallowfields Court

Intergenerational activities



Activities at Lisbon Place

If you've ever wondered if you're smarter than a 10 year old, Lisbon Place turned the tables and asked pupils of Newcastle Academy if they were smarter than a 90 year old!

The event was hosted by the local Mayor who acted as the quizmaster for the morning. The questions were balanced to ensure neither age group were at a disadvantage. In the end it boiled down to one decider-question... and the school children won!

Young people from Newcastle College have also been actively involved with Lisbon Place through the Prince's Trust programme. Various activities have taken place to improve their life skills and enhance their job prospects.

One particular success was a very shy young person who blossomed and developed with the exposure she had through the Prince's Trust activities. Recently she was successful at an interview and secured her first job!

Following on from the intergenerational activities, Court Manager, Amanda Stevenson, is now a mentor for the Duke of Edinburgh Award. Amanda mentors 60 students from Newcastle Academy. Amanda will also be involved in the Diana Award which aims to inspire positive change in the lives of vulnerable young people and stand up to bullying.

Resident story

Story of Mary, Waterford Court



**Born: 8 August 1932,
Northwood, Middlesex**

September 1937 – July 1946

I went to school at Holy Trinity Church School and Potter Street Secondary Modern School but left with no qualifications.

During the 2nd World War between 1939 and 1945, I was living so close to London that I saw many 'Doodle Bugs' flying overhead.

At the beginning of 1946, the Government Communications Headquarters (GCHQ) moved to Eastcote in Middlesex, where I joined as a Messenger Girl on 12 August 1946 - four days after my 14th birthday. Lots of the personnel were smartly dressed in their uniforms so I knew I was working somewhere important; but not really realising the enormity of the whole thing. We were indoctrinated from day one into understanding the secrecy and the importance of not talking about our work. Whilst at Eastcote, it was discovered that we had Russian spies 'The Krogers' living in a

bungalow in South Ruislip. It was in all the national newspapers at the time.

After about six months, I was moved into the Admin Department, where I had to put sealing wax on the outgoing mail and stamp the crown on it. I was soon taught shorthand and typing and was eventually moved again – this time to the Typing Pool. We typed 80-90 words per minute and proof read. I later went on to Z Secretariat, where I did filing and other tasks. I enrolled on a vari-typing machine course in Old Street, London, where I learned to type on a machine with a foreign keyboard - which was configured to type in all different languages.

I met my husband, Michael at GCHQ. He had joined in 1947 and we got married on 15 August 1953. Michael, served 40 years with GCHQ.

October 1953

We moved to Cheltenham and I joined a department at Oakley – Z80.



Meet Mary



1954 – 1955

I looked after the Director's London weekly meetings following a strict agenda. From what I read in the papers today, these meetings still happen. I looked after the papers for the meetings and filing. I shared an office with a lovely lady, Jill. Sadly she is no longer with us and is buried at a beautiful spot in Prinknash Abbey, Cheltenham.

1955 – 1956

I was Secretary to Brigadier Straight, and moved to GCHQ Benhall. At first Brigadier Straight was a bit unsure of having a woman working as his Secretary as he had been used to having a Batman. We got on extremely well and he frequently brought me roses from his garden. It was about this time in the 1950s when women started wearing trousers. He came in one morning and said to me "Do you know, my wife

came down to breakfast wearing trousers". He went on to say "I did not hesitate, I went upstairs and came down in one of her skirts!" Therefore I have never owned or worn a pair of trousers!

I spent 10 very happy years at GCHQ and left at the end of June 1956 as I was expecting my first child. My son, Steve, was born on 3 September 1956. In June 1962 my second son, Andrew, was born.

1965 – Present

I was on St Mark's Scout Committee where we used hold events such as jumble sales to raise money for the Scouts group.

From 1971 – 2000, I was a Governor for three schools in Cheltenham - Monkscroft Infants, Junior and Secondary. I used to read with the children every week and had many trips to London where we visited the Houses of Parliament to be welcomed by Sir Charles Irving, MP for Cheltenham. Sadly these schools no longer exist.

I have worked for several Financial Advisers, including the Countess of Wessex's Uncle. Now 86, soon to be 87, I continue to work two mornings a week and I have worked for one of these Advisers for the past 20 years.

He picks me up around seven in the morning and brings me home after a few hours of hard work. He is now like another son to me.

In November 1991, my granddaughter Katie was born to my second son, Andrew, and his wife. In June 1995, my grandson Tom was born.

My husband passed away in 1994.

Since 2000 I have worked voluntarily at Cheltenham General Hospital with the Royal Voluntary Service. I have received my 10 and 15 year medals and hope to be awarded a 20 year medal next year.

In 2005, I joined the Leckhampton Women's Institute, where I have met many good friends. I also belong to the craft group, Scrabble group and I am always knitting for charity - which is sent all over the world.

On 6 December 2004, I moved to Waterford Court in Cheltenham. I am very happy here and have met many friends. We can be found most days enjoying a laugh and a joke - sometimes putting the world to rights! I would recommend Waterford Court to everyone.

Stand out events

Goldsborough Estates

We successfully acquired Goldsborough Estates, a property management company that was previously owned by BUPA. Goldsborough Estates consists of 577 properties across 20 developments nationally.

Quite often when companies such as Goldsborough are put up for sale, they are bought by another private company and the leaseholders and staff are at risk of a change for the worse. Therefore we were pleased to be able to offer Goldsborough Estate leaseholders and staff the assurance of being in the capable hands of Housing 21.

One of the key reasons why BUPA chose to partner with us was our fantastic reputation and the knowledge that their leaseholders would be in trustworthy hands.

The transition has not been without hiccups, particularly trying to learn the Goldsborough finance database, but we are getting there!

Leaseholders conference

It has been business as usual throughout this process and we held the third leaseholders conference in April 2018. The guest speaker at the conference was Sebastian O'Kelly, who is at the forefront of leaseholder rights campaigning - particularly for retirement housing leaseholders. Sebastian was very informative and supported our value of supporting and treating leaseholders fairly by being open and honest.

The design-led makeover presentation was also given to residents at the conference. It is an alternative to simply redecorating all communal areas

with the same style. Providing a more holistic approach to the cyclical redecoration contract means the appearance of the communal areas can be transformed. The presentation was inspiring enough for leaseholders at Bowling Court to commission the first makeover!

A Dementia Friends session also took place and generated a lot of interest which has encouraged the same sessions to be run locally at individual courts. All in all, the conference was a great success and provided leaseholders with a voice.



The design-led makeover at Bowling Court

Resident story

Meeting Frank Sinatra

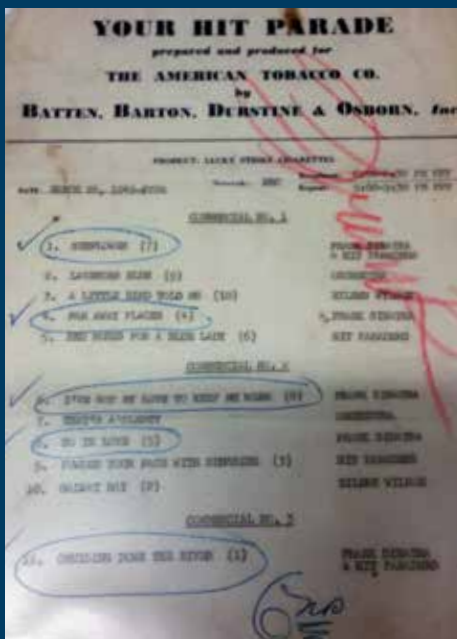


Josie has lived at Patricia Gardens for the past five years and recently celebrated her birthday, becoming 90 years young! At the birthday bash, Josie had lots of photographs on display from when she was young up until now. One of the photographs that stood out the most was a photograph of Josie with Frank Sinatra.

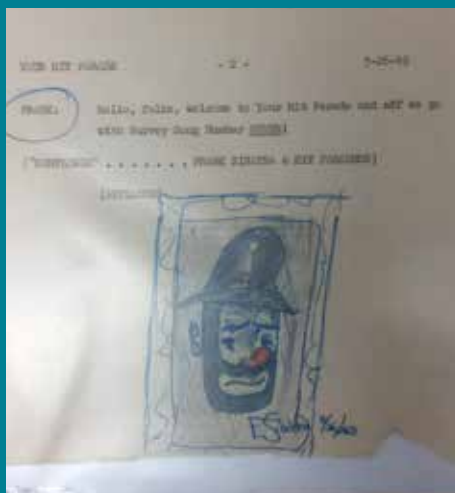
Josie had heard that Sinatra was due to land in the UK, so she and her friend went along to Heathrow Airport in 1950. It was there that he signed his autograph on the script that Josie had won.

Josie visited many theatres to watch Frank Sinatra perform back in the early days. This is something that Josie is very proud of and still shares these great memories with everyone.

Josie has been a fan of Sinatra since she was 13 years old. Back in 1949, she entered a local newspaper competition and was the winner of Frank Sinatra's 13 page annotated script for a programme called 'Your Hit Parade' which was aired on channel NBC at the time.



Meet Josie



Investing in our buildings

Major works projects

Within Leasehold, seven major works projects were carried out and totalled approximately £350,000.

During the projects, 77% of residents were satisfied with the quality of the work and 83% were satisfied with the standard of communication throughout the process.

Residents of Bowling Court met with Tara Lecomber, Interior Design Coordinator, to begin the design-led makeover.

Tara helped them to choose from different designs and we even managed to achieve a consensus of agreement amongst everyone!

The end result was fantastic but it didn't end there... rather than throwing away the unwanted furniture, it was recycled at a nearby court!



Fundraising



▲ Maria Elliott joined Housing 21 from Goldsborough Estates. Maria plays a key part in raising cancer awareness and was inspired to put together 'Chemo-Care' packages to give to patients receiving cancer treatment.

Initially planning to put together 40 such packages, she and a friend were so overwhelmed to have been able to put together 200 packages due to the support from local businesses; both large and small. Maria's efforts brings huge benefits to those diagnosed with cancer.

Penrhyn Court in Llandudno raises funds annually in support of St David's Hospice. For the past ten years, **the court has raised an average of £3,000 per year.**

Many courts raise money locally for their social activities fund, or when they want something out of the ordinary. Fundraising events include having a stall at the local fete, or unusually named events such as "chat and chew" mornings. It also involves engaging with large national companies to secure donations. **Screw Fix donated £5,000 towards a number of repairs and maintenance** requirements at Lisbon Place which was extremely generous!

Resident story

A glimpse into the life of Reg, resident of Waterford Court



“Whilst working in Kensington, London during 1944, I was nearly killed by a buzz-bomb V1 rocket which crashed just a street away from me. I then decided to join the RAF.

“In 1949, I was posted from Calshot, near Southampton, to Singapore. We left from Glasgow on an aircraft carrier; HMS Ocean. I was seasick all the way to Gibraltar. We were taking two squadrons of aircraft to Hong Kong and Singapore in packing cases. The ship’s own aircraft was sent to Luqa in Malta.

“Two aircraft came out to say hello to us and sadly one of them crashed into the

sea in front of us. We slept in hammocks until we were given fold up beds. As it was extremely hot, I slept under the gun turret. Someone else slung their hammock onto the gun and attached it to some railings but he disappeared overnight.

“Whilst in Aden, our air conditioning broke down and one of my colleagues decided to sunbathe on the flight deck. He got burnt and having become a mass of bubbles, he had to be soaked in a bath of calamine lotion to soothe him. He was put on a charge for self-inflicted injury and received 15 days detention - which was very serious at that time.

“Laying on Changi beach, I watched a destroyer sail by – blackened! It was the ‘Amethyst’, which had battled with the Chinese Communists on the Yangzi Kiang River and escaped to Hong Kong over a distance of 100 miles into the sea. I waded out into the sea to get a better view and was very nearly dragged in due to the swell from the

destroyer. I could not swim so I turned back gingerly and went back to the beach - I learned to swim after that!

“As a Non-Commissioned Officer (NCO), I was given the job to take over a building, block 151. This room was painted throughout and turned into accommodation with beautiful mural paintings on the wall.

“One year later, a smartly dressed gentleman visited block 151 and told me he was a Japanese Prisoner of War (P.O.W).

“He went on to explain that whilst in block 151, he slept in the corner and painted the murals on the wall. I told him it was a privilege, pleasure and honour to show him around. This is something and someone I will never forget!

“In 1951, whilst my Fiancé Jean was on her way from England on the Empire Windrush, I was asked to go to the Philippines to collect munitions. I did not want to go as Jean was on her way over. For the sum of \$10,



someone stood in for me, but sadly the aircraft crashed and they were all killed. I am extremely lucky to still be here having not gone on the trip.

"I married Jean on her arrival in Changi. It was too dangerous to travel by train due to Chinese communist terrorists, so we flew to Penang for our honeymoon.

"We lived in a bungalow on a rubber plantation, five miles outside Changi with no electricity, toilet or fridge – only a small ice box. We had to cook in an upturned bowl with kerosene, all very primitive!

"One night going into Changi, a Police Landrover stopped to challenge us with a searchlight. They had been informed that communist patrol had just crossed the road nearby – very dangerous.

"The bus we were on drove very quickly to Changi as the High Commissioner for Johore, Sir Henry Gurney, had just been assassinated.

"There were riots in Singapore over a young girl called Maria Hertogh. Her Dutch parents very quickly escaped leaving their child with their Amah (housekeeper). They were caught and interned. After the war they came back to find her at 13 years old.

"To stop her parents taking her back to Holland, the Amah arranged for her to be married. This did not go ahead and was stopped. We were sent to Singapore to escort our civilian employee's home. A very tense situation. A few of our chaps were attacked and hurt. We returned to the UK on the Empire Foney, in the autumn.

"In 2004, Jean and I returned to Singapore to visit block

151 in Changi. Now under the authority of Singapore Tourist Control, the new Changi Airport had been built over most of the area. However, block 151 and the church where we got married remained. I felt like Rip Van Winkle arriving from another planet! All of the buildings were surrounded by metal fencing with wire on top.

"From there we flew up to Koh Samui on the east coast for a superb holiday with many thoughtful and fabulous memories. We then went on to Bangkok for the holiday of a lifetime. Sadly my wife, Jean, passed away in 2013 whilst we were living at Waterford Court."

**Reg
Resident**

Thank you

“To all of our Leaseholders - I hope you enjoy reading these amazing stories and hearing about the events that help make our developments such a vibrant place to live. I think our Leasehold Team provide a fantastic service and this report really helps to capture many of the benefits of living with Housing 21!”

Richard Wheeldon National Leasehold Manager

“By far, my favourite part of the role as a Regional Leasehold Manager is going out to the courts and speaking to residents. We have some very interesting people live in our Leasehold properties and it’s great that we have an opportunity to hear some of their fascinating stories. This, alongside examples of some of the amazing work happening across the courts, makes a great read!”

Sara Dodson Regional Leasehold Manager

“I do hope you find this report interesting, reading examples of the work and activities going on in our Leasehold schemes. Our residents and Court Managers never cease to amaze me with innovative fundraising ideas and community spirit!”

Sally Holmes Regional Leasehold Manager

Feedback

We hope you have enjoyed reading your National Report 2019. We’d love to hear your feedback and any suggestions you have for next year. Please get in touch by emailing **communications@housing21.org.uk** or speak to a member of the Housing 21 team.

Thank you.



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housing21.org.uk    