

# Leasehold



National Report

2020



Achievements  
at a national level

Court life:  
Calendar girls  
(and boys)!

Court life:  
Kelvin brightens up  
Patricia Gardens

Collaborations  
and partnerships

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# Welcome

## A message from the Chairman and Chief Executive

'Doing the Right Thing' was the theme and message for our 2019/20 staff and resident conferences. This emphasised the importance of being true to our purpose of providing more and better Retirement Housing and Extra Care for older people of modest means. This philosophy of 'Doing the Right Thing' and our devolved operating model also enabled us to respond quickly, effectively and responsibly to protect you, our residents, and maintain vital services when faced with the Covid-19 pandemic which was beginning to take hold back in March 2020.

Our committed frontline staff stepped up to the challenge and have shown heroic dedication - going above and beyond the call of duty to maintain safe services. Thank you all for your kind gestures of thanks and appreciation which our Care Workers and Managers have shared with us. A true reflection of how valued they are by our resident community.

I am sure you will join me in thanking all of our staff in all roles for being simply brilliant in their willingness to adapt and respond positively and flexibly to the situation and for continuing to do the right thing.

The Covid-19 pandemic has certainly had an impact both in terms of human lives and on business operations, but we ended the last financial year in a strong position and have shown good progress against each of our seven Strategic Priorities. More detail can be found in our Financial Statements 2019/20 on our website but key highlights include:

- Six of our 72 registered care sites achieved the highest rating of 'Outstanding' from the Care Quality Commission (CQC)

**Stephen Hughes,**  
Chairman



**Bruce Moore,**  
Chief Executive



- Residents receiving care from us gave an overall satisfaction rating of 97% for the care they receive
- Overall satisfaction improved: 94% for Retirement Housing and 92% for Extra Care
- Staff commitment remains high with 96% sharing the organisation's values
- Our devolved housing management system has enabled more effective management, including supporting remote working during the Covid-19 lockdown
- We have installed 178 Appello digital call systems - improving connectivity

Value for Money is a key driver for us and we have consciously been investing more than many other providers to ensure our properties remain desirable and energy efficient.

After having our G1/V1 regulatory status confirmed by an In Depth Assessment in March 2019, you may have heard that Housing 21 has since been downgraded to G2 status, in part due to maintaining variable service charges for affordable rent properties and other historical funding settlements. This was deeply disappointing but we are working hard to renew our G1 status. We would like to assure you that our commitment to doing the right thing also extends to good governance and doing things right.

We remain confident and committed to pursuing our progressive and ambitious strategy, to do more and better, and would like to thank everyone who has supported us over the last year. We look forward to continuing to work with you into 2021.

# Welcome from the Head of Commercial Management

When I joined Housing 21, just short of 11 years ago, the Leasehold Team was very small and managed a widely dispersed portfolio of properties with very few staff.

Since then the team has grown and we continue to manage those original leasehold properties with the addition of the Goldsborough Estates' leaseholders from December 2018, and Housing 21's market rent portfolio from March 2020.

Our focus is primarily on delivering fantastic customer service and our new team is dedicated to continual improvement. This is a tall order as our standards are already high and our resident satisfaction will be difficult to beat. 89% of our customers have said they are happy with our service – our target is 95% and we now have the means to achieve this.

The last 12 months have been challenging as we have become more familiar with our new Goldsborough portfolio. We have done our best to make the transition to Housing 21 as seamless as possible and we are starting to see the effect of this as we combine our resources to create one single but more effective team.

We have also been working hard to bring back the management of our market rent portfolio, and have already started to hear encouraging comments from our residents and expect this to continue.

During the past 12 months we have:

- Continued to review the financial investment plans at each scheme through the annual appraisal programme for sinking funds

- Improved our performance on responsive repairs by empowering our Court Managers to give greater local choice of local contractors
- Continued to develop and improve the way we engage, communicate and agree services at each scheme through 'choice and consensus' and the Court Service Agreement
- Developed a Housing Quality Standards framework, which has now been launched. The purpose of this is to set out our standards very clearly and introduce a system of audit and reward for those schemes that excel

Towards the end of the financial year we started to see the effects of Covid-19 as the country went into lockdown in March. The following months have been challenging but we have heard many positive stories across the country as people have shown great 'Dunkirk' spirit in the face of the pandemic. We will have the opportunity to tell you some of these stories in next year's report.

We hope to start seeing some return to normality in the near future and I hope to meet some of you again soon.



**Richard Wheeldon**  
Head of Commercial Management



# Our performance against strategic priorities

## 1. Providing more homes



At 2019/20 year-end we had 19 schemes on site, 17 Extra Care, two Retirement Housing and a total of 1,195 properties under construction

## 2. The quality of our existing properties

In 2019/20 we successfully delivered £32.5m investment into our properties and undertook over 500 capital projects.

## 3. The quality and responsiveness of our services



We are on track to hit our overall resident satisfaction target of 95% by 2021, having achieved 94% satisfaction in Retirement Housing and 92% in Extra Care.

## 4. Our people and potential



We received recognition for commitment to our staff by winning the Investors in People 'Best Third Sector Employer' Award in November 2019.

## 5. Systems and technology

We are developing systems to allow remote access for frontline staff. Over 700 members of staff are using mobile technology to deliver an efficient response to residents. New Ways of Working (NWOW) aims to deliver a revised technology landscape for staff and includes a comprehensive review of technology, software, connectivity, devices and supporting infrastructure.

## 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 the opposite page.

## 7. Innovation and influence



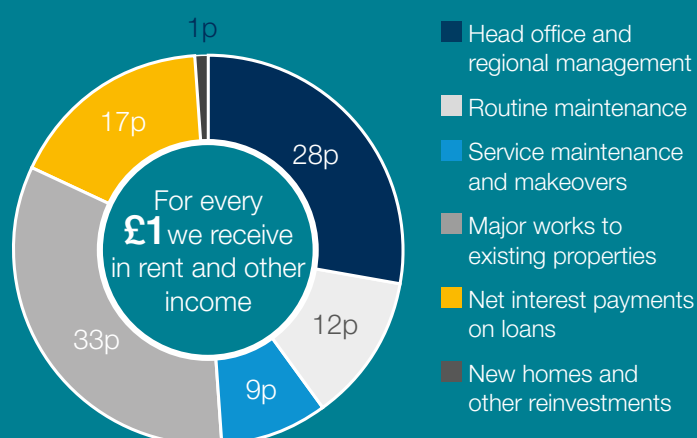
Our annual October conference brought together over 150 delegates to hear the thoughts of academics and practitioners surrounding 'Is the UK Institutionally Ageist?'

We remain committed to being a dementia-friendly organisation. All staff become Dementia Friends during their induction and we extend this to our contractors, who we expect to engage with the Dementia Friends initiative.

# Organisational performance

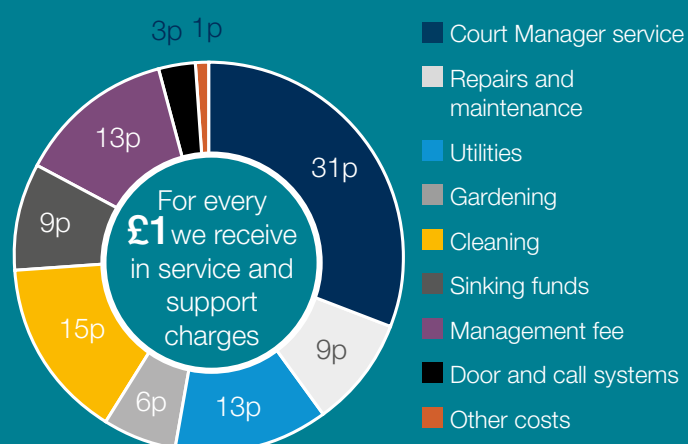
## How we spend your rent and our other income

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:**  
**21,072**

**Turnover:**  
**£192.3m**

**Operating surplus:**  
**£32.1m**

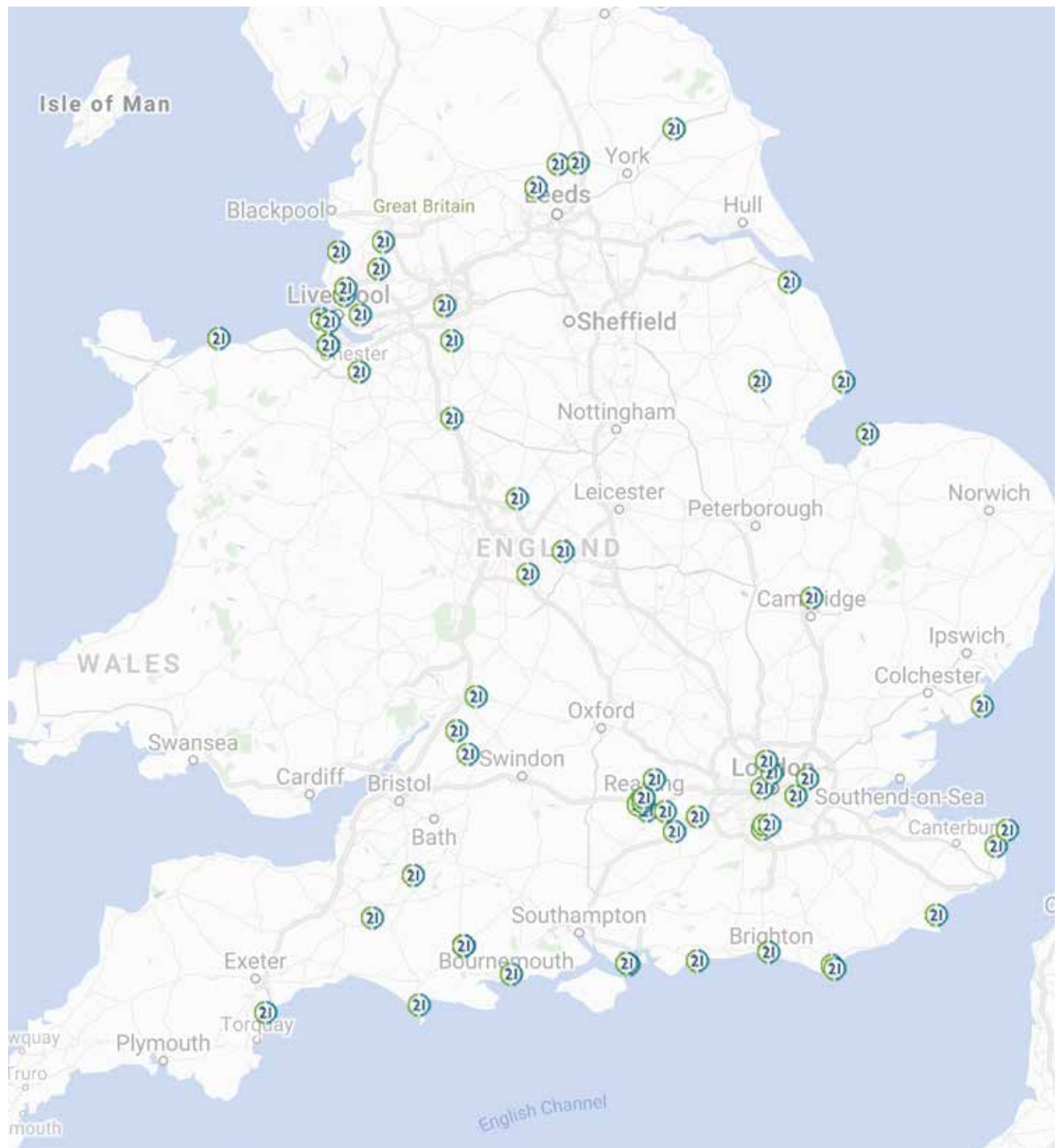
## Reinvestment in our existing properties

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



"I hope you enjoy reading about everything that has been going on within the Leasehold Team and the local stories that really exemplify the advantages of living in a Housing 21 scheme. Our residents never cease to amaze us with their incredible life stories."

**Richard Wheeldon**

Head of Commercial Management, Retirement Housing



"I have worked with Housing 21 for the past three years, but have worked in the Housing sector for 18 years. I cover the South East of the country, from Norfolk, to Kent, to London and enjoy the diversity of the role, the fact that each day is different, and all the interesting people I get to speak to and meet on a daily basis."

**Sara Dodson**

Retirement Property Manager



"I hope you enjoy reading about what's been happening at our Leasehold schemes over the last year. Our residents and Court Managers always amaze me with their innovative activities and their community spirit, which has been especially evident in the last few months."

**Sally Holmes**

Retirement Property Manager



"I feel very privileged to work for Housing 21 and especially to be a part of the Leasehold Team. As a Retirement Property Manager, we encounter all sorts of issues but the thing that makes me so proud to be a part of this team is the commitment of the Court and House Managers to our residents."

**Charlotte Jones**

Retirement Property Manager

# Meet the team



"Although the newest Retirement Property Manager in the team, I have been with the organisation for eight years and bring a wealth of experience with me. I have loved the true team spirit demonstrated by all staff and residents pulling together through some very challenging, unprecedented times. I greatly look forward to meeting and engaging with more residents face to face in the future when restrictions are able to ease."

**Cressida Bateman**  
Retirement Property Manager



"Knowledgeable about her profession, about the local and wider context, and about the needs of older residents who saw themselves as independent home owners. Her attitude was deeply caring but professional. It was clear that she knew the residents well."

Quotes like this are received regularly from residents and being a Retirement Property Manager, makes me proud to keep hearing how our House Managers go above and beyond in their roles everyday to help residents living at our schemes. It makes our job so rewarding!"

**Sunita Johal**  
Retirement Property Manager



**Maria Elliott**  
Regional Coordinator



**Jill Slingo**  
Regional Coordinator



**Zoheb Akhtar**  
Regional Coordinator



**Michelle Buccilli**  
Sales and Legal Manager



## Achievements at a national level

# Resident satisfaction survey results 2019

Housing 21 residents only

**Overall service provided**

**89%**

**Quality of home**

**96%**

**Neighbourhood**

**98%**



**Friendly and approachable staff**

**93% agree** (Housing 21 residents)  
**91% agree** (Goldsborough residents)  
**92% overall**



**My court is a great place to live**

**91% agree** (Housing 21 residents)  
**93% agree** (Goldsborough residents)  
**92% overall**

## The best thing about being a Housing 21 resident:

Safe and secure:

“

Security, the comfort of knowing there is help available when needed.

*Goldsborough Estates resident*

“

Security yet independence.  
*Housing 21 resident*

Pleasant development / good area:

“

: Having the opportunity to live in a pleasant environment.

: *Goldsborough Estates resident*

“

: Excellent Court Manager, lovely surroundings.

: *Housing 21 resident*

The residents and the community:

“

: Being part of the community.

: *Housing 21 resident*

“

: Close knit community everyone looks out for everyone else.

: *Housing 21 resident*

## Residents' conferences

Housing 21 has successfully been holding annual residents' conferences for a number of years now and these include one exclusively for leaseholders.

We had the benefit of being able to expand to two events, which ran in April 2019. Our acquisition of Goldsborough Estates means we now have a more significant national spread of properties, which enabled us to hold one event in Reading and another (new) event in Manchester.

As usual, we had an external speaker attend to give a broader perspective and, on this occasion, we looked at the resale market for retirement leasehold. This is a market sector that receives some bad press and is often more heavily impacted when the property market slows down. Jeff Platt, a leading industry expert, helped to dispel some of these myths and gave some useful tips when selling a retirement property.

Following this we had fun with a game of 'Play Your Cards Right'

to help illustrate the need to put aside the right sums of money to build up a sinking fund for future major works. Finally there was a chance to meet Housing 21's Executive Team and put forward any burning questions.

We had planned for the 2020 conferences to take place at the end of March and beginning of April, however, these had to be postponed due to the Covid-19 lockdown. It is now most likely that these will take place in spring 2021.



## Court life

# Calendar girls (and boys!)

What started out as a theme for Britain in Bloom during 2019 ended up inspiring a full-blown 'Suffragettes' Calendar Girls style calendar for 2020 at Lisbon Place in Newcastle-under-Lyme.

Court Manager, Amanda Stevenson, planted the seed of an idea for the calendar with her residents and at first they were a little apprehensive. However any doubt soon turned into excitement once they started discussing ideas for the pictures. The residents put their all into the calendar and it was very exciting – setting up the scenes in the communal lounge (which surprised the local contractor who had some work to do there!) and in the gardens, being photographed, and then seeing the results once the backgrounds had been chosen.

The calendar shows how the world has evolved for women after getting the vote, and includes residents portraying airline pilots, nurses, and a tattooed lady. They chose Margaret Thatcher for Amanda to portray – she wasn't sure if this was a compliment on her management style or not!

Residents were delighted when the calendar arrived, completed, on the doorstep. They had overcome their initial shyness and should be proud of their efforts! The sales of the calendar raised £1,500 for Lisbon Place's chosen charity, Air Ambulance – a fantastic achievement.



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# Resident lands windfall with support of Court Manager

After nine months of working with their Court Manager following a claim review, a resident not only received £24,000 in backdated Employment and Support Allowance (ESA) entitlement, but is also now receiving a continued income reflecting their agreed award.

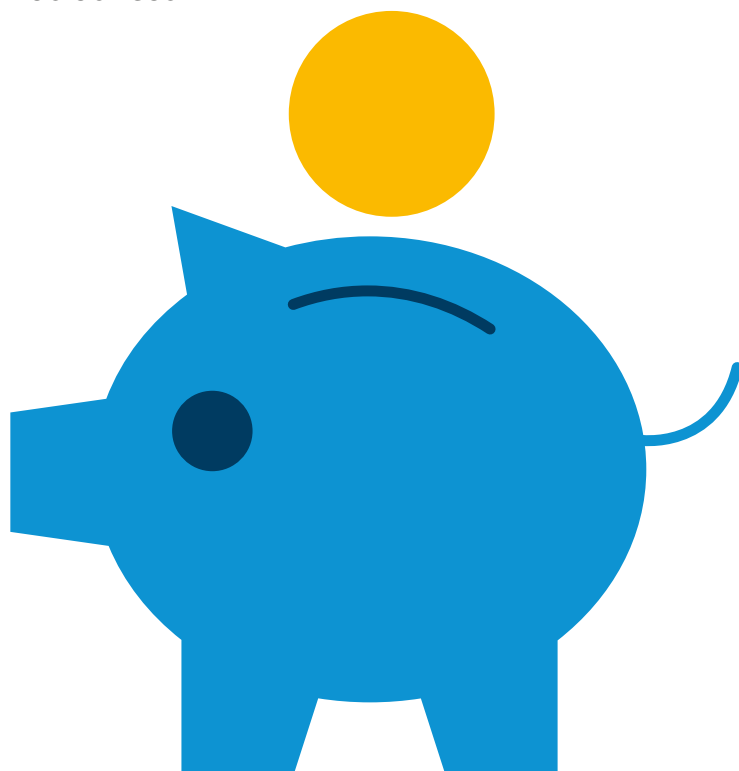
The resident's Court Manager was aware they were submitting a review of their ESA claim due to a change in circumstances. The review resulted in an entitlement the resident did not agree was correct, so the Court Manager assisted them to challenge the outcome.

She regularly called and wrote to the Department of Work and Pensions (DWP), but it was a challenge to make progress and they felt as though they were going around in circles.

The Court Manager decided to get advice from local professional contacts to confirm her understanding of the process was correct and to gain some guidance. After persistently chasing up the DWP for an update, they awarded the correct amount, paid the backdated entitlement and increased the weekly ESA payment to reflect the new entitlement, which was almost double what they had advised initially.

This goes to show that tenacity and perseverance pays off and our Court Managers are not afraid to support residents when they see something that is not right.

You may have noticed the absence of any names or location - this is to preserve the privacy of the individual involved. This was a leaseholder at one of our leasehold courts and not a rented property. This goes to show the importance of checking even if you think you may not be eligible for help with benefits.



## Integration with health and social care

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# Success for Keele students at Lisbon Place

In last year's Regional Report, we told you how medical students from Keele University spend time with Lisbon Place residents to improve their communication skills and spend time talking to older people who they may not usually have much interaction with.

The scheme takes placement students from year one to year five of training and in return receives financial recognition.

In their first year, student doctors work on their communication skills, and in year two, they have to learn more about the organisation and other partners and agencies that they work with, as well as the impact this has on the residents and wider community.

Final year students produce a project which is beneficial to the residents and the wider community. Last year the students produced a falls leaflet with vital information to keep people safe. This was adopted by the NHS and disseminated into the wider community in healthcare settings, making this cohort of doctors the highest achieving project group and winning recommendations for both Lisbon Place and the students involved – well done to all!

Amanda Stevenson, Court Manager at Lisbon Place, is a lay member for the university on the interview panel, and interviews students when they apply for medical school.





## Court life

# Kelvin brightens up Patricia Gardens

In a leafy suburban Surrey you will find Patricia Gardens - a lovely scheme made up of 32 properties, which all look out onto beautifully maintained grounds. Unfortunately, Patricia Gardens is missing one thing - any internal communal space for residents to meet and socialise.

This, however, has not stopped our resident Court Manager, Kelvin, from turning the scheme into the place to be on a sunny afternoon or evening.

Since arriving at Patricia Gardens, Kelvin has helped turn the garden into a welcoming and bright social area where residents are often found enjoying a drink, lighting up the BBQ or sharing a fish and chip supper. Kelvin has spent many hours upcycling tired garden furniture, creating vibrant bursts of colour across the scheme. He has also inspired residents to replicate this across parts of the garden they maintain themselves. As soon as you walk into Patricia Gardens you can't help but smile as you see the bright blue chairs next to the baby pink tables.

Kelvin also works very closely with the local hospital, which has donated Easter eggs and fresh fruit and veg to the court.

Patricia Gardens has always been a great place to live and visit, but since Kelvin arrived the sense of community and inclusivity is particularly evident.





## Court life

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# Tai Chi at Bowling Court

Six mornings a week, eight residents from Bowling Court in Henley-on-Thames take part in a 15 minute Tai Chi session. They used to get together once a week before Covid-19 restrictions with a teacher who came to the scheme. Since the start of lockdown residents have organised this themselves in the beautiful grounds of Bowling Court.







## Court life

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# Wellbeing at Beechcroft

Back in January 2019 a number of residents at Beechcroft were complaining about aching joints. I decided to help them by researching the NHS website on recommended chair exercises that could help their issues.

Once I had finished researching, I put together a booklet with a number of different exercises and showed it to the residents at our regular Wednesday coffee morning, to see if this was something that they would be interested in. After receiving excellent feedback we started an hour session every Thursday - the first 30 minutes involved chair exercises and the last 30 minutes were for a cool down and a cuppa and chat.

After a few weeks of our weekly sessions, residents were commenting on how good they felt both mentally and physically and the participants came flooding in week by week.

Currently we have around 12-15 residents attending every week and they say they look forward to the weekly sessions and also now exercise at home.

Some of the residents that attend have told their GP or hospital consultants what they have been doing and the professionals have encouraged residents to carry on. One particular resident joined us recently and he is living with dementia. He has brought so much fun to the group and his wife tells me that he loves our weekly sessions because it is good for his routine and wellbeing. Also, this hour a week gives her a little break.

**Kerrie Instone,**  
House Manager









## Collaborations and partnerships

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# Dementia Action Week in Newcastle-under-Lyme

Amanda Stevenson, Court Manager at Lisbon Place in Newcastle-under-Lyme, is a Dementia Champion for Housing 21 – a role which involves delivering dementia training to staff and residents. Amanda has also delivered this training to children in local schools, as well as their teachers and parents.

Amanda is also on the local Dementia Action Alliance Group

and in May 2019 organised an event to support Dementia Action Week with stalls and activities, all promoting dementia awareness. Amanda also worked with local businesses and public transport to help them become more dementia-friendly.

Working with the school children and local businesses, she managed to secure flowers, pots and compost for the event.

On the day, the children worked with the 'Men in Sheds' group, which is a day centre for men living with dementia, and planted forget-me-nots, a symbol of dementia. The pots were then taken to the local cemetery for people who had passed away after living with dementia.



# Working in collaboration with residents

The Leasehold Team manages 46 leasehold retirement developments and 221 market rent properties. Housing 21 normally only manages developments that it owns but there are some exceptions.

We have a small number of developments where we have been chosen to provide a management service on behalf of others. These include properties where the residents own the freehold collectively, where an investor owns the freehold outright, or where residents have exercised a statutory right to appoint their own manager.

Where Housing 21 has been appointed by residents, this makes for a very collaborative style of management and a strong relationship between the resident-directors and our Property Managers.

Residents at these developments recognise the responsibility that comes with managing a complex building, the staff who work there, and most importantly, the safety of the people who live there.

This working relationship often creates a much better understanding as to why certain decisions are made. Where there is a problem to solve, it means that residents are often much more involved in understanding the need to resolve it. We may not be able to reach agreement with all residents but there is a better understanding as to why we have to make certain decisions - and that is one of the challenges of property management.

This is particularly true when it comes to matters of health and safety. On the developments that Housing 21 owns there

are often challenges over who should pay for health and safety measures. On developments where Housing 21 is just the manager, the relationship is much clearer and Housing 21's role is to make sure that safety is maintained but the cost of these measures sits with the residents.

Following the principles of the type of relationship we have on these developments is one that we're keen to explore on all of our other developments. We think it provides much greater clarity and closer working.





## Resident story

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# A trip down Memory Lane



**Meet Brian**

Brian, 83, has been a resident at Orchard Court, in Reading, for 19 years. A former journalist, he loves to write, and here he shares with us one of his own stories, along with a poem he wrote to mark one year since his partner's passing.

At the age of 80, Brian and his nephew, Mitchell, set out on a mission to find the first shop in Cardiff owned by their Irish ancestor, Michael John Connors, who arrived in the town in 1881 (it became a city in 1905). Michael had wanted to 'make his fortune' after seeing his family suffer so much in the Irish potato famines.

"Mitchell and I had been discussing facts and speculation about our Irish, Welsh and a bit of English heritage. In that first shop, Michael John started up as a purveyor of boots, shoes and leather goods. It prospered, and he and his sons opened up other shops.

"On Corporation Road, in Grangetown – close to the house where my younger brother, Terry, and I grew up during and after WWII – we found a row of modest but modern shops. We had researched the number of Michael John's shop - each one now had a new style frontage – but there it was, what had been his shop. It was satisfying moment.

"Wanting to continue down 'Memory Lane', we proceeded to visit the house a mile away, in Newport Street, where Terry and I grew up. In our childhood, it was two rooms up, two rooms down, with shared facilities. Dad was away in the war, so we occupied two rooms. It now has a wonderful bright yellow door, and we wondered about how it may have been updated inside too."

“

Each March 30  
I give the day to  
remembering my  
beloved partner  
of 30 years, Jane,  
who died at 81.  
Both divorced,  
we never married  
but had a sound  
and happy time,  
with few disputes,  
though we lived  
separately, her  
in Oxford, me in  
Reading. I wrote a  
prose-poem on the  
first anniversary, and  
it was published on  
a website.

### Grateful memories

Good memories this year past  
have come back so often

Regrets too claim a place, yet  
sweet thoughts do soften

At 50, we'd left the lives we'd  
led, and love-friendship grew

In intimacy, laughter quiet  
silences, minor spats few

Her attractiveness, bright smile,  
her poise and sharp mind -

Open, practical disposition, all  
liked her, reflecting her natural  
kind.

I admired her, so stoic, as close  
family tragedy befell

Grief lay deep, yet with fortitude  
unmoved, dignity held well

Again, her uncomplaining cool  
forbearance helped me much

As that final deepening hospice  
sleep took hold and left me such

That only whispered gentle  
hand-held loving goodbye was  
said

Now first year has passed, by  
family, friends, by our reflections  
her life is read

Anniversaries more, my soul's  
remembrances hers will wed

Her 50 years in 'Britland',  
American, worldly-travelled, yet  
always sharing

Her love of life, cultured live  
intelligence, her local friendships'  
caring

As much with lifetime's friends  
abroad, family U.S and also  
here's

Our souls' had differences, yet  
before tragedy's natural tears

We shared, so simply shared,  
many holiday cottage's treasured  
delight

Beauty was in and around her  
then, seen in my own loving  
'inner sight'

Now her picture and quiet  
reflection's grateful memories  
convince

Again, with many reminders of  
a brave life's meaning one year  
since.

## Team news

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# Home ownership and market rent

It is a little known fact that Housing 21 has a portfolio of 200+ properties available for market rent.

Housing 21 provides a substantial number of Retirement Housing and Extra Care properties to people of modest means. Predominantly, these properties are offered at affordable or social rents because they are provided through the use of some form of public subsidy.

‘Modest means’ can have a wide interpretation and there are many older people who may not qualify for one of our affordable rent properties but would like a good quality home with the security of tenure usually only available through home ownership. Properties in the private rented sector usually provide only short-term lets and can sometimes have challenging landlords, so this is where Housing 21’s market rent properties offer an alternative.

The market rent properties have now come under the management of the Leasehold

Team so that we can continue to provide a small selection of good quality properties to people who can afford to pay market rent but are looking for security of tenure not normally offered in the private rented sector.

It’s early days yet but we are looking forward to extending our team expertise to our new residents.



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## Estate agency service

Did you know we have an award winning, niche, in-house estate agency service? This service is offered through Goldsbrough Estates whenever the time comes to sell your property.

Our resales have varied from £50,000 one bedroom flats all the way up to £2m penthouse apartments in Kensington. A strong working relationship

between myself, as Estate Agent, and the Court Manager is key for communication as to what properties are becoming available and being sensitive regarding when is best to contact a family about resale opportunities.

A good relationship between Court Manager and the resident (along with their family members) is vital from move-in to future resale, to ensure the family are aware of our estate agency services and, importantly, ensuring they know Goldsbrough Estates

will provide a professional, friendly and proactive approach to selling their property from instruction through to completion.

Our wonderful Court Managers are the real sales people, carrying out viewings and the incoming resident interviews, and promoting the lifestyle that a buyer can expect to have at their chosen Goldsbrough Estates development.

**Michelle Buccilli,**  
Sales and Legal Manager,  
Goldsbrough Estates

# New arrival

## The Leasehold Team has its newest member!

Head of Commercial Management, Richard Wheeldon, and his wife, Melissa, welcomed baby Theo on 6 January 2020. Richard met Melissa at Housing 21, while she was the Human Resources Business Partner, before she left the organisation in 2015.

Despite Richard's advancing years, he is very much a hands-on dad, although (as can be seen in the photo) it can prove to be very tiring. Will Theo follow in his dad's footsteps and become a property manager? Richard was thinking more of a career in professional rally driving!



# Richard steps down from ARHM

After four years as the Chair to the Association of Retirement Housing Managers (ARHM), it was time for Richard Wheeldon to step down during 2019.

During this time Richard has delivered the third edition of the ARHM Code of Practice and the Royal Institution of Chartered Surveyors Code of Practice. Both of these Codes are approved by the Secretary of State with Richard chairing the official launch of the ARHM Code in the House of Commons.

Richard has been significantly involved in many leasehold

reform projects working closely and advising the Ministry of Housing, Communities and Local Government, the Law Commission and the Competitions and Markets Authority.

Before he stood down, he continued with his involvement with the leasehold reform being explored by the Welsh Government, which had set up a task and finish group comprising industry specialists.

Richard chaired one of the four subgroups, culminating in a set of proposals being submitted

to the Welsh Government in mid-2019. Amongst other things, the proposals included a single mandatory Code, an approved accreditation scheme and links to professional qualifications for practitioners.

It was very interesting working with the Welsh Government and the speed of the task and finish group and proposals being submitted was impressive compared to the much slower progress within the English system, with so many different stakeholders.

## Sally Holmes retirement

Sally will be retiring on 30 September 2020 after 10 years at Housing 21. Sally began

managing large social housing estates in London in the 1980s and started managing retirement leasehold housing in 2003. She is planning to travel to Australia

and New Zealand with her husband once that's possible and spend time with her growing number of grandchildren.

# Looking ahead – taking care of the environment

As an organisation we are committed to making positive changes for the environment and are focusing on areas that will make the most difference:



## Carbon impact / energy consumption

We are currently leading in the housing sector in terms of energy consumption with 84% of our properties already having an Energy Performance Certificate (EPC) grade C or above, saving you money on your energy bills. Our aim is for all properties to have an EPC grade C by March 2022. We will also be installing non-fossil fuel heating systems on new homes and, where possible, on replacement systems from December 2022. Our policy is to only source electricity from certified renewable sources.



## Climate change resilience

All of our schemes are being surveyed for climate change resilience and each scheme will have an action plan by March 2022 to promote longer term environmental sustainability.



## Transport

We are aiming to reduce non-essential travel for staff across the organisation, exploring new ways of working and reducing our carbon footprint.

This is just the beginning. We will build on these strong foundations to develop our commitment to 'Doing the Right Thing'. Talk to your scheme manager if you have any thoughts or ideas on

how to make positive changes for the environment at your scheme. Your story could feature in next year's Leasehold National Report!

## Feedback

We hope you have enjoyed reading your Leasehold National Report 2020. 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](mailto:communications@housing21.org.uk) or speak to a member of the Housing 21 team.

If you need this report in a different format, for example large print, Braille, audio file/CD or another language, please contact your local manager.

Thank you.



Tricorn House | 51–53 Hagley Road | Birmingham B16 8TP

**0370 192 4000**

[housing21.org.uk](https://housing21.org.uk)    

Regulated by the Social Housing Regulator Reg. No. L0055  
Community Benefit Society FCA Reg. No. 16791R

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We invest in people Gold