

Retirement Living



Regional Report 2020

North



Stand out events



Court life:
East Croft's Mad Hatter's tea party

See page 18

Intergenerational activities

Court life:
Enjoying social activities at Maurice Jones Court



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Welcome

A message from the Chairman and Chief Executive

Stephen Hughes,
Chairman



Bruce Moore,
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)

- 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 Retirement Housing, North

I've now worked at Housing 21 for three years, and what a brilliant three years it has been! Together with our residents we have achieved so much in the North region including different approaches to resident engagement, building new properties and full scale modernisations and improvements to existing homes. We've also seen improvements to resident and staff satisfaction which gives me confidence that what we are doing is making a difference.

I'm incredibly passionate about how we provide services which don't just assist or enable, but actively encourage residents to live their best life in a safe and comfortable home. I feel very fortunate to visit our schemes and talk to the wonderful people who live there - I never tire of hearing residents' stories and seeing all of the wonderful activities that happen on court, and it's always a learning curve! This year alone I've learned ballroom dancing, table tennis, yoga and gardening as well as failing miserably at knitting and Sudoku puzzles.

There have been so many moments over the past year that have stood out for me, and you will see many of them featured in this report. If I had to pick just one it would have to be the resident conferences which took place in Manchester, Leeds and Durham in November 2019. These events really summed up for me why I love my job so much. Local staff planned and delivered these events themselves from start to finish for the first time and really showed how versatile and committed they are. Residents told me how much they enjoyed the events and threw themselves into every session – even a giant game of snakes and ladders! Perhaps most importantly we came away with objectives and actions to make life on court even better which really did make them worthwhile.

I hope you enjoy this report and that the stories make you smile as much as I did. I look forward to seeing you all again soon.



Pam Mastrantonio

Head of Retirement Housing, North

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



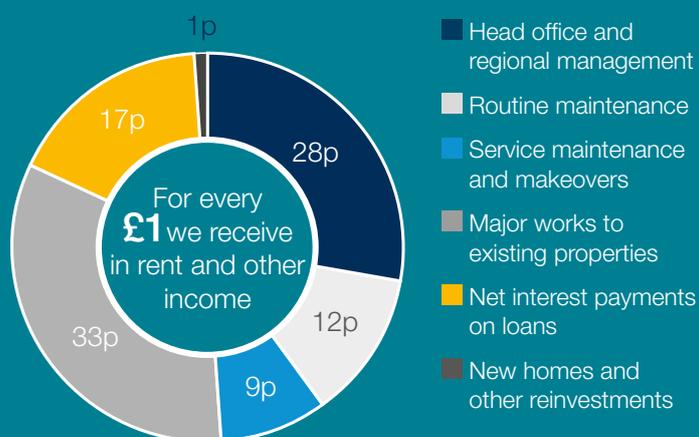
Our annual October conference brought together over 150 delegates to hear the thoughts of academics and practitioners surrounding 'Is the UK Institutionally Ageist?'

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

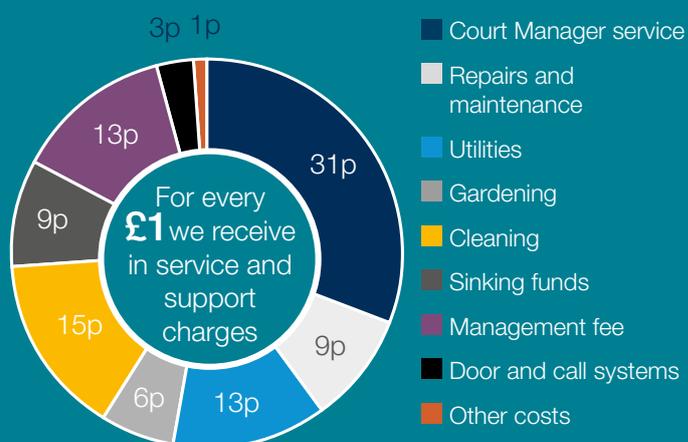
How we spend your rent and our other income

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

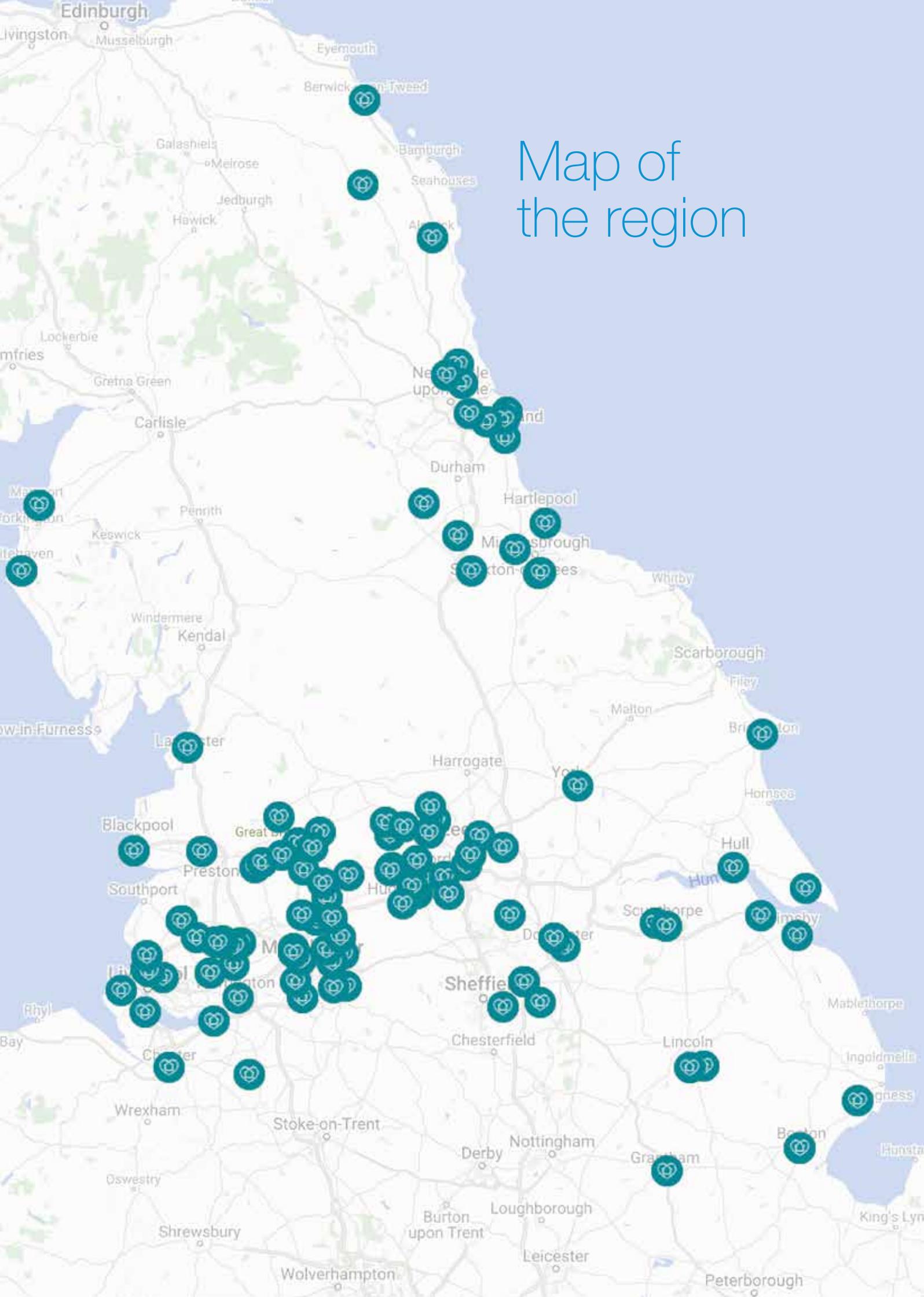
Reinvestment in our existing properties

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.



Map of the region



Meet the team



Pam Mastrantonio
Head of Retirement
Housing, North

How long have you worked here?

I've been at Housing 21 for just over three years.

What do you love about your job?

What makes any job enjoyable is when you work with and meet great people. I love the teams I work with and meeting our residents, their families and others working in our communities.

Over the last year what has made you smile?

I laugh a lot here which is great but my stand out moment from the last year has got to be our resident conferences. Seeing everyone having fun – I think I laughed right through all three of them – brilliant!



Zoey Stanton
Retirement Housing
Manager

How long have you worked here?

I've been with Housing 21 for four years.

What do you love about your job?

Being part of a great team, everyone is so dedicated and we share the same vision.

Over the last year what has made you smile?

That has to be the 'Star Awards' that you can read about in this report. Reading out those nominations and seeing the winning residents' faces was priceless, it really meant a lot and will stay with me forever.



Deborah Evans

Retirement Housing Manager

How long have you worked here?

I will have been at Housing 21 for 25 years this year.

What do you love about your job?

I love how no two days are alike and I love meeting and chatting to our residents.

Over the last year what has made you smile?

I smiled when I attended a tea dance at one scheme, especially when residents tried to teach me how to waltz.



Jane Wright

Assistant Retirement Housing Manager

How long have you worked here?

I've been here for 17 years across two separate occasions.

What do you love about your job?

I love seeing a team member learn a new part of the job, especially when they found it challenging.

Over the last year what has made you smile?

I smiled at my team building events with my team, it was lovely to see them all relaxing together.



Helen Purdy

Assistant Retirement Housing Manager

How long have you worked here?

I have been here for seven years.

What do you love about your job?

I love the job satisfaction I get from helping residents, it's amazing.

Over the last year what has made you smile?

I would have to say I laugh and smile my way through most days.



Michael O'Keefe

Retirement Housing Manager

How long have you worked here?

I've worked at Housing 21 for six years.

What do you love about your job?

I love seeing the difference that moving into Retirement Housing can make to someone's wellbeing.

Over the last year what has made you smile?

The resident conferences, particularly when we played a snakes and ladders game with residents – it was so competitive.



Lindsey Leach

Retirement Housing Manager

How long have you worked here?

I have been here for 13 years.

What do you love about your job?

I love how every day is different and I get so much satisfaction from making a difference to someone.

Over the last year what has made you smile?

Definitely our resident conferences which I also project managed for the region. They were a blast!



Talvinder Singh

Retirement Housing Manager

How long have you worked here?

I have been here for 16 years.

What do you love about your job?

I love meeting with residents and being able to help them with any issues.

Over the last year what has made you smile?

I smiled at being a judge for our region wide garden competition.



Jason Sharman

Assistant Retirement Housing Manager

How long have you worked here?

I've been here for three and a half years.

What do you love about your job?

I love that we help our residents and we can resolve any issues.

Over the last year what has made you smile?

Sitting and talking to residents about their positive experience of living in a Housing 21 property.



Kate Lester

Regional Coordinator

How long have you worked here?

I have been with Housing 21 for four and a half years, first in the Finance Team and for the last three years with Retirement Housing North.

What do you love about your job?

I love how varied my role is, every day is different. I also love how many opportunities there are here to develop yourself.

Over the last year what has made you smile?

It has to be the success of the resident conferences. I had such a feeling of achievement being part of the whole project from start to finish.

Achievements at a regional level

Impressing Dragons

In August 2019 we were presented with an exciting opportunity to apply for some additional funding through Housing 21's very own 'Dragons Den'. Funding was available for improvements to our schemes such as landscaping works and enhancements to gardens and communal areas.

The North Housing and Asset Management Teams banded

together to compile bids and quotes and presented these via video link to the Housing 21 'Dragons' which included the Director of Retirement Housing, Director of Property Services and Head of Property Investment.

Together we were successful in securing over £240,000 of additional funding to complete projects such as:

- Planting wildflower meadows at a variety of schemes across the region
- Landscaping of gardens
- Erecting pergolas and outside furniture
- Erecting an eco-friendly summer house
- Building an orangery



The teams presenting their bids to the Housing 21 Dragons



Yarborough Court garden



Ward Court pergola



Yarborough Court



Yarborough Court



Yarborough Court



Achievements at a regional level

Star Awards

In August, the North 1 region hosted their 'Star Awards', celebrating residents and staff who have shone during the year.

Residents and Court Managers attended the awards and were joined by Head of Retirement Housing North, Pam Mastrantonio, and our Resident Board Member. Here's a snippet on the fantastic winners:



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Volunteer Award:
Joan of Cohen Court



Joan has volunteered for autism charity, Daisy Chain, since it began in 2003 and still volunteers there now at 84 years of age.

The charity provides a range of support services to local children and adults affected by autism, either with a diagnosis or who are undergoing the diagnostic process, their parents/carers and their siblings.

Joan also volunteers at a local church where she is part of a group which helps Asylum Seekers. She has had a number of unfortunate events in her life but never complains and has such a happy and positive outlook on life.

We supported Joan's charity, Daisy Chain last Christmas, taking part in their 'Wear it Festive' campaign and raised £1,030!

.....

Special Contribution Award:



Void Improvement Panel (VIPs)

The Void Improvement Panel was set in March 2018 and is a partnership between residents and staff, working together to let our empty homes. The panel has:

- Worked on schemes that were hard to let, meeting with residents and talking through various issues
- Agreed actions and ensured these were followed up and completed
- Moved around the region and looked at empty apartments with a fresh pair of eyes
- Helped us to improve our performance and achieve a week with zero empty properties

Good Neighbour Award: ★

Averil of Robert Allan Court

Several nominations were received and lots of lovely words were written about Averil:

“Averil makes things happen”

“Averil organises the Monday bingo – she sells domino cards and makes tea and coffee for everyone”

“She organises outings and books the mini bus for us”

“Her energy and enthusiasm for Robert Allan Court is amazing”

“She’s tireless in her organisational skills, she always listens and is very helpful to us all”

Residents Group: ★

Lawrence Hill Court

The residents at Lawrence Hill Court make a real difference not only at their scheme but they also support other residents right across the North East region! Led by George they have a great social life, hosting a wide range of events, celebrations and activities so there’s always something happening for them! They have raised lots of money too, supporting a wide range of local and national causes that are close to their hearts.



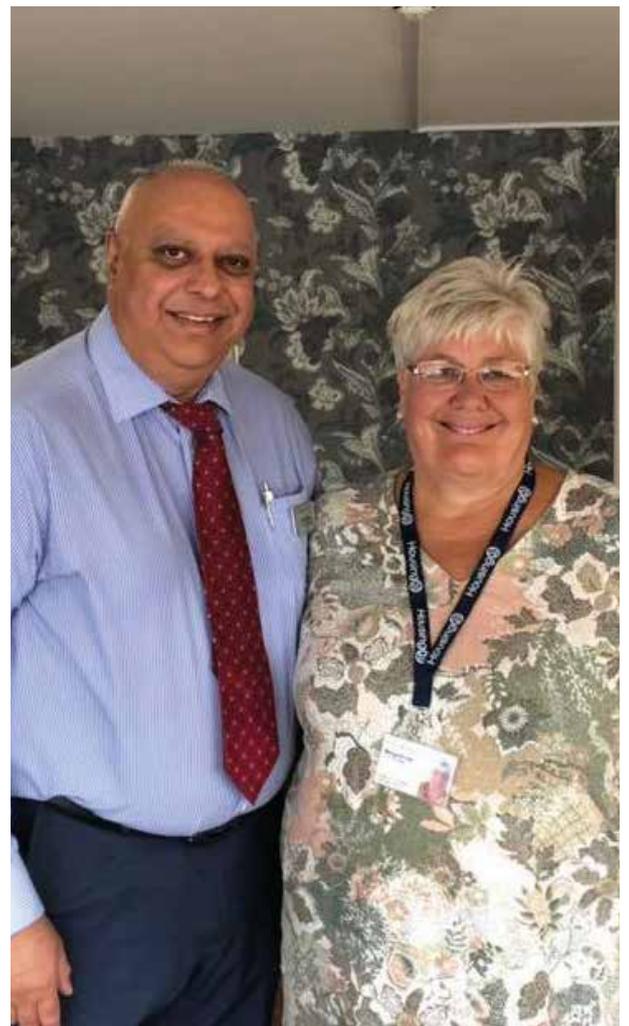
Court life

Brown Court

To celebrate their fabulous modernisation programme, Brown Court held a party for residents and staff.

It was a team effort with the residents' lunch club, resident association team and staff all working together to make sure it was a fantastic day.

The residents arranged the buffet, Regional Coordinator, Kate Lester, and Retirement Housing Manager, Tal Singh, arranged the cakes, and fun was had by all with music and dancing.



Court life

A new lease of life for Roger Arden Court

18 months ago Roger Arden Court, in Bootle, was a little quiet, but it is now fun and vibrant. When Court Manager, Margaret Dalton, joined the scheme, there were five empty properties and no waiting list.

“I started doing tea and coffee mornings to get a general feeling of what residents wanted” says Margaret. “I gave all residents a monthly newsletter updating them on what is going on and telling them that they are all welcome to join any activities at the scheme.”

A makeover, which included new windows and bathrooms for all residents, a new Appello digital call system, and a full makeover of the communal areas also helped to revitalise the scheme: “The whole scheme has been done over the last 18 months.

The residents think that Housing 21 listens to what they want and will do their best to improve things” says Margaret. “When the makeover was complete we sold the old chairs and pictures to raise some funds, this enabled us to have afternoon teas, coffee mornings and chippy afternoons to try and generate some community spirit.

“Roger Arden Court is now a nice friendly place to live and work. Visitors always pass comment on how nice the court looks, and at present, we have no empty properties and a healthy waiting list. Housing 21 has made a big difference to people’s lives at the scheme and I will continue to do my best for everyone to maintain that.”



Stand out events



"Young and In the

In November 2019 the North F
Resident Conferences in Manche
were all very well attended and t
was overwhelming as they all tho
yet, and a resou



“

Fantastic day,
really enjoyed it!

“

Snakes and ladders was
good fun and informative,
overall a very good event
and very enjoyable.

“

All my worries were
dealt with.

“

Very good, enjoyed
all of it.

“

My first conference,
enjoyed it very much,
excellent.

at heart” North



Region (Team North) held three
ester, Leeds and Durham. They
the feedback from the residents
ought these events were the best
nding success!



“

I have been to many resident conferences over the years but this was the best by far, what a thoroughly enjoyable and informative day, huge credit to the staff involved.

“

Outstanding conference – keep improving.

“

Five star event.

Each resident was given a Housing 21 tote bag which contained literature and a few gifts to remember the day, these included a bamboo toothbrush and some wild flower seeds both in keeping with our eco-friendly theme.

Collaborations and partnerships

Avon Court unites with UTC South Durham

Avon Court was approached by UTC (University Technical College) South Durham who were looking to join together young and older groups by doing shared activities. Some students from the college came along to the scheme and chatted with the residents for some time. They decided between them that the students would return to make bird boxes as part of an activity. The residents were then asked if they would like to visit the college and see what the students did.

The students made afternoon tea and showed us around. At the time, the North 1 region were arranging their resident Olympic Games, and we asked if they would build us a torch that could be passed from scheme to scheme and they kindly agreed. Unfortunately this was put on hold as the Covid-19 pandemic struck in March.

The plan is to continue with the partnership and use Avon Court lounge as a base to invite other groups and other sheltered housing residents to join together and spend quality time doing activities. UTC very kindly donated 30 visors for the residents that they made at the college at the start of the pandemic.



Collaborations at Walton Court

Wellbeing for Life is a service commissioned by Durham County Council and delivered by County Durham and Darlington NHS Foundation Trust and Pioneering Care Partnership (PCP).

At Walton Court they delivered chair exercises for residents and offered support with healthy eating and stopping smoking. Residents really enjoyed the

exercise classes and found the support around stopping smoking and how to eat well very useful.

The scheme has also worked closely with the community police, raising £80 through a raffle to raise funds for their community allotments which aim to involve young people and develop their interest.

St Catherine's Community Centre in Crook showed great community spirit when the local substation flooded and we had a total loss of power. After contacting Doreen who works at the centre, she came to the scheme with sandwiches and flasks of hot water so residents could have something to eat and a hot cup of tea – thank you Doreen!



Healthy eating

Court life

East Croft's Mad Hatter's tea party

In July 2019, East Croft held a 'Mad Hatter' themed garden tea party. It was one of the hottest days of the year but the high temperatures didn't stop the residents getting involved. They had a fun packed day, which included a best hat competition, and they enjoyed a buffet and an afternoon tea with entertainment. The main entrance was decorated ready for the In Bloom gardening competition. It was a great day and fun for all!





Resident story

Margaret

“John Kay Court resident, Margaret, is 86 years young and is a fantastic example to us all of how we should live our later years - where she gets her drive and energy from I do not know! Even with two broken hips she was contributing to the Residents’ Committee. Margaret has been on the committee at the scheme long before my time. She will often talk of all the fun and events she has been involved with throughout the years and will talk about when she first came here with her husband, how they loved to go on holidays and days out, and how they enjoyed great parties.

“Even now if anyone is organising a trip out or a holiday she will be packing her bag and heading out the door for a new adventure! Every Wednesday and Friday she would be in the

lounge before I got to work, starting on the two breakfast clubs we have each week, although towards the end of the year she made a sensible decision to ask for help, and now cooks once a week. She does this along with running the bonus ball and bingo, and also helping at every activity, preparing or cooking food and serving and clearing away. Nothing is ever too much trouble for her.

“Margaret loves John Kay Court and will do anything she can to promote it and to help other residents enjoy their time living at the scheme. She has an energy and commitment second to none. She has never wanted any praise for anything that she does and expects nothing in return.

“She is very wise, very gentle and above all a very honest lady and a loyal and trustworthy friend - her door is always open for a chat. She values her friendships, as much as I value our chats about life and things in general. Every new resident is made to feel very welcome by Margaret and she will often help out if she can.

“Margaret has a lovely family who adore her. She is young at heart and in spirit and nothing makes her happier than her family gatherings - she loves to introduce them all and share the exciting things they are doing. The pride in her eyes and voice when she talks of their achievements is wonderful.”

Sharron Hood,
Court Manager John Kay Court



Meet Margaret

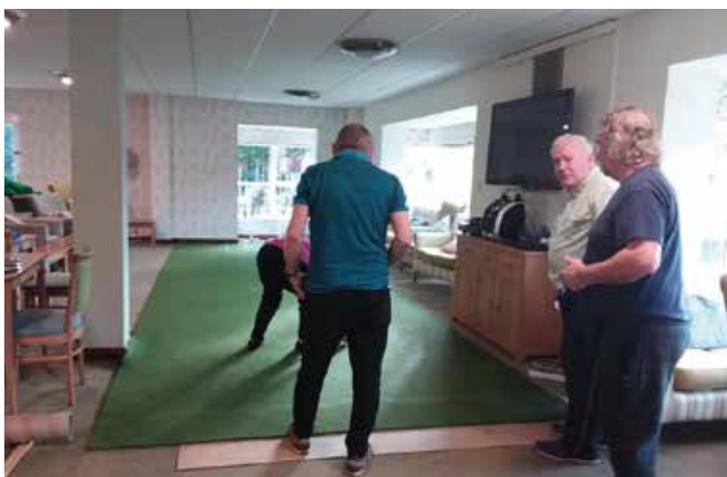


Court life

Enjoying social activities at Maurice Jones Court

Court Manager, Sarah Ashcroft, has helped residents at Maurice Jones Court to set up regular social activities which are going down splendidly. They try and do one activity every day - on Mondays they enjoy indoor bowls, which is so popular they have had to order another mat, and

on Tuesdays residents get together for a coffee morning. Tai Chi is on the agenda for Wednesdays, followed by bingo Thursdays, and finally fish and chip Fridays. As if this isn't enough, they also sometimes have entertainment evenings!



Residents enjoy indoor bowls on Mondays



Coffee morning on Tuesdays



Tai Chi class on Wednesdays



Intergenerational activities

Carol singing

Local schoolchildren helped residents at Mowat Court, in Liversedge, and Roger Arden Court, in Bootle, to get into the festive spirit by singing Christmas carols. They sang a number of classics, much to the delight of residents, who loved joining in and it brought a smile to their faces.



Day Centre

Last year our Bradford Day Centre, which provides valuable services to over 100 older people from the local community, moved from one of our Retirement Housing schemes to Ravenscliffe Community Centre.

The centre is also home to a Youth Project and they absolutely love to help out at the Day

Centre and any events that are being held.

The young and old come together and have lots of fun - it gives the older generation the opportunity to tell the young ones how things were back in their childhoods. When the young ones tell them what they get up to today the older

people are amazed! They get so much joy interacting with the youngsters.

The have joint events such as summer fetes and activity days, such as a mini Olympics, and it is great to see the intergenerational work taking place.



Investing in our buildings

Lord Gort Close transformation

Lord Gort Close is a Retirement Housing scheme in Sunderland, in the North East. The scheme is in the middle of a very tight-knit community and provides much needed

support for older people in the area, however it was beginning to look tired and in need of significant investment

A business case was agreed to modernise Lord Gort Close at a cost of over £1.5 million including:

- Erecting a pitched roof on the original flat roof areas
- New kitchens, bathrooms and heating to all flats including the guest suite
- New windows and external doors
- Wall treatments
- Renewing communal lighting
- Installing a digital call system
- Upgrading the corridors
- Installing a balcony
- Landscaping
- Drainage



Lord Gort Close before the works



During the works



Bathroom before



After



Bathroom after



Chris Roberts, Property Services Manager, Pam Mastrantonio, Head of Retirement Housing, North and Alyson Brown, Court Manager at Lord Gort Close



Kitchen after

Investing in our buildings

Planned works

Over the last year in the North region we have spent over **£12.5m** investing in our properties. This included:

Kitchens replaced at nine schemes at a cost of **£1.3m**

Bathrooms renewed at 10 schemes costing **£1.4m**

New LED communal lighting installed at 11 schemes at a cost of **£399,000**

Fire alarms upgraded, rezoned and fire risk assessment works carried out costing over **£903,000**

Heating upgrades at three schemes costing **£225,000**

New digital call systems installed at a further 16 schemes at a cost of **£821,000**

Replacement windows and doors at 13 schemes at a cost of **£1.2m**

Gas conversion works across 14 schemes costing **£1.8m**

Makeovers at 13 schemes costing **£1.2m**

Roofing works at four schemes at a cost of **£1.2m**





Resident story

Green fingered residents

Sitting adjacent to the River Steeping, surrounded by green spaces and with only a 10 minute drive from the award winning beaches of Skegness, you wouldn't be wrong in thinking Miller Court in Wainfleet St Mary already has the perfect location.

To add further to this existing beauty, Miller Court is very lucky to have some green fingered residents, who between them over the years, have dedicated thousands of hours of their time to transform the Miller Court gardens into the beautiful focal point they are today.

Although always cared for, the transformation of the gardens really began when Allan and Julie moved to Miller Court. Very keen gardeners, the minimalistic look of the central garden was just too much to resist and Allan and Julie set about transforming this into a cottage garden, with the aim of encouraging residents to use the communal garden and create a community atmosphere. The garden started to bloom and it was clear more flowers were needed to complete the

transformation. While many things were growing well in the garden, money was not growing on trees, so for the past three years residents have been donating unwanted items to Allan and Julie, who through the summer months have been selling these items at local car boot sales. The proceeds raised from the sales and donations received to the garden fund have reached £3,000!

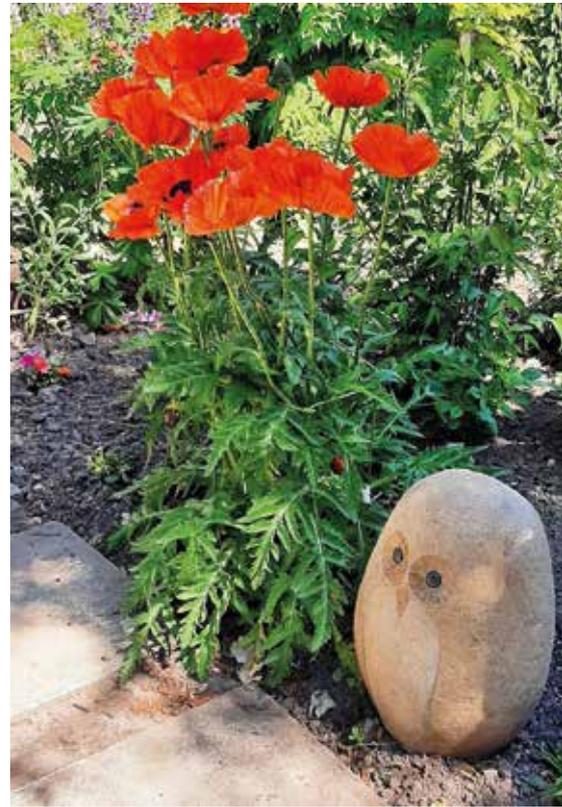
The beauty and enjoyment of the garden has snowballed and more residents are now helping. Ken looks after the potted plants on the front patio and entrance, while Mike is now helping Allan and Julie work on the centre garden, and with Mick's help, they have even managed to dig out old tree trunks together.

More and more residents have become involved over the years in various ways and the hard work has paid off. Residents love sitting out in the garden, enjoying looking at the beautiful flowers and of course all the wildlife that we attract - we have even been visited by a muntjac deer, and a couple of years ago

we had 8,000 honey bees land in our garden. The Bee Keeper tells us the queen bee is very choosy and does not just land in any old garden!

The garden has brought residents together and made such a wonderful community at Miller Court. From rose trees, cherry trees, box hedges to honeysuckle and colourful perennials, there is something for everyone. All the hard work has paid off with Miller Court winning best communal garden in the Housing 21 North 3 location for the past two years. It just goes to show what working together can achieve. Watch out Kew Gardens, Miller Court is hot on your tail!





Fundraising

Reverse advent calendar 2019

Last year the North region once again took part in the reverse advent calendar appeal. Instead of the Christmas tradition of opening a treat daily from an advent calendar, the residents in the North donated something of theirs which they put into a box each day in December.

Residents across 65 of our Retirement Living schemes took part in this appeal, meaning 92 organisations benefited from our support at a time of year when they need it most. The charities that we donated to varied widely from foodbanks, The Salvation Army and animal rescue centres all over the region.

This is a rewarding appeal and an initiative that we hope to continue in the coming years.

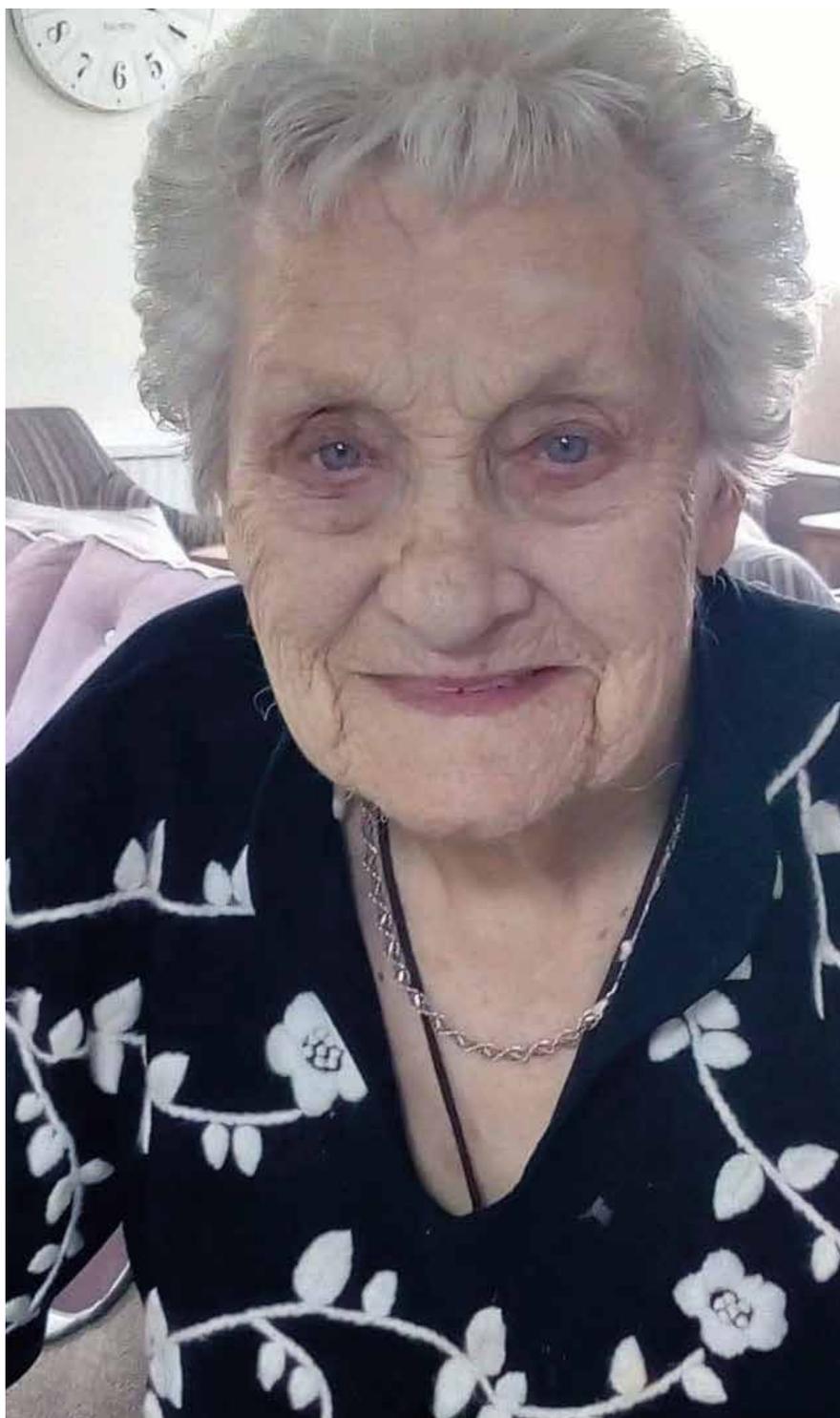


Stand out events

Dolly

Dolly from Avery Tulip Court in Bradford, West Yorkshire recently celebrated her 103rd birthday. Despite her great age, every Tuesday Dolly uses the access bus to travel to Morrison's for her weekly shop, and still joins in regularly with the social activities at the scheme. She never wants to miss out and is a very active and sociable person.

Happy Birthday Dolly!



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 Regional Report!

Feedback

We hope you have enjoyed reading your Regional 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 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.



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