

Housing@21

ESG Report 2022/23



Foreword

As a leading not for profit provider of Retirement Living and Extra Care for older people of modest means, we are already committed to providing an excellent service for all our residents. We seek to engage and empower people to make choices over the services they receive and to devolve decision making to local employees whenever practical and possible.

We are committed to acting ethically and openly in all that we do, striving to 'do the right thing' and being ready to acknowledge and learn from mistakes.

This report details our performance against Environment, Social and Governance (ESG), highlighting the positive work we do and showing our commitment towards sustainability and the environment. We are committed to going beyond legal requirements, exceeding minimum standards and striving to achieve a position of 'doing no harm'.

Bruce Moore
Chief Executive



Introduction

Housing 21 is a leading not for profit provider of Retirement Living and Extra Care for older people of modest means. Our core purpose and commitment is to provide high quality housing with support or care, enabling our residents to live well with dignity and autonomy.

Ensuring our schemes and properties are both environmentally and socially sustainable is intergral to our decisions and actions. We are committed to going beyond legal requirements, exceed minimum standards and strive to achieve a position of 'doing no harm'.

Our schemes are in a wide range of different settings and locations and we want them to be integrated into the local communities; we are committed to working with our residents to establish this and ensure we can provide a sense of belonging and community.



ESG Reporting

The Sustainability Reporting Standard for Social Housing (SRS) was launched in November 2020 by the Environmental, Social and Governance (ESG) Working Group.

The SRS reporting framework has been developed to establish a transparent, consistent and comparable set of ESG criteria across the housing sector. In 2023 we became official adopters of the standard.



Our commitment

Report against the ESG standard annually

Work with residents, employees and other stakeholders to increase environmental understanding and awareness throughout Housing 21 and beyond

Make environmental impacts and commitments a key part of local agreements and plans and ensure this is central to national strategies

Bring together the various data sets and automate the analysis process to provide consistent reporting and improve transparency and accountability not only for directly produced carbon but also the (scope 3) carbon produced by others linked to us

Social



We want Housing 21 to be seen as the leading provider of safe, attractive and comfortable accommodation for older people of modest means.

Strong values are crucial in achieving this. We will always be guided by our social purpose as well as putting quality, and our residents, at the heart of our actions and decisions.

Doing the Right Thing is a principle that drives the decisions and actions of Housing 21. It emphasises the importance of being true to our purpose of providing more and better Retirement Living and Extra Care housing for older people of modest means.





Affordability and security

C1 – Rent affordability

For properties that are subject to the rent regulation regime, report against one or more affordability metrics:

- 1) Rent compared to median private rental sector (PRS) rent across the local authority
- 2) Rent compared to Local Housing Allowance (LHA)

% of PRS rent – 79.3%

Our rent policy is to use social (formula) rents which are more affordable for residents

C5 – Homes with fixed tenancy agreement

What percentage of rental homes have at least a three year fixed tenancy agreement?

0%

We do not have fixed term tenancies, our assured tenancies are open ended and do not have an expiry date



C2 - Existing homes by type

Number of existing homes (owned and managed) completed before the last financial year:

Number of general needs units	61	% of general needs units	0.3%
Number of intermediate rent units	0	% of intermediate rent units	0.0%
Number of affordable rent units	0	% of affordable rent units	0.0%
Number of supported housing units	153	% of Supported housing units	0.7%
Number of housing for older people units	18,890	% of housing for older people units	85.1%
Number of low-cost home ownership units	1,393	% of low-cost home ownership units	6.3%
Number of care home units	40	% of care home units	0.2%
Number of private rented sector units	210	% of private rented Sector units	0.9%
Number of other units (leasehold)	1,457	% of other units	6.6%

C3 - New homes by type

Number of new homes (owned and managed) that were completed in the last financial year:

Number of general needs units	0	% of general needs units	0.0%
Number of Intermediate rent units	0	% of intermediate rent units	0.0%
Number of Affordable Rent units	0	% of affordable rent units	0.0%
Number of supported housing units	0	% of supported housing units	0.0%
Number of housing for older people units	215	% of housing for older people units	70.5%
Number of low-cost home ownership units	66	% of low-cost home ownership units	21.6%
Number of care home units	0	% of care home units	0.0%
Number of private rented sector units	0	% of private rented sector units	0.0%
Number of other units (outright sale)	24	% of other units	7.9%



C4 – Reducing fuel poverty

How is the housing provider trying to reduce the effect of fuel poverty on its residents?

By improving the energy efficiency of our existing homes and building new, more sustainable homes, we can reduce the environmental impact our properties have on the environment while helping our residents reduce their fuel bills.

67% of rented and shared ownership properties have an EPC C

32% of rented and shared ownership properties have an EPC B or above

** figures exclude leasehold and Oldham PFI*

In the face of rising energy costs, we created the Operation Lightbulb Team to help residents and employees keep utility costs to a minimum. In addition, we held an 'Operation Lightbulb' campaign to raise awareness amongst residents on helping to keep utilities bills down through hints and tips to save energy and reduce costs. Supporting literature also contained signposted information to various payments which residents may be entitled to and other resources and support services.

In 2020, we launched our Helping Hands campaign which encouraged residents to speak to their Local Housing Manager about any questions or concerns they may have with their rent account.

As part of this support, we also introduced quarterly Make a Difference (MAD) Days encouraging managers to participate in themes such as acts of kindness, share a smile and talk money. In addition, we launched our Helping Hands Fund which residents can apply for to help with emergency situations. This has been used for food, utility debts and other household goods to aid residents with the effect of fuel prices and subsequent cost of living crisis.

We campaigned to alert MPs and lobby for the £400 Energy Relief Scheme to be applied to people in older persons' housing with communal heating supply.

£183,879 – total value awarded for applicants through Helping Hand Fund in 2022/23



Building safety

Property compliance is a critical function to Housing 21. Our objective is to ensure we meet full statutory compliance across our property portfolio and have a robust management approach to protect our residents, employees, visitors and the business from foreseeable and unreasonable levels of risk.

We allocate substantial resources to meet this purpose and activity; however, we cannot be complacent. We continue to strive for continuous improvement through further strengthening our processes and procedures to ensure we are providing safe homes for our residents.

In addition, the Building Safety Bill proposed the role of Building Safety Manager. Although the role is not a legal requirement, we have made the decision for our Building Surveyors to adopt the principles of this role to manage and maintain building safety across all our properties.

Bi-annual consultation meetings provide an opportunity for residents to meet directly with their dedicated Building Surveyor. These meetings are jointly held with the Operations Team, providing an opportunity for Surveyors to deliver key safety messages and for residents to raise any concerns. Supplementary safety literature is provided and we are continually looking at new ways to effectively engage with residents.

C6 - Gas safety

✓ 100 percent of our homes with a gas appliance had an in-date gas safety check as of 31 March 2023

C7 - Fire safety

✓ 100 percent of courts had an in-date Fire Risk Assessment as of 31 March 2023

✓ All our Fire Risk Assessments are carried out at a 12 month cycle

C8 - Decent homes

✓ 100 percent of our owned stock was Decent Homes compliant as of 31 March 2023

We invest significantly in our properties and will continue to do so to maintain the positive standards we have set for the renewal of kitchens and bathrooms, refreshing of communal areas and achieving a minimum Energy Performance Certificate Level C whilst working to transition to digital call systems by 2026.



Resident voice

C9 – Enabling residents to hold management to account
What arrangements are in place to enable the residents to hold management to account for provision of services?

- Local court agreement which allows residents to agree and monitor services
- Resident events – opportunity to directly meet senior management
- Bi-annual Building Safety meetings with residents, to review home safety and general repairs
- A range of engagements and involvement opportunities including annual resident events, satisfaction surveys, court business plans, service charge consultations
- Onsite Local Housing Managers
- On Extra Care schemes, we have dedicated on-site teams to deliver care and catering
- As an Investor in People Platinum organisation we continuously invest in our people to ensure we provide a consistently high quality and responsive service to our residents

C10 – Resident satisfaction

How does the housing provider measure resident satisfaction and how has resident satisfaction changed over the last three years?

Housing 21 has a yearly resident survey. In 2021, this was a census to all residents. In 2022, we started a quarterly rolling survey and in 2023 and moving forward, we will have an annual census survey, giving all residents an opportunity to feed back to us.

The survey is conducted by an independent research organisation. Last year we trialled the Tenant Satisfaction Measures and these will be included this year. We use a mixed methodology of paper and online responses. Each scheme which has over 10 responses receives a court-specific report enabling them to make an action plan.

89% Overall resident satisfaction

91% Overall satisfaction with care

C11 – Complaints

In the last 12 months, how many complaints have been upheld by the Ombudsman?

There have been no at fault determinations of maladministration.

How have these complaints (or others) resulted in a change of practice within the housing provider?

Housing 21 has a panel of residents who look at a sample of the complaints we receive and the associated responses. These are discussed to pick up any insight from their perspective.

Additionally each respondent to a complaint is asked to consider what lessons can be learnt from that complaint and this results in a number of improvement recommendations for practice, policy or our service.





C12 – Support Services

What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?

Housing 21 offers residents a range of support services that enable them to live longer and remain in their own homes for as long as they wish.

- Core support/ wellbeing services with 24 hour cover
- Wrap around support and emergency response reactions for all residents within our services, regardless of their care needs
- Supporting residents in maintaining independence within their own property
- Supporting residents with financial matters including assistance in benefit claims, utility bills or any uncertainties they have with their budgets
- Assist with transport for hospital, GP, dental appointments
- Supporting residents with online shopping tasks
- Assistance in maintaining a link and presence within the local community
- Escorting residents to communal areas for activities and meals to reduce social isolation
- Assisting residents to understand digitalisation and the benefits of social media to engage with their families and obtain services
- Educating residents in the importance of hydration

C13 – Placemaking

Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

Our schemes are in a wide range of settings and locations and we actively encourage our schemes to be part of the community. At many of our schemes, our residents actively show support by raising money for local and national causes.

Our Extra Care schemes have life saving defibrillators on site which are registered on The Circuit. The Circuit is a national central overview of the defibrillator network and where they can be found, this can help emergency services access them when needed, and help save lives in the community.



Placemaking

By housing local people, our residents have existing connections with the community which they can strengthen by:

- Bringing the community into our schemes (such as cafés or hairdressers on some of our Extra Care schemes)
- Working with charities

As an organisation we also:

- Promote volunteering and fundraising
- Provide housing which is appropriate for different communities

The communal spaces in our schemes can be used by the local community (including charities, the police and fire services) giving residents the opportunity to discuss local issues and influence local action.

Housing 21 invests a considerable amount of money in its employees and in maintaining our existing properties, money which is spent in both the local and national economy.

We provide local employment opportunities through our existing and new schemes and employ over 2,900 people across England.



Respect and Inclusion – differences matter at Housing 21
We recognise the importance of championing respect and inclusion throughout everything we do and are committed to creating and sustaining an inclusive environment for all our residents, employees and partners.

By ensuring that we are a diverse and inclusive organisation we can ensure:

- We continually improve in meeting the needs of our people now and into the future
- We are an attractive place to live and work
- Everybody who lives and works with us has a positive experience

In 2023 we launched our Respect and Inclusion charter, our four principles are:

- We treat everyone with dignity and respect
- We create a safe and respectful environment where people can be themselves
- We seek out diverse perspectives and hear all voices
- We seek to understand other cultures, practices and experiences

Making a social impact – Dementia-Friendly

We ensure that employees, residents and stakeholders are dementia aware to help break down the prejudices and misinformation about dementia. All new recruits are offered the opportunity to become a Dementia Friend; this is through an awareness and information session from the Alzheimer's Society, delivered by an in-house Dementia Friends Champion. The overall purpose is to commit to the aim of creating dementia-friendly communities, helping employees to understand what it might be like to live with the condition.

The design of new builds and refurbishments of schemes is carried out in accordance with dementia design principles and we apply a dementia-friendly design principles to support our design led makeovers within our property portfolio.

Many of our design standards will also support residents with sight or hearing impairment. Within our schemes we have residents living with sight impairment, dementia, Alzheimer's and physical difficulties who rely on us to enable their independence and support their ability to navigate around the scheme. The use of colour and design in our makeovers and component replacement is essential in our role to support independence and quality of life.

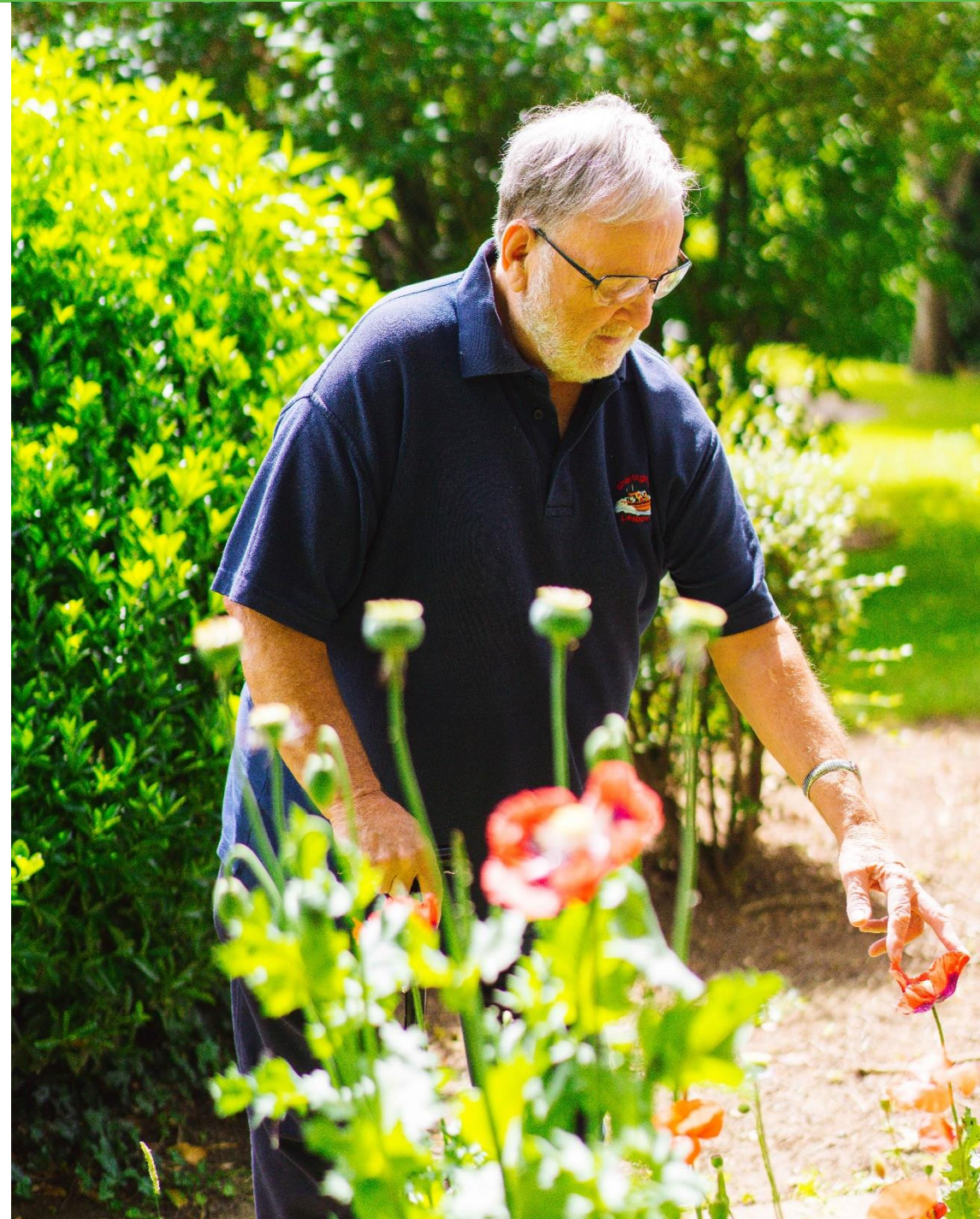
Environment



Housing and the residential sector is responsible for about one-fifth of UK carbon emissions. If construction is included, it is significantly higher. We are at the beginning of our environmental journey and are working hard to raise our environmental standards. The Housing 21 Board has agreed that we should be ambitious in our commitment to sustainability, focusing on areas where we can make the biggest impact.

It is imperative that we plan now to achieve the 2050 carbon reduction targets. We have already made a great start by investing in our stock and achieving EPC C or above in over 99 percent of our properties. However, further work is required to decarbonise our stock and achieve net zero.

Our commitment is that we will go beyond legal requirements, exceed minimum standards and strive to achieve a position of 'doing no harm'.





Climate change

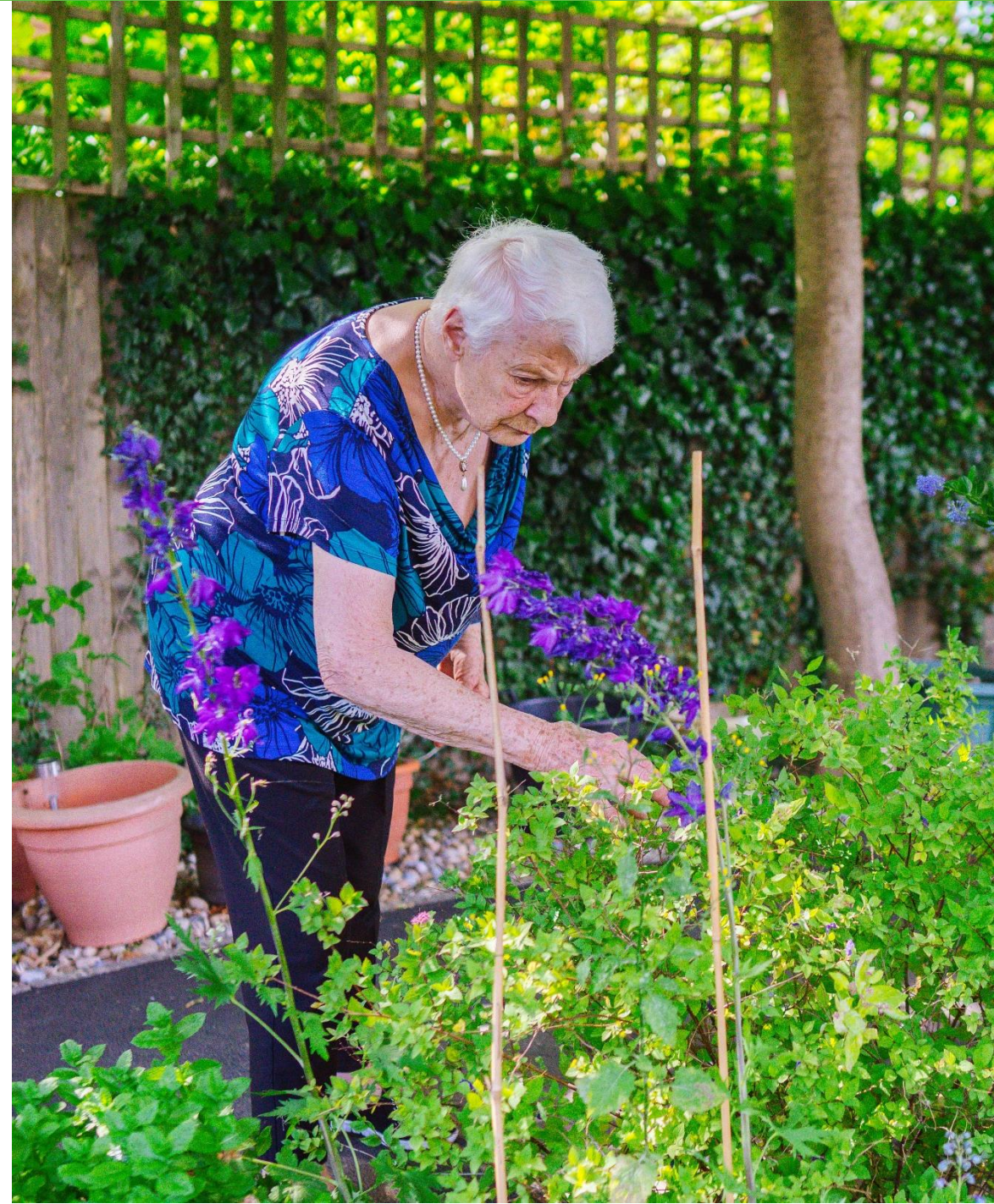
C14 - EPC (existing homes)

% of homes rated A	0.06%
% of homes rated B	32.13%
% of homes rated C	67.05%
% of homes rated D	0.42%
% of homes rated E or worse	0.17%
% of homes without EPC rating (unknown)	0.16%

C15 - EPC (new homes)

% of homes rated A	
% of homes rated B	96.59%
% of homes rated C	3.41%
% of homes rated D	
% of homes rated E or worse	
% of homes without EPC rating (unknown)	

** Figures excludes leasehold and Oldham PFI properties*



Environment



C16 – Greenhouse gas emissions

The UK Government’s Streamlined Energy and Carbon Reporting (SECR) Policy was implemented on 1 April 2019, when the Companies (Directors’ Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 came into force.

Housing 21 is outside the SECR qualification criteria in the UK, but will follow the same protocols in its carbon reporting.

We have opted to use the operational control boundary definition to define our carbon footprint boundary.

The reporting period for this is 1 April 2022 to 31 March 2023. Included within that boundary are Scope 1 and 2 emissions from gas and electricity, as well as emissions from grey fleet, all in the UK.

The Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and UK Government’s GHG Conversion Factors for Company Reporting have been used as part of our carbon emissions calculation. For this calculation we have only opted to use energy consumed by Housing 21, as defined in the table on the right, and have made no estimates for gas and electricity used in residents’ homes where they have their own supplies.

In the majority of schemes, residents have a separate metered supply for energy into their homes (the residential area) and there is a communal supply for other areas such as corridors, lounges, laundries and offices. However, in a few there is just the communal supply and energy used by residents in their homes is estimated and recharged on an apportionment basis. In the 2021/22 figures for carbon intensity we included all energy from communal supply. For 2022/23 we have split out the energy from communal supply for resident homes based on the apportionment calculation (used for recharges) to give a better comparable level of carbon intensity relative to benchmark organisations.

	This reporting period: Apr 22 – Mar 23	Prior reporting period: Apr 21 – Mar 22
Total electricity use	29,240,545 kWh	35,424,846 kWh
Total gas use	38,771,982 kWh	130,795,502 kWh
Total transport fuel	4,464,908 kWh	3,902,203 kWh
Total energy from other fuels	388,019 kWh	499,429 kWh
Total energy use (all sources)	72,865,454 kWh	170,621,981 kWh
Total carbon emissions (electricity)	8,518 tCO ₂ e	10,319 tCO ₂ e
Total carbon emissions (gas)	8,317 tCO ₂ e	28,057 tCO ₂ e
Total carbon emissions (transport fuel)	1,442 tCO ₂ e	1,261 tCO ₂ e
Total carbon emissions (other sources)	94 tCO ₂ e	25 tCO ₂ e
Total carbon emissions	18,371 tCO ₂ e	39,661 tCO ₂ e



C17 – Energy efficiency actions

What energy efficiency actions has the housing provider undertaken in the last 12 months?

- Upgraded lighting to LEDs across 31 schemes
- Heating and hot water improvements across 34 schemes
- Installed charging points on seven existing schemes, around 25 charging points at new developments in the last two years (where provision is now part of our requirements) and have a programme to install a further 16 on existing schemes
- Solar Panel installation on one scheme
- Electrical upgrade and improvement works across eight schemes
- Roofing upgrade on 26 schemes
- Replacement of external doors and windows across 46 schemes



In 2022 we were winners at the regional Energy Efficiency Awards for delivering best practice in efficiency and savings across the East of England, relating specifically to the installation of a ground source heat pump at Robert Smith Court in Norwich

C18 – Mitigating against floods and overheating

How is the housing provider mitigating the following climate risks?

- Increased flood risk
- Increased risk of homes overheating

Ensuring we provide safe and high quality homes and address the risks caused by climate change is essential.

In 2021 we launched a bespoke Housing 21 document to review the sustainability of each of our existing schemes. This includes a review if the scheme is in a high flood risk area for surface and river/ sea water. Where risks were identified we have taken reasonable action to mitigate.

Building overheating has been raised as a concern, particularly in some Extra Care schemes. It would be reasonable to connect overheating buildings with an inefficient use of energy. Overheating is exasperated in modern buildings due to high levels of insulation with reduced levels of natural ventilation.

An extensive survey was undertaken to identify schemes that suffer from overheating issues.



C18 – overheating (continued)

Diagnosis and remediation works have taken place to remediate overheating within the buildings. This has included work to thermostatic and heating controls and increasing natural ventilation.

Scheme Managers have received training on the use of controls and other measures available to reduce overheating.

C19 – Resident information

Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.

Bringing our residents on our sustainability journey will enable us to better understand and tailor our approach. Improving our environmental impact is a cultural change and it is important that we train and educate our employees and residents.

We will continue to engage regularly with residents as part of our scheme meetings and create opportunities for residents to bring forward ideas which can further improve our environmental agenda.

We have developed a resident engagement strategy to complement the Building Safety agenda and in 2023 developed a resident guide to condensation and damp which includes advice on ventilating the home.

Housing@21

Building Safety Manager

Keeping You Safe

Resident's guide to damp and condensation

If you have any concerns relating to building safety, please either:

- Contact your Scheme Manager
- Contact your Operations Manager
- Raise any concerns at the resident engagement sessions with the Building Safety Manager. These are expected to occur every 6 months



Ecology

C20 – Green spaces

How is the housing provider increasing green space and promoting biodiversity on or near homes?

We recognise that outdoor spaces are invaluable for wellbeing and socialising. We manage a wide range of green spaces, with the majority of our schemes benefiting from communal gardens which not only provide an additional social area for residents to spend time, but also improve the quality of air and can promote biodiversity.

Our gardens are often a hub of social activity, especially in the summer. Where possible we promote sensory planting and covered areas, offering opportunities for residents to enjoy the outdoors as well as engaging in gardening activities, both of which can be very beneficial to wellbeing and can also increase biodiversity.

In 2023 we will start to survey our gardens and look to work with local residents to promote biodiversity.





C21 – Reducing pollutants

Does the housing provider have a strategy to actively manage and reduce all pollutants?

We are committed to managing and reducing pollutants (air, soil and water) across our stock and activities, however we recognise that we need to do more in this area.

We actively manage damp and mould, through in-house safety inspection, devolved local repairs and resident engagement (including providing residents with advice on how to ventilate their home and reduce damp and mould). We have identified eight cases of damp and mould, and in all cases action has been taken.

In addition, we carry out a robust programme of asbestos management and re-inspection surveys and ensure that any asbestos removal is carried out in the appropriate manner. We have removed all high risk cases of asbestos and have monitoring in place for medium and low cases.



Resources management

C22 – Responsibly sourced building materials

Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?

By incorporating the new Part L and the use of our sustainability brief in our new builds, we are able to offset the use of embodied carbon.

We continue speaking with our contractors regarding new and innovative products that are more environmentally friendly and sustainable. This includes the use of volumetric offsite manufacture.

In addition, a large majority of materials used on new build sites currently are from UK manufacturers. This also helps reduce long lead in times and reduces transportation of these materials.



C23 – Building waste management

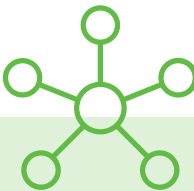
Does the housing provider have a strategy for waste management incorporating building materials?

If so, how does the housing provider target and measure performance?

By striving to use sustainable materials and minimising our waste we will improve our position and move towards a carbon zero stock.

We continuously review our materials, specifications and methods of working to minimise our environmental impact and wherever possible we will avoid using scarce (non-renewable) materials.

We will work with our supply chains to create less waste and use less materials, by not over-specifying requirements and not renewing products before the end of their lifecycle.



We recognise that measuring our performance and ensuring our data is relevant, accurate and timely is vital in decarbonising our stock. We are currently working on bringing together various data sets to automate the analysis process and provide consistent reporting at a faster speed.

Our data sources include EPC information, asset data, scheme sustainability strategies and energy usage. We will be building on this to develop a series of modelling platforms and analytical tools, as well as assisting us in calculating Scope 1, 2 and 3 emissions.



C23 – Building waste management (Continued)

When disposing of materials we will only add acceptable waste to skips (materials which are not hazardous to the environment). These items can be separated at the waste management plant and either recycled or used for cleaner fuels.

We will ensure controlled waste is managed appropriately – products that can be collected but should not be mixed with standard waste.

In addition, restricted materials (such as asbestos, appliances, etc.) are disposed of in an authorised and appropriate way.

Every new build development contractor is required to develop a construction waste plan as part of the pre-construction information, which requires sign off from the Environmental Officer at the local authority.

Contractors are required to ensure that waste to landfill and non-recyclables are minimised. Planning departments request a percentage of non-recyclable or hazardous waste removed from sites as standard and this is monitored in line with the construction waste plan and KPIs issued to both contractor, supply chain and client prior to construction commencement.

As a client and housing provider, we monitor the KPIs through monthly site meetings and discussion with our principal contractors.





Case Study - Patent House and Patent Walk Scheme

Our new development, Patent House and Patent Walk scheme, is England's largest net-zero Retirement Living complex to be built using volumetric modular construction – where large, enclosed, pre-made and fitted out sections are joined together on site to form a complete building.

Located in Doncaster, the scheme comprises eight two-bedroom bungalows, and a three-storey block housing, six one-bedroom and six two-bedroom apartments.

The scheme is made up of 64 self-contained volumetric modules – with each element pre-fitted with electrics, plumbing, heating, doors, windows and internal finishes – built by modular building specialist manufacturer, M-AR, off-site.

The homes, which are built offsite (reducing waste and using recyclable materials), have a net zero operating performance and a reduced embodied carbon. They have been designed to meet our updated 'low-carbon specification' which far exceeds current building regulations, putting it in line with the Future Homes Standard and 2050 net-zero targets.

The development's off-site construction has resulted in high-quality, energy-efficient buildings, while reducing on-site noise and air pollution. Waste generated during production was re-used or recycled, and the module frames are made of steel which can be recycled at the end of the building's life.

The homes also benefit from other features which reduce their carbon footprint, including photovoltaic solar panels to generate energy and reduce residents' fuel bills and air source heat pumps to heat water.

In addition, they are fitted with a mechanical ventilation with heat recovery system which supplies and extracts air to reduce the amount of heating and cooling the buildings need, thereby further reducing running costs.

The scheme also provides residents with electric vehicle charging points, further minimising the environmental impact.





C24 – Water management

Does the housing provider have a strategy for good water management?

If so, how does the housing provider target and measure performance?

We are committed to reducing unnecessary water usage in our operations. Our Asset Management Team has replaced all baths with showers and are installing water efficient toilet syphons and shower heads to ensure that we play our part in supporting the long-term sustainability of our planet.

We also encourage our schemes to adopt sustainable measures and where possible, will install rainwater butts, and re-use this in garden areas during drier periods.

We will continue to examine further ways and innovations to demonstrate our commitment to water management and are intending to start monitoring the use of water on our schemes.

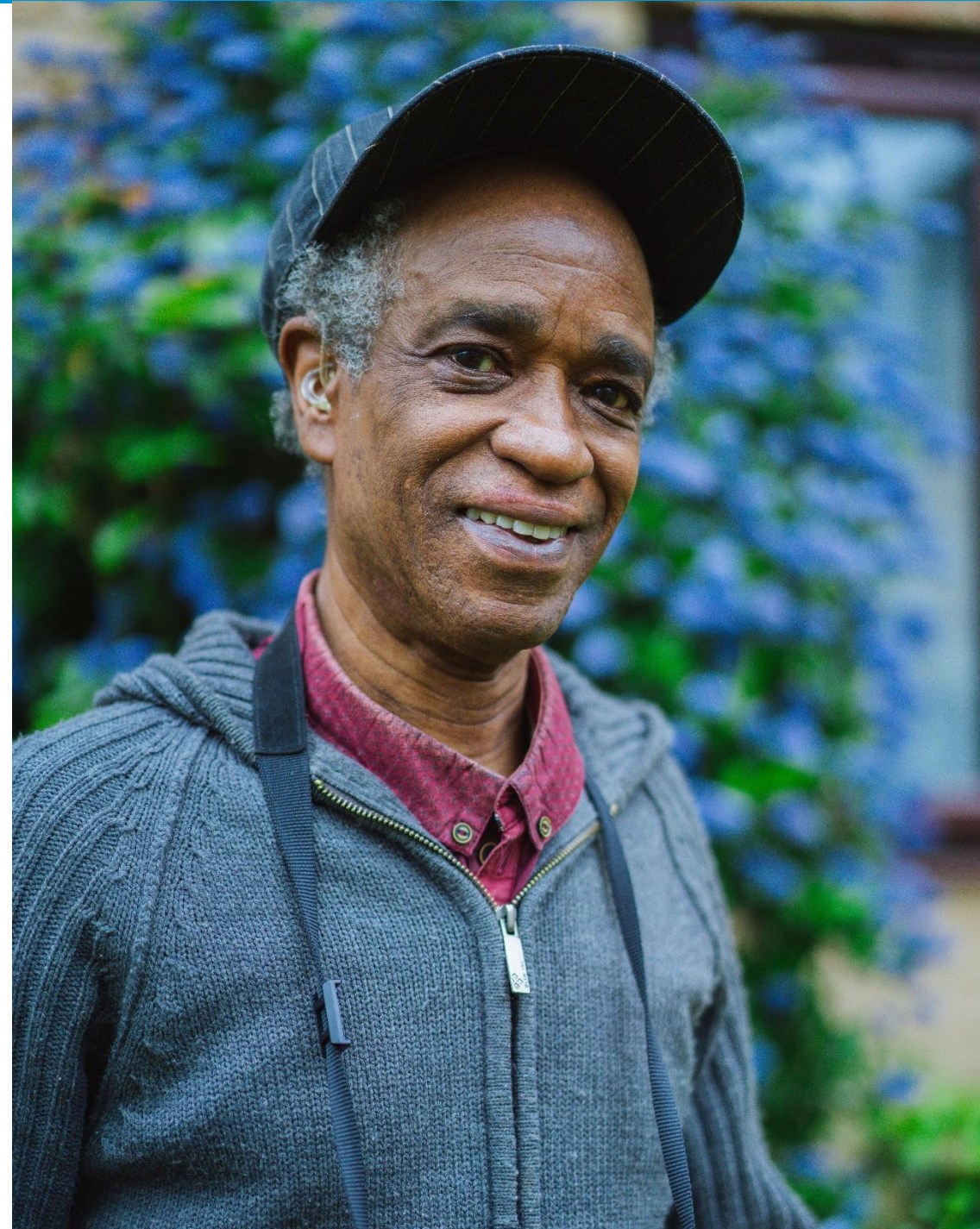
Governance



Our strategic approach is underpinned by good governance. It builds on a strong culture of performance management and continuous improvement.

The Board and Members play a significant role in ensuring Housing 21 achieves the highest standards of governance, and act both collectively and individually in the best interests of Housing 21 in the knowledge that they are the organisation's ambassadors and custodians.

The Board formulates strategy, both directly and through delegation to its committees and considers a wide range of matters which safeguard the organisation, whilst having a positive impact for current and future residents and employees.





Structure and governance

C25 - Is the housing provider registered with the national regulator of social housing?	Yes
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C26 - What is the most recent regulatory grading/ status?	VI/G1
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C27 - Which Code of Governance does the housing provider follow, if any?	NHF
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C28 - Is the housing provider not for profit	Yes
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C30 - Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?	No
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C29 - Managing organisational risks

Risk management is embedded across the organisation with regular reviews of both operational and strategic risk taking place. A well-established risk framework is in place where risks to organisational objectives are documented along with preventative controls and mitigating actions. The nature of mitigations is being aligned to the Board's risk appetite, which the Board reviews and sets annually.

Directorate risks are escalated to the Executive Team who, alongside the Board, identify strategic risks. The identification of risks arises from the triangulation of organisational objectives, organisational performance, internal and external influences and horizon scanning. The methodology includes the scoring of risks in relation to the probability and impact of the risk materialising, with the Board reports highlighting the direction of travel of risks and expected direction, either as a result of implementing mitigating actions or known changes in both the internal and external environment. While the Board oversees strategic risks, each committee of the Board also maintains sight of risks relevant to their remit.

The Board has set out its risk appetite. There is an adverse appetite for risk taking in relation to compliance with law, regulation and achievement of good governance, internal control and financial viability. In other areas the Board has agreed a measured approach to risk, ensuring we continue to innovate and develop, but in a cautious and controlled way. The measured approach balances the need to be innovative in pursuit of the organisation's overall aims for our customers and employees, whilst overall maintaining the financial viability and reputation of the organisation, through robust decision making based on sound information, options appraisals, and assumptions.



Board and Trustees

C31 - What are the demographics of the Board? And how does this compare to the demographics of the housing provider's residents?	40 percent women 20 percent Black, Asian and Minority Ethnic Percentage that have a disability - Unknown % that are LGBTQ+ - Unknown Average age of Board Members (years): 58 Average board tenure (years): three
Add commentary if useful.	
C32 - What % of the Board and Management Team have turned over in the last two years?	40 percent of Board 17 percent of Management team Board Members serve a maximum term of six years therefore, turnover is seen as inevitable and positive
Add commentary if useful.	
C33 - Is there a maximum tenure for a Board Member? If so, what is it?	Yes, six years except for in exceptional circumstances then nine as a maximum
C34 - What percentage of the Board are non-executive directors?	100 percent
C35 - Number of Board Members on the Audit Committee with recent and relevant financial experience.	Four (100 percent), former audit partners KPMG/PWC; Significant Audit Committee experience; Housing Association CFO



C36 - Are there any current executives on the Remuneration Committee? No

C37 - Has a succession plan been provided to the Board in the last 12 months? Yes

C38 - For how many years has the housing provider's current external audit partner been responsible for auditing the accounts? One

C39 - When was the last independently-run, Board-effectiveness review? June 2021

C40 - Are the roles of the Chairperson of the Board and CEO held by two different people? Yes



C41 - How does the housing provider handle conflicts of interest at the Board?

No Board Member, co-optee or member of a committee shall have any financial interest in any contract or other transaction with the association or with any other group member, or be granted a benefit by the association, unless such interest or benefit:

- is expressly permitted by our rules;
- or would not be in breach of, and would not be inconsistent with, any guidance, standard or code published by the Regulator, section 122 of the Housing and Regeneration Act 2008 or any code of conduct and/or governance adopted by the Board.

The rules permit an interest, provided it is first disclosed to the Board before the matter is discussed. Where there is a material conflict of interest, any individual concerned will be requested to withdraw from the Board's discussions and decisions on relevant matters by the Company Secretary / Chairperson/ Chairperson of Committee. In the case of a fundamental or ongoing material conflict, the Board will determine whether the person concerned should cease to be a Board Member.

We have adopted the National Housing Federation's (NHF) Code of Governance 2020 as our chosen code of governance. This includes that Board Members must take all reasonable steps to ensure that no undeclared conflicts arise or could reasonably be perceived to arise between Board Member duties and personal interests (financial or otherwise).

The Governance Transformation and Treasury Committee conducts an annual review of Housing 21's governance framework, including (but not limited to) the roles and responsibilities of the Board, duties and responsibilities of Executives and Officers, standards of behaviour, conflicts of interest procedures, gifts and hospitality, and procedures for nomination, selection and removal of Board Members and Directors.



C42 - Does the housing provider pay the Real Living Wage?

We pay at least 10 percent above National Living Wage for carers.

C43 - What is the median gender pay gap?

28 percent (as at April 2022)

Our gender pay gap is high and is driven mainly by the structure of our workforce, where women occupy the vast majority of service delivery roles, which are our most numerous positions and are lower paid than other areas of the organisation.

This gap isn't unique to Housing 21 and is reflective of the profile of the care and support sectors that Housing 21 operates in, where women are heavily represented.

We are by no means complacent or content to have a gender pay gap and we will use our influence within our sector to help create career pathways for women in roles that have traditionally been attributed to men, such as in IT, construction or property development.





C44 - What is the CEO: median-worker pay ratio?

13.1

C46 - What is the average number of sick days (both long and short term) taken per employee?

For 2022/23 the average number of working days lost to sickness per employee was 11.5.

Long and short term sickness data will be available for 2023/ 24 reporting period.



Employee wellbeing

C45 – Supporting the physical and mental health of employees
How does the housing provider support the physical and mental health of their employees?

As an Investor in People Platinum Company, we are committed to providing a culture and an environment at Housing 21 where our employees can thrive. Our Employee Wellbeing Strategy strengthens the work we are doing to support the wellbeing of our employees, this includes:

- Developing a more proactive, consistent and joined up approach to the application and management of sickness absence, with an emphasis on prevention and early intervention.
- Our training for managers and leaders includes some elements of employee wellbeing with scope to build and develop on this further.
- There are employee wellbeing groups leading on activity on mental wellbeing, financial wellbeing and the menopause; we will empower more of our employees to be leading wellbeing activity.
- Our team of Mental Health First Aiders has been in place across the organisation since 2019 and work is already underway to review and refresh the service and how this is promoted across the organisation to employees.

We have an Employee Assistance Programme offering a breadth of employee wellbeing support as well as a range of other wellbeing related rewards and benefits.

We have recently seen the launch of the 'Thrive in Five' newsletter and 'Wellbeing Wednesday' lunchtime webinars and there are opportunities to build on our awareness raising activity considering the broad range of channels available.

We will look at the quality of data we currently capture relating to employee wellbeing, this includes an employee wellbeing survey carried out in 2023 which will enable us to better understand the issues facing our employees and for the action we take to be informed by this.





Supply Chain

C47 & C48 – Creating social value and ensuring environmental impact when procuring goods and services how is social value creation and environmental impact considered when procuring goods and services?

We ensure that social value is a key consideration in our procurement processes; we achieve this by:

- Incorporating social value and sustainability requirements in our Procurement Policy
- Including proportionate social value evaluation criteria in our procurement activity with measurable outputs embedded within high value contracts
- Considering the environmental impacts of contracts at the outset of the procurement. Asking suppliers to tell us what they are doing to manage their environmental impact, and monitoring outputs where it is appropriate to do so
- Considering the use of small and medium-sized enterprises to support local communities or determine how larger suppliers will contribute to the local economy

- Promoting local business growth through low value opportunities
- Keeping residents' experiences at the forefront of all planning, aiming to meet residents' expectations
- Incorporating good practice dementia design and standards

To support Housing 21's net zero carbon ambitions, we will build sustainability evaluation mechanisms into our tendering procedures. This focuses on contractor environmental awareness and sustainable mitigation processes and influences contractual awards. To do this, we will ensure that a minimum percentage of the Quality Evaluation score for any high value tendering exercise will focus on the environmental sustainability of suppliers.



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