



Environmental, Social and Governance

Report 2022/2023

We're NCHA,
and we're more than just
a housing association. We build,
manage, and maintain nearly 10,000
homes, and we deliver care and support
to people all over the East Midlands. It's
really important to us that we make positive
improvements to the environment, to the people
we serve, and to the governance structure which
underpins all that we do.

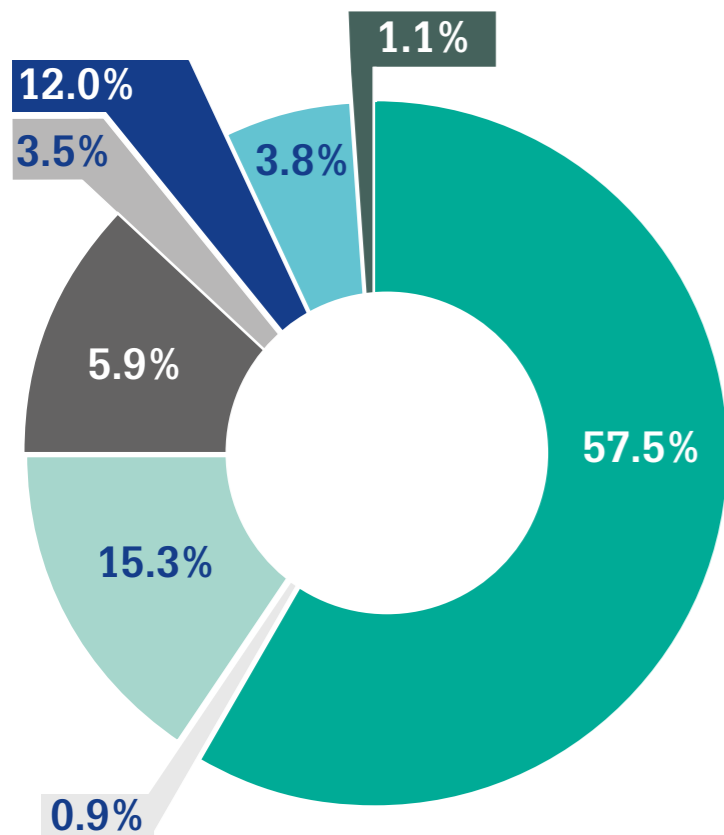
This Environmental, Social and Governance (ESG)
report brings together our reporting highlights in
these areas, and will remain a benchmark for future
years to come. It is prepared in accordance with the
Sustainability Report Standard and data is from
31 March 2023.

**Paul Moat,
Chief Executive**



Our homes

As at March 2023, we manage **9,940 homes**, split across the following property and tenure types:



| Property type | Amount |
|--|--------------|
| Social housing | 5,719 |
| Care Homes | 91 |
| Affordable housing | 1,518 |
| Supported Housing | 585 |
| Older people | 350 |
| Shared ownership/low cost home ownership units | 1,190 |
| Intermediate Rent | 374 |
| Other | 113 |
| Total | 9,940 |

New homes

In the last financial year we built **141 new homes** split across the following property and tenure types:

| | |
|--|-----------|
| Social housing | 12 |
| Affordable rent homes | 64 |
| Shared ownership/low cost home ownership units | 55 |
| Other | 10 |

Affordability and security

Average rent check

Every year we benchmark our rents to make sure they remain affordable for our customers.

The average rent for one of our affordable or social homes is **67%** of the average rent in the private rented sector.

The average rent for one of our affordable or social homes compared to the local housing allowance is **87%**.

In the last financial year total rents collected were:



Leaseholders **97.60%**

Sub-market rent **97.82%**

Affordable social housing **97.30%**

Care and support **97.12%**

➤ Fuel poverty

Our target is to reduce fuel poverty amongst our customers by 50% by 2028. Throughout 2022/2023 we've continued to help our customers tackle fuel poverty by:

- Forming a cross-departmental energy crisis working group
- Developing a fuel poverty register to identify households most at risk
- Calling or visiting all homes on the register to answer questions, provide bespoke energy efficiency advice, provide useful products like electric blankets and dehumidifiers, raise relevant repairs and replacements, make referrals to Green Doctors (who give sustainability/energy advice), or provide vouchers and funds to clear energy debts (£10,000 provided)
- Appointing an Energy Efficiency Advisor for the winter months
- Securing £6m of funding to complete energy retrofits to our least efficient homes, and matched this ourselves to ensure that 383 homes are brought up to EPC C in the next 2 years.
- Obtaining £30k from HACT to give vouchers between £50-£300 directly to those customers most vulnerable to fuel poverty.

➤ Building safety and quality

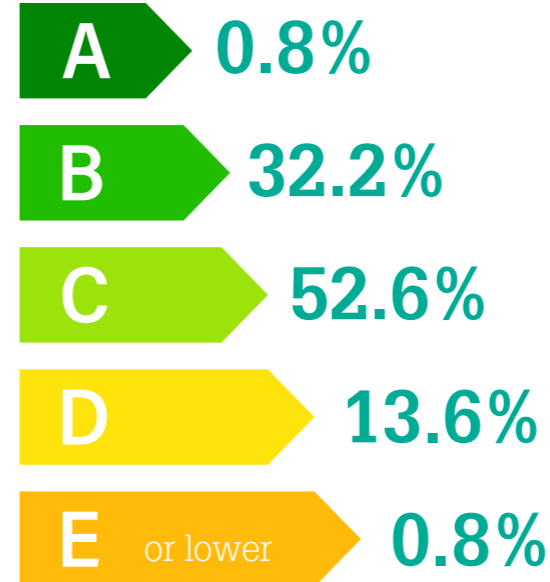
99.9%
of our homes have valid gas safety records in place

100%
of our buildings have an in-date and compliant fire risk assessment

99.9%
of our properties meet the Decent Homes Standard

➤ Climate change

The Energy Performance Certificate (EPC) ratings for our **existing** homes are:



The EPC ratings for our **new** homes completed in the last financial year are:



NCHA's carbon footprint 2022-2023:

(all figures Kg CO2 equivalent)

Scope 1: **935,494**

Carbon emitted by the fuel NCHA use, primarily in our vans and gas boilers.

Scope 2: **1,061,718**

Carbon emitted when the electricity that NCHA use is generated elsewhere.

Scope 3: **22,270,190**

Carbon emitted by our suppliers when they work for us, and our customers when they heat and power NCHA homes.

Total
24,267,402 NCHA's Carbon footprint.

Customer voice

Our **Customer Committee** are a sub-group of our Board. They have a set of governance rules which allow them to approve policies, hold us to account for performance, and influence decision making.

Sitting below the committee, we have **three customer panels:**

Our **Homes and Neighbourhood Panel** are made up of 11 customer members, with one appointed as Chair. They have general oversight of our operations, and act as an advisory and sounding board for key issues that affect our customers.

Our **Scrutiny Panel** comprise of seven customers, including a Chair. They scrutinise our services, analysing one chosen area of service at a time, and offering recommendations to make improvements.

Our **Care and Support Panel** are currently being established, and will represent our customers who live in or use one of our 69 care and support services.

Our panel members are representative of all of our tenures, geographic areas and demographics, including ethnicities. They have received extensive training from Tpas (tenant engagement experts), and have clear guidelines for the running of their groups. They're supported in their activities by key colleagues throughout the organisation.

As well as our panels, we have our **less formal groups:**

Our **Community Voice** are a group of 81 customers who play a more informal role by representing the voices of their neighbours and community via our housing management teams.

Our **Virtual Policy Group** are a group of 32 customers who are available online to give feedback on any policy changes.



Resident satisfaction

Every two years we commission a Survey of Tenants and Residents (STAR) which is based on a standard series of questions maintained by HouseMark. This allows us to compare our performance with other housing associations, along with our previous year's results.

In 2022, over 3,000 of our customers completed the survey. This is the highest number of responses we've ever received, meaning that the results are more reliable. The return rate was 28%.



In 2022 our customers told us:

84%

Overall customer satisfaction with service provided

83%

Satisfaction with overall quality of home

82%

Satisfied with their neighbourhood as a place to live

82%

Satisfaction that rent provides value for money

72%

Satisfaction that views are being listened to and acted on

HouseMark reports that overall satisfaction levels are declining nationally, and this is reflected in our own results being a little lower than in 2020 – scoring 84% for overall customer satisfaction compared against 88% in 2020. Despite this, we were rated the highest performing landlord in our peer group.

We are following an action plan for areas where we have recorded a reduction in satisfaction, or have noted a number of dissatisfied responses for one question. The current action plan focuses on the following areas:

- Service charges providing value for money
- Overall satisfaction with the way NCHA deals with repairs and maintenance



Support for our customers

This year our Customer Support team experienced a high demand for support, working on 420 different cases with our customers. 87% of those cases were resolved successfully.

In total...

We supported customer to claim **£77,587** in benefits

Helped 13 customers to write off **£46,403** of debt

Supported customers to claim **£58,661** of grant funding

Structure and governance

We want to make sure that we remain a viable and successful organisation for generations to come.

We're registered with the Regulator of Social Housing, who have awarded us G1 and V1 grading.

We have an appointed Board of Management who oversee all that we do. Our Board is made up of our Chair (which is a separate role to our Chief Executive), and 11 people who aren't in executive roles at NCHA.

It's important that our Board don't have a conflict of interest with our business, so we monitor this annually and before every meeting by asking members if they have anything to declare, which is in-line with our Conflict of Interest Policy.

Our Board are a diverse and skilled group which allows them to offer expertise in all of our service areas. We make sure we have people from a wide range of different professions, including financial and audit services. They are involved in all key corporate strategic areas. Every two years we commission an independent review of our Board to make sure it's running as it should. The latest will be July 2023.

We make sure that membership of our Board changes in line with our Code of Governance, so the maximum amount of time a Board

member can stay in their position is six years, unless a specific extension has been granted, to a maximum of nine years. In order to plan for future changes of membership, in October 2023 our Governance Committee and Board themselves approved a 'succession plan', which will help us to deliver continuity at this level. Our Governance Committee has remuneration responsibilities in relation to Board and Chief Executive pay. No executives sit on the Governance Committee.

Our external audit service was retendered in 2021 and the external audit partner has been responsible for auditing our accounts for one year. Our Audit and Risk Committee of five Members includes Board Members with recent and relevant experience from senior roles within the housing sector.

In the past two years, the turnover on our board has been 33%, which is due to terms of office limits and enactment of our Board succession plan. Turnover of our management team has been 17%.

42.3% of our Board are women

38.5% of our Board are BAME

15.4% of our Board have a disability

53.3 Average age of Board members (years)

3.6 Average Board tenure (years)

Our people

We're working to reduce our gender pay gap, which for 2021/22 was 19.6%.

It's our ambition to be able to pay all colleagues the Real Living Wage, something that we're unable to do currently due to limitations on care funding contracts. We'll continue to lobby local and national stakeholders to address this.



Nottingham Community Housing Association Limited is a charitable community benefit society, registered with the Financial Conduct Authority under number 7104.

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