

ncha

Making an impact:

Environmental, Social and Governance

Report 2023/2024



Index

Our places 4

Our homes	4
Our new homes	4
Affordability and security	5
Our environmental impact	6

Our customers 8

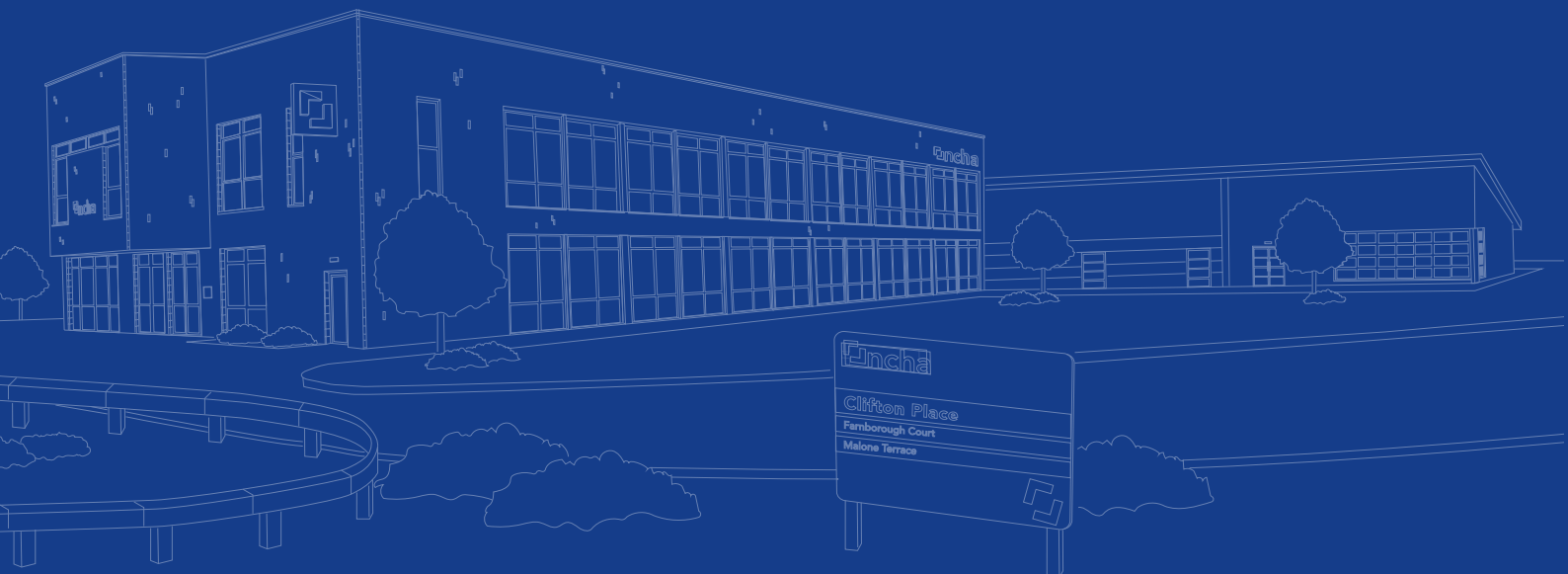
Customer satisfaction	8
Support for customers	10
Community investment	10
Customer engagement	11
Our social care impact	12

Our people 14

Supporting our colleagues	15
---------------------------------	----

Our business 16

Board	16
Managing risk	17
Procurement	18
Appendix	19



Introduction

We're NCHA, a housing association that's operated in the East Midlands for over 50 years.

But we're so much more than a housing provider. We have an ambitious development programme, manage and maintain over 10,000 homes, and we deliver care and support to vulnerable people, helping them live life to the fullest in our communities.

We're dedicated to making positive improvements to the environment, to the people we serve, and to the governance structure that underpins all that we do.

This report brings together our environmental, social and governance (ESG) highlights, along with the demonstrable impact we make to our places, our customers, our people, and our business. It evidences how we're delivering our ambitions, set out in our five year Corporate Plan and the six strategies that sit alongside it.

The past 12 months have been a great year for NCHA. We were delighted to be awarded G1, V1, C1 by the Regulator of Social Housing, and for the second year in a row we've been certified as a Great Place to Work. Both results are representative of our colleagues' dedication to deliver our vision of: 'more homes, great services, better lives'.

▶ The homes we offer, the services we deliver and the support we have available – all of these result in a social value contribution of **£5,790,315** for 2023/24.

Throughout this document you'll see quotes and statistics that demonstrate our social impact. These have been compiled from our:

- ▶ **Social value report**
- ▶ **New customer survey**
- ▶ **Care and support impact survey.**

(Full details on how this data is collected is available on page 19.)

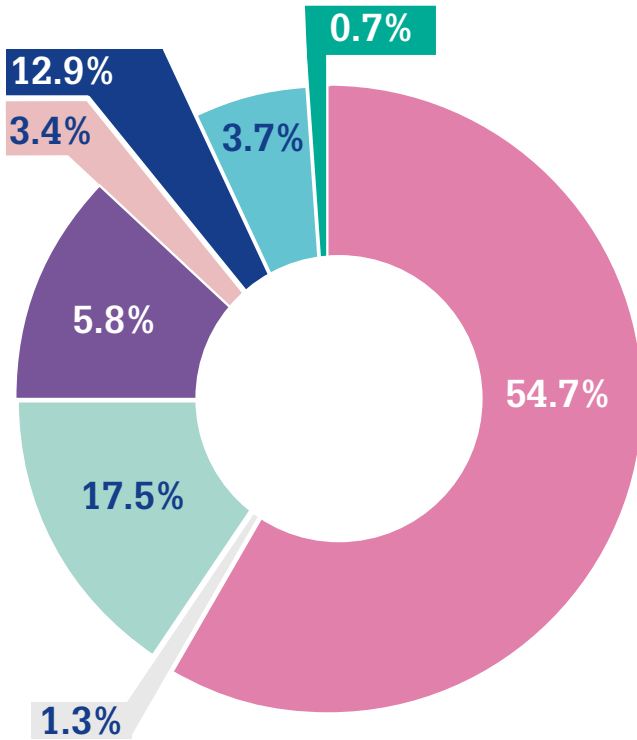


Paul Moat
Chief Executive

» Our places

Our homes

As of March 2024 we own and manage 10,390 homes, across the following property and tenure types:



Property type	Amount
Social housing	5,639
Care homes	79
Affordable housing	1,751
Supported housing	599
Older people	350
Shared ownership/low cost home ownership	1,331
Intermediate rent	383
Other	135
Total	10,267

Our new homes

In the year 23/24 we completed

352 new homes:

180 affordable rent

135 shared ownership / low-cost home ownership

13 intermediate rent

24 supported housing

***99.8%** of our gas safety checks and 100% of all other required Health and Safety assessments and checks were completed.

***100%** of our homes meet the National Housing Quality Standard

*As at 31 March 2024



Affordability and security

The rents we charge are benchmarked each year to ensure they remain an affordable option for our customers:

The average rent we charge for our affordable and social rent homes is **67.8% of the average rent in the private sector.**



The average rent for our affordable rent and social rent homes is **94.9% compared to the Local Housing Allowance.**

Security of tenure:

The vast majority of our homes are let on an assured tenancy. We do not offer fixed-term tenancies, other than for some supported housing or intermediate housing, where assured shorthold tenancies or licences may be used. Customers are made aware of any action or behaviour that might result in notice served, and eviction is always the very last resort. Any failed tenancies are carefully monitored for lessons to be learnt.

We are active members of the **'Homes for Cathy'** campaign to end homelessness. We will never evict a household that is working with us to sustain their tenancy.

26%

of lettings were to previously homeless households.



We've completed work relating to damp and mould to 1,732 homes, and a social value of: **£1,167,368**



Damp and mould

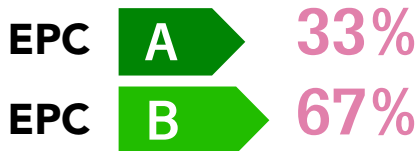
We remain committed to ensuring our properties (including communal areas) are free from damp and mould that could have a serious impact on the health and wellbeing of customers, and cause damage to homes.



Our environmental impact

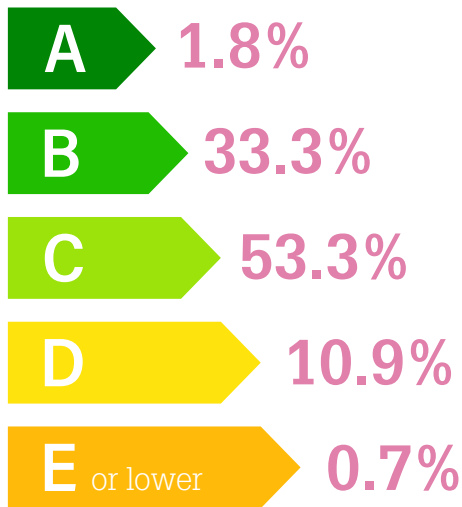
Our ambition is to be net zero by 2050. We have a costed net zero transition plan, and an interim target to halve our Scope 1 & 2 carbon emissions by 2030 against a 2020/21 baseline.

The EPC rating for our **new homes**:



We continue to retrofit our lowest energy-performing homes, with a target to bring all homes to a minimum of EPC C by 2030.

As of March 2024, our **existing homes** are rated EPC:



During 2023/24 we completed our Wave 1 retrofit project of **85 homes** and began Wave 2 of **300 homes**.

➤ **In winter are you able to keep your home warm?**

Before NCHA: 77%
With NCHA: 91%

Our homes are more efficient and cheaper to keep warm than the national average. The average SAP energy rating for our existing homes is **76**. This is significantly higher than the sector average of 71 and the private home rating of 66 (England 2021). Our new homes offer an even higher score of **87**.

➤ Energy efficiency improvements to **274** homes. With a social value of **£333,894**.

“

The new insulation has almost halved my energy bills. I live in an old pit house which usually costs a fortune to heat, but since the insulation works I hardly need to put the heating on now, even in winter. It looks lovely and it's so much warmer.

”

Customer, Mel



We're working towards a strategic target to achieve 10% biodiversity improvement across all of our communities – new and existing - by 2029. We've made a commitment to comply with BNG 10% legislation on all new developments.

Our carbon footprint: 2023/24

(all figures Kg CO2 equivalent)

Scope 1: 945,000

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

Scope 2: 941,000

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

Scope 3: 22,120,000

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

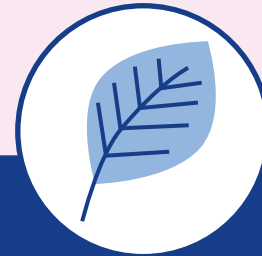
Responding to climate risks:



Flood risk: We've mapped out the risk and put together a resilience plan. This plan is being shared with affected customers.



Pollutants: We've conducted a pilot of environmental sensors in customers' homes to help them manage their indoor air quality. Our commitment to a formal Indoor Air Quality Plan is detailed in our Environmental Sustainability strategy.



Responsibly sourced material for building and repairs work and waste management: We've secured strong environmental credentials within our new materials supply contracts. We are planning to develop a clear strategy around this, and the waste management of building materials soon.

Reducing the impact of energy costs for customers

- Customer facing colleagues have been trained by National Energy Action to provide energy efficiency advice.
- A regular newsletter is emailed to customers, containing financial and energy advice.
- We recruited an Energy Efficiency Advisor to provide support to customers in fuel poverty.
- We maintain a customer fuel poverty register that enables us to target support to those who need it most.
- In the year we contacted 294 customers to offer bespoke energy efficiency advice, and signpost to relevant services, including Groundwork's 'Green Doctors'.
- We gifted more than £13,000 in energy vouchers.

Our customers

Customer satisfaction

We're required to report on the work that we do and what our customers think about us, to the Regulator of Social Housing each year. It's a helpful way to see where we're doing well, but also where we need to improve.

This information is called our '**Tenant Satisfaction Measures**' (TSMs). It's a new system of measurement which all social housing landlords in England are using, to assess how satisfied customers are with the services we deliver. In this first year of measurement we're unable to make comparison with previous years' results or other social housing landlords.

For 2023/24 our customers told us:

69%

are satisfied with our overall services

Customers were interviewed over the phone. The results are blended from our rented homes and our shared ownership homes. Our full TSM performance, with breakdown of results between customer groups, is available on our website.

Making improvements

Our customer satisfaction level was lower than we'd like it to be. We'll use this and other results to inform improvements to our process, services and plans for the future, including:

Improvements to the speed and quality of our repairs service: We've appointed a Director of Assets and Property Services and brought our responsive repairs service in-house. We now have more control over the service we deliver and are already seeing improvements to customer satisfaction with repairs.

Improvements in our approach to handling complaints: We've established a new Customer Resolution team of specialists to look at resolving complaints in a timely and helpful way. This approach is already bringing about big improvements to our response time targets.

Ombudsman findings

The Housing Ombudsman has found three cases for maladministration against us.

We have complied with all complaint handling orders from the Ombudsman and identified areas for improvement.

➤ New customer feedback

We survey new customers at a nine month tenancy review. It helps us to ensure they're settling into their homes, identify any additional support needs they may have, and measure the social impact of the services we deliver.

➤ Here's what our customers had to say about the impact of their new NCHA home in 2023/24:

Poor health:

Before NCHA: 18%

With NCHA: 8%

Feeling optimistic about the future:

Before NCHA: 62%

With NCHA: 81%

Feeling relaxed:

Before NCHA: 65%

With NCHA: 89%

I've been thinking clearly:

Before NCHA: 80%

With NCHA: 94%

Feeling close to other people:

Before NCHA: 78%

With NCHA: 88%

I've been able to make up my own mind about things:

Before NCHA: 86%

With NCHA: 97%



Support for customers:

Our Community Support team deliver support to customers living in our homes who need our help. Their work includes benefit and employment advice, and signposting to additional services. In 2023/24 the team accepted **288** referrals for support. Some customers received short-term intervention, while **214** were allocated a support worker for in-depth support.

For customers experiencing financial hardship we have:

- Issued **£15,409** in energy and food vouchers
- Supported customers to access **£55,312** worth of grants for household items and financial support
- Provided **£13,037** from our own welfare fund for household items.

Self-help support is available to all customers through our 'Pathway to Support' offering on our website. It includes advice on wellbeing, work, money, home and digital skills.

Community investment

We invest in our communities to create positive neighbourhood outcomes.

This includes environmental and rewilding projects, colleague volunteering opportunities to improve communal spaces, a dedicated and supportive Community Safety team and a new initiative 'Happy at Home' to help alleviate loneliness in older customers.

Our customers tell us:

I feel like I belong to my neighbourhood:

Before NCHA: 57%

With NCHA: 83%

I regularly stop and talk to people in neighbourhood:

Before NCHA: 60%

With NCHA: 78%

I'm not worried about being a victim of crime:

Before NCHA: 71%

With NCHA: 82%

Customers with access to private or shared outside space:

Before NCHA: 73%

With NCHA: 86%

Customer engagement

Our customers are at the heart of everything we do; establishing our processes, scrutinising our services and holding management to account. They're invited to be involved in a number of different roles:

Board: 1 

Customer Committee: 3 

A sub-group of our Board, this customer focused committee have a set of governance rules that allow them to approve policies, hold us to account on our performance and influence decision making.

Three customer panels sit below the Customer Committee:

Homes and Neighbourhood Panel: 11 

Made up of 10 panel members and a Chair, the panel looks at customers' experiences with our services. They act as an advisory and sounding board for key issues, and provide a place for customers to be heard.

Scrutiny Panel: 7 

The panel of six members and a Chair, act as NCHA's critical friend. They scrutinise our services, exploring one service area at a time, and offer recommendations for improvements.

Focus groups: 23 

Specific groups set up to explore and advise on; website improvements, a proposed new re-lets standard, matters relating to our independent living for older people schemes, and changes to our responsive-repairs approach.

Care and Support Customer Voice group represents customers in our **69 care and support services**. They consult with service users, family, friends and colleagues to ensure their voices are heard and feedback taken to account.

Total: 45 

Customers who want a less formal role can be a **Community Voice**, representing their local area and giving feedback on services delivered. There is also the **Virtual Policy Group**, who are invited to feedback on written policy changes.

Our involved customers represent a mix of tenures, geographic areas and diversities, including ethnicity and ability. They have received extensive training from TPAS (tenant engagement experts), and follow a clear set of guidelines for the running of their groups. They're supported in their activities by key colleagues throughout the organisation.

Our customer involvement opportunities bring in
£89,010
of social value



Our social care impact

88%
of customers
experience
positive
emotions



We've delivered care and support services to vulnerable adults across the East Midlands since 1993. In residential schemes and outreach services we support those with learning disabilities, long-term mental ill health, people at risk of or experiencing homelessness, survivors of domestic abuse, older people and young people.

In 2023/24 we undertook a project to measure the wellbeing and positive outcomes resulting from our care and support services. Focussing on outcomes (including: avoiding hospital admissions, feeling a sense of belonging, learning independent living skills, or reducing reliance in medication), the results were gathered using the PERMA and WEMWBS models. (Full details on how this data is compiled is available on page 19.)

We offer
around a
million hours
of care and
support to over
1,000 adults
each year.



Positive outcomes

Our care and support services have generated just under **£300K worth of social value**, from people feeling better about their lives.

This represents an average social value of **£2,283 per person** (where improvements are shown).

- **73%** reported having a sense of meaning and purpose.
- **73%** felt positive about the relationships they had with their family and friends.
- **88%** of people living at Southwell Road East (supporting learning disabilities) report they're living the life that they choose and feel safe and secure.
- **£101,127** social value added from our domestic abuse support services.
- **354** people say their circumstances have significantly improved following support from our Nottingham Homelessness Prevention Service.
- **13** people supported by Bridge Street (supporting mental health) have significantly increased their independent skills, generating **£20,129 in social value**.
- **19** people were supported to avoid a hospital admission due to their mental health at Garnet House, generating **£9,461 in social value**.
- **35** young people supported by Branching Out said that it was like being part of a family who you can rely on.



“

These results demonstrate that the people we support are happy in their lives, have real connections and purpose – essential for a fulfilled life.

“It’s fantastic that our service users are being supported in a way that creates a sense of optimism and happiness, where individuals can feel satisfied and inspired, and take part in activities that are meaningful to them.

”

Gemma De Brito,
Assistant Director of Homes and Wellbeing



Meet Ellen and William

They recently moved from a larger care home into their own two-bed house. Living at a service that delivers round the clock support for adults with learning disabilities, the pair lead an active life. They’re helped by their support workers to live life to the fullest, and with autonomy to make decisions over their own lives.

William loves to go swimming, shopping and tenpin bowling with his friends, whilst Ellen has recently celebrated her 60th birthday with a garden party.

William



“

I like living at NCHA. The support workers look after us well and help us with cooking and things like that. I’ve got a lovely garden, I like sitting out here in the sunshine.

”

Ellen



“

I like to go on day trips and go dancing with my friends.

”

» Our people

77% say we're a great place to work
(compared to the UK average of 54%)

We're a Great Place to Work.

We worked with the global authority on workplace culture to survey all of our colleagues, and following the positive responses of our colleagues we can officially call ourselves a Great Place to Work for the second year in a row.



Our people are our greatest asset. We're delighted to employ over 1,200 skilled colleagues across the East Midlands.

We continue to work to reduce our gender pay gap, which sits at 19% for 2023/24.

Our ambition is to pay all colleagues the Real Living Wage. While our pay offer remains restricted by the value of social care contracts, we'll continue to lobby local and national stakeholders to address this issue.

The median NCHA salary at 31 March 2024: **£23,764**.
Our Chief Executive median-worker pay ratio: **7.2**.



We've worked hard in recent years to put many initiatives in place to support our colleagues. So I'm really pleased that NCHA has achieved the Great Places To Work certification™ again.



Paul Moat
Chief Executive

Meet Carla Williams, NCHA's Better Lives Awards 2023: Person of the year

Support worker for our homelessness prevention service, union steward and colleague forum member, Carla is well known for the positive impact she makes to people's lives.

"Supporting people to keep them safe, advocating for those who don't have a voice of their own, challenging stereotypes, and offering a listening ear, a smile, a supportive shoulder ... these are the reasons we came to work - to make a difference.

"And in return we get to see the people we support thrive and flourish."



Supporting our colleagues

Equality, Diversity and Inclusion

- Our EDI strategy is approved by Board and reviewed every two years.
 - A newly appointed EDI Advisor supports the delivery of the strategy, promotes it to colleagues and completes Housing Diversity Network audits.
 - The strategy is overseen by an EDI Panel, which is made up of colleagues who are representative of key, protected characteristics. Colleague EDI Role Models further support our activities and help to educate and share knowledge.
 - Our recruitment and selection processes follow specific approaches, including; open recruitment, blind shortlisting, diverse panel, Rooney rule support and disability confident membership.
- Colleagues have access to an in-house counsellor and external support provided by a 24 hour helpline.
 - A health and wellbeing plan offers a variety of benefits to colleagues, including cashback on treatments and support, and fast-tracked physio support.

Supporting development:

- Our in-house Learning and Organisational Development team offer a robust training plan
- We offer apprenticeship placement and on-the-job training
- We part own Access Training, who deliver training, apprenticeship and recruitment support throughout the Midlands.

Supporting physical and mental health:

- Our Wellbeing Manager leads on delivering wellbeing initiatives that focus on five core areas; emotional, physical, financial, work and social.

We have 54 colleagues working through an apprentice programme:
£646,057 of social value



» Our business

We've been working in the East Midlands for over 50 years, and we're in a really strong position to continue to deliver our work for generations to come.

We're members of the National Housing Federation and follow their Code of Governance 2020.

We're proud to be a G1, V1, C1 organisation.

NCHA operates as a not-for-profit organisation.

We're registered with the Regulator of Social Housing; at their most recent inspection, they awarded us the top rating in all three categories of governance, viability and consumer.

Board

Our Board of Management oversee everything that we do. The group consists 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. We monitor this annually and before every meeting by asking members if they have anything to declare, in line with our Conflict of Interest Policy.

Our Board are a diverse and skilled group that 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're involved in all our key corporate strategic areas. Every two years we commission an independent review of our Board to make sure it's running as it should. Our most recent review took place on 29 July 2023.

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

We make sure that membership of our Board changes in line with our Code of Governance. The maximum time a Board member can stay in position is six years, unless a specific extension has been granted, to a maximum of nine years. In October 2023 our Governance Committee and Board approved a 'succession plan', to ensure continuity. Our Governance Committee has remuneration responsibilities in relation to Board and Chief Executive pay. No executives sit on the Governance Committee.

55% of Board are women

27% of Board are of diverse heritage

8% 8% of Board are NCHA customers

8% 8% of Board have a disability

Average age of Board Member:

50 years

Average Board tenure:

3 ½ years

We have an open recruitment approach that strictly adheres to our EDI policy.

33%
Board turnover in the last year

15%
Senior management team turnover in the last year

Two of our Board Members have recent and relevant financial experience in the housing sector. One a recently retired finance director, and the other currently works as a senior finance interim. Both are also members of our Audit and Risk Committee

Natalie Robinson joined NCHA's Board in 2023. A shared ownership customer and former Chair of the Customer Scrutiny Panel, her involvement in decision making at the highest level helps support our commitment to customer involvement and influence.



“

I wanted to get involved, because I'm an NCHA customer myself. I wanted to do a deeper dive into what NCHA does and look at what services they provide to their customers.

”

Managing risk:

- We undertake a biannual review of our strategic risk map, a quarterly review of risk assurance, and we consider strategic risks, including sustainability, budget and governance as part of every Board report/decision.
- ESG risks are incorporated into our risk register.
- NCHA has not 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.

➤ Procurement

Supply chain management

When procuring goods and services, we consider the social value implications in line with the requirements of the Social Act 2012. When using external frameworks, we adhere to the social value criteria applied by the Framework Procurement Provider.

All NCHA contracts have defined deliverables that are managed by local contract managers with reporting captured centrally via our contract management system. Our approach is flexible - depending on the route to market - but we'll always expect social value to account for between 10 – 20% of the qualitative award process.

Our Social Impact Strategy ensures that everything we do is measured. We don't currently work with social value partners to convert deliverables into a monetary value.

Sustainability in procurement

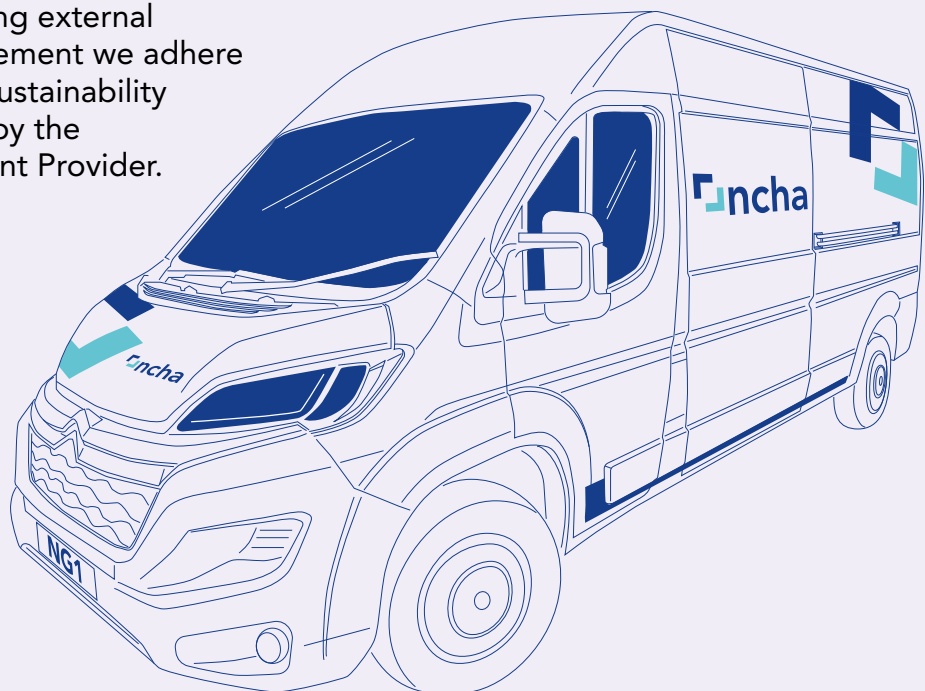
All contracts deemed to be within the scope of our Environmental Sustainability Strategy will have requirements defined and included in the procurement opportunity. When using external frameworks for procurement we adhere to the environmental sustainability requirements applied by the Framework Procurement Provider.

We choose framework providers that can evidence higher sustainability performance such as conducting sustainability assessments, prioritising sustainable suppliers, setting sustainability goals and implementing waste reduction and recycling programs.

We ensure that our suppliers prioritise improved sustainable performance, such as whole of life costings, use of Green Energy and commitment to the Real Living Wage.

Our Environmental Sustainability Strategy ensures that everything we do is measured. Our approach is flexible - depending on the route to market – but we'll always expect environmental impact to account for between 10 – 20% of the qualitative award process.

Supply chain risks are managed collaboratively across NCHA, with designated activity performed centrally by the Procurement team and locally by contract owners.



Appendix

The statistics and figures published within this document were compiled during the year 2023/24.

Data has been sourced from our: Social value report, new customer survey and our care and support impact survey.

➤ **Social value report:**

We work in partnership with the Housing Association Charitable Trust (HACT) to calculate the monetary and wellbeing impact of our services for customers. We use the HACT social value tool to strategically record the social value impact of our work.

A combination of customer survey results, statistics, and colleague reports feed into compiling the results shown for 2023/24. Driving meaningful social impact is one of our key objectives at NCHA. You can find out more in our Social Impact Strategy.

➤ **New customer survey:**

We survey customers at a nine month tenancy review. 2023/24's results are compiled from 205 responses to this survey.

➤ **Care and support impact survey:**

The results, formulated across 2023/24 demonstrate the wellbeing and outcome measures from our care and support services. We measure wellbeing in two ways, depending on the service user's needs:

PERMA method: Used for customers who can't verbalise how they feel. It measures positive emotions, engagement, relationships, meaning and achievement. Colleagues were trained to objectively assess the wellbeing of people who are not able to communicate in detail about their feelings, needs and desires.

Warwick Edinburgh Mental Wellbeing Scale (WEMWBS): Used for customers who are able to describe how they feel, to measure how they felt after being supported by NCHA. They expressed feelings about the future, how they engage with others and the control they have over their own decisions.

In short-term services, such as domestic abuse, outreach or homelessness services, people are asked the seven questions at the start of being supported and again when the support package is closed. In services where people live with us in the long-term, we ask them to give us a snapshot of their wellbeing annually.

We've used the HACT social value calculation to attribute a value to significant increases in wellbeing on the WEMWBS.



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

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