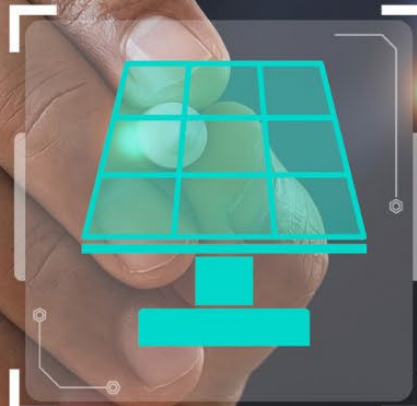


COMMUNITY HOUSING



ESG Report 2024-2025

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Welcome to Community Housing's Environmental, Social and Governance (ESG) report.

What we do

Community Housing is the trading name for The Community Housing Group. We are a Co-operative and Community Benefit Society with charitable aims and a Registered Social Housing Provider.

We deliver a variety of homes and housing related services to tenants and residents across Worcestershire with any surplus being invested back into the business and meeting the needs of our customers and the communities they live in.

Community Housing is a social business and one of Worcestershire's largest Registered Providers (RP) of social housing. We provide and manage general needs, Extra Care, Independent Living and low-cost home ownership homes. We are an exempt charity and registered society under the Co-operative and Community Benefit Societies Act 2014.

Our Housing and Communities teams offer expertise in delivery of all the following services to our customers:

- Housing Management, Care and Support Services.
- Neighbourhood Management, Rent Collection, Arrears Recovery, Money advice and Debt Counselling Services.
- Anti-Social Behaviour specialists and Neighbourhood Coordinators to ensure that we have effective and visible services to tenants.
- We have introduced services to improve our response to customers affected by mental health and we have also built up a lot of knowledge about customers that informs our Diverse Needs Plan.
- We have a thriving customer engagement and feedback framework and use their contributions to improve services and performance.

Homes are repaired and maintained through our Property Services Directorate which also has responsibility for our new build programme and building safety compliance programmes.

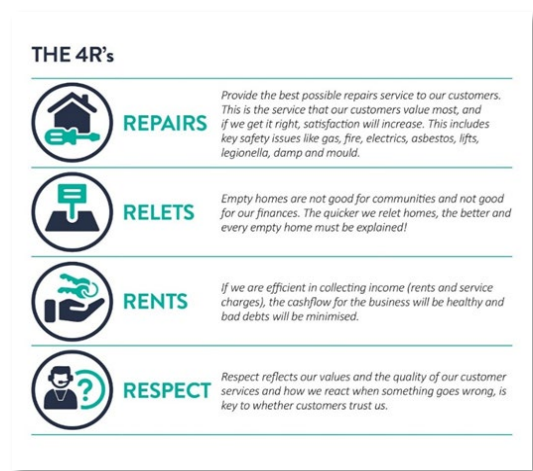
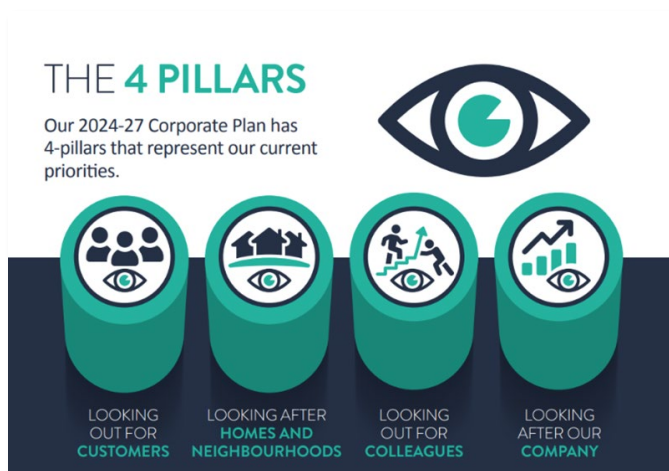
The Resources Directorate is responsible for keeping the Company operating efficiently and contains our Finance, ICT & Digital, People and Culture Team, and Risk and Procurement services.

Our Corporate Plan 2024-27

Our vision is to:



Our Corporate Plan has four main pillars, and the Board monitors our performance against the key objectives (4Rs) at every meeting



This keeps us on track and prevents us from being distracted from our core services and commitments made in the Corporate Plan.

Message from our Chief Executive



This is our 4th edition of our ESG Report. In October 2022 we issued our first ESG Report and adopted the Sustainability RSSH as part of an annual process.

The SRSSH was originally published in November 2020 and subsequently updated in both May 2022 and October 2023. The SRSSH provides an ESG framework tailored to the Housing Sector whilst embracing many of the UN's sustainable development goals. The SRSSH is a voluntary standard which we hope will provide greater standardisation and comparability on ESG reporting across the sector as the number of Housing Association adopters continues to grow.

We also recognise the growing importance placed on ESG reporting to our customers, suppliers and stakeholders, including existing and potential funders.

Within the standard SRSv2.0 there are 12 themes and 46 criteria, some of which are quantitative, and some are qualitative, covering a range of aspects of Environmental, Social and Governance. This provides us with a consistent reporting approach that allows us to be accountable and monitor our progress.

This report, provides us with a position statement of where we are with ESG and, having assessed the business against the 46 criteria, gives a baseline position and gap analysis.

We recognise that ESG and adopting the SRSSH involves a journey and we are improving, year by year. We have in place an ESG Working Group made up of Heads of Service across the business with the support of the Executive Management Team and the Board to move forward with our approach to ESG and reporting.

We have been improving methods for data collection and measurement of those criteria that we have not previously measured and establishing a baseline for carbon reporting with the assistance of a specialist advisor.

During 2022-23 we launched our People Strategy and our Customer Strategy both of which drive and provide direction to our approach on ESG.

The third key strategy relates to our Environmental Plan which, although has been agreed, is currently being developed. This was delayed due to key staff turnover and the need to gather our baseline information on emissions, EPC ratings and stock condition data to provide a strong basis for our future plans and targets. We can then develop our ESG strategy and look at how we embed ESG with our colleagues within the business and with our customers and stakeholders and involve them in the process.

Our ESG Strategy is tied in with the new strategies mentioned above and the future years objectives contained in the new 2024-27 Corporate Plan.

Matt Cooney, Chief Executive

Summary of our Sustainability and ESG Approach

As a local Housing Provider, we are driven by a strong social purpose and a commitment to our customers, communities, colleagues, and stakeholders. We recognise our responsibility in addressing environmental challenges, including the transition to EPC Band C by 2030 and achieving net zero carbon emissions by 2050.

In early 2025, we agreed our Environmental Plan, which sets out clear carbon reduction targets. This includes a £15 million investment programme, approved by the Board in 2024–25, to support EPC improvements and help meet our 2030 target. All EPC-related data is held on Strava Intelligent Energy and forms part of our strategic planning.

We have adopted the Sustainability Reporting Standard for Social Housing (SRSSH v2.0), which includes 46 criteria across 12 ESG themes, aligned with the United Nations Sustainable Development Goals and our Corporate Plan 2024–27. This standard enables benchmarking, transparency, and shared learning across the sector.

This year's report builds on our ESG baseline, highlighting strong foundations in Governance and Social themes, while acknowledging that we are at the early stages of measuring some Environmental criteria. It also reflects our response to the cost-of-living crisis and the governance changes made to strengthen financial resilience and customer engagement.

Our ESG Working Group is developing a comprehensive ESG strategy and action plan, informed by this report and aligned with new strategies for our people and customers. This will be developed alongside our Environmental Strategy, currently in progress.

We are still in the early stages of our ESG journey, and we are committed to involving the Board, Executive Leadership Team, colleagues, customers, and stakeholders to embed ESG into the long-term stewardship of our business.

Structure of the Report

This report has been prepared according to the specific themes outlined in the latest version (v2.0 published in Autumn of 2023) of the Sustainability Reporting Standard for Social Housing by Sustainability for Housing (SfH). The standard comprises 46 criteria across 12 themes distributed among the sustainability pillars E, S, and G. Enhanced Reporting Options are available for select criteria, and in such instances, we also diligently endeavour to address them where pertinent to the company. An index of criteria reported under each theme is provided at the end of this document, along with corresponding UN Sustainable Development Goals (SDGs).

ENVIRONMENTAL

Theme 1 - Climate Change

C1. Distribution of EPC ratings of existing homes (those completed before the last financial year)

To provide insight into the overall energy efficiency of our current stock, we are disclosing the distribution of our Energy Performance Certificate (EPC) rating across our existing portfolio.

The figures provided are based on the EPC register, the public record for EPC data.

There is an inherent limitation in using the national EPC register in that any improvements undertaken with homes since the EPC was issued would not be taken account of. So, although legally valid for a period of 10 years, many of these certificates do not reflect the current energy efficiency of the home.

To address this, we use a piece of software, Sava Intelligent Energy. This software utilises the same SAP calculation that is used to produce an EPC, with the added functionality that allows us to record improvements made to each property. This ensures that the energy efficiency rating is kept up to date.

The table below shows the EPC ratings of existing homes as at 31 March 2025;

EPC Rating	Number
A	40
B	552
C	3,714
D	1,263
E	41
F	6
G	0

It should be noted that at the time of writing this we are anticipating the introduction of SAP 10, the new calculation. We do not fully understand what the impact of this will be on our EPC position, although we are anticipating that EPC rating may reduce marginally.

C2. Distribution of EPC rating of new homes (those completed in the last financial year)

To ensure that our future stock of housing is more energy efficient than our older homes, we are disclosing the distribution of our EPC rating for newly constructed homes in our portfolio.

In the Financial year 2024 - 2025 we have taken handover of 103 homes. 18 achieved an **A** rating with the remaining 85 achieving a **B** rating.

- 14 Homes were Affordable Rent, with an equal split of 7 **A** rated homes and 7 **B** rated homes.
- 51 homes were Shared Ownership, with 3 **A** rated homes and 48 **B** rated homes.
- 30 homes were Social Rent all of which were **B** rated.



Husum Way, Kidderminster

EPC Rating (NEW Homes)	Number	Percentage	Increase/decrease on new EPC for previous year
A	18	17.48	100.00%
B	85	82.53	286.36%
C	0	0.00	0.00%
D	0	0.00	0.00%
E	0	0.00	0.00%
F	0	0.00	0.00%
G	0	0.00	0.00%
Not yet assessed	0	0.00	0.00%
Total	103	100.00	368.18%

C2. Enhanced Reporting Option(s):

Average SAP Rating and Energy Intensity of New Homes

Average SAP	Increase/decrease on average SAP for previous year	Energy Intensity	Increase/decrease on energy intensity for previous year
88.00	4.31	52.84	19.52%

These figures have been derived from the EPCs for the new build homes.

Where a breakdown of the costs for heating and hot water, which are the aspects of energy consumption that Community Housing is responsible for, Primary energy has been used in its place. This figure tends to be much higher due to it factoring in lighting and the efficiency of the power station, which is beyond our control, and as a result inflates this figure.

C3. Does the housing provider have a Net Zero target and strategy?

If so, what is it and when does the housing provider intend to be Net Zero by?

- The organisation has not yet established a net zero target, but we are actively exploring the development of such a target and strategy.
- At present, we do not have a Net Zero target and strategy.

In 2023, SHIFT Environment measured our carbon footprint, and it was determined that, due to the nature of our business and the age of the property stock, Net Zero would be unattainable. This does not however mean that we will shy away from decarbonising as much as possible.

Methods such as paying for Carbon Offsets (where the company pays a set amount per tonne of CO₂ that can't be reduced through reduction methods) would not offer value for money for our tenant's rent money, and their rent money would be better spent investing in our housing stock.

We are currently in the final stages of developing the Environmental Plan 2025-2030, which we have had tenants and colleagues involved in its creation. This plan will set out our strategy for decarbonisation over the next 5 years as well as other environmental targets.

An Environmental Action Group has been established with colleagues from across the organisation who are in the best position to effect change. The group will continue to work on the development and implementation of the Environmental Strategy moving forward.

C3. Enhanced Reporting Option(s):

Is the housing provider's net zero commitment in line with the Science Based Target (SBT) initiative?

We are still in the process of understanding our carbon emissions. Their sources, such as supply chain emissions and embodied carbon are yet to be assessed and we are also reviewing the methods to being able to reduce them. There are a number of both internal and external factors which we need to understand and develop methodologies to overcome. However, wherever it is possible and feasible to align our Net Zero commitment to be in line with the Science Based Target, we will attempt to do so.

Does the housing provider have a costed transition plan?

We have a fully costed plan to reach EPC **C**, for all of our homes, by March 2023. A fully costed transition plan to Net Zero is yet to be developed. As we continue to develop our total carbon footprint, we will be in a better position to provide the costed plan.

C4. What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock?

How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

During the last financial year Community Housing has worked on various projects to deliver energy efficiency works to our homes, in the effort to work towards the Government's EPC C Targets of 2030 (where all of our homes must reach this target.)

We have now completed the SHDF Wave 2.1 Project which was delivered in partnership with the West Midlands Combined Authority. Ten of our off-grid homes, which had been identified as being difficult to treat due to the limitations imposed by not being on the gas grid, have been able to meet targets. This project which used a "whole house" approach was also the first trial for installing air source heat pumps as part of a retrofit project. The works also included Solar PV, Cavity Wall insulation and loft Insulation.

Almost all of the homes started at an EPC band of **E/F**. The works enabled us to achieve **A** rating on three and the majority of others as **B** rating. This has resulted in the energy efficiency of many of the homes to be comparable to our new homes.

Some customers have reported a reduction in their energy bills of around 50% in the winter months and some report that they have seen significant health benefits and less dependencies on medication to manage their conditions.

This work is estimated to have reduced emissions across these ten homes by 40 tonnes per year.

We have continued to work with our delivery partners to deliver cavity wall insulation as part of accessing the Energy Company Obligations Fund (ECO4) and the Great British Insulation Scheme (GBIS) as part of a "fabric first" approach. This aims to reduce the energy demand within homes and the funding allows for fully funded insulation works on qualifying homes. 235 of our homes have already benefited with a further 209 planned for works to begin.



Energy improvement work has been carried out through our planned programmes of work. By doing loft 'top ups' as part of the roofing programme, we are going above the industry standard and topping up to 400mm of loft insulation.

We are also installing triple glazing as part of our window replacement programme, rather than the industry standard of double glazing.

Energy improvement works including triple glazing and cavity wall insulation, are being completed on a further 68 homes which will ensure they reach the required target of EPC C.

C4. Enhanced Reporting Option(s):

Number of homes that have been retrofitted in the last financial year

Homes that have been retrofitted in the last financial year as a percentage of the total homes the housing providers is aiming to retrofit

Retrofitted homes	Increase/decrease on retrofitted homes for previous year	% of retrofitted homes	Increase/decrease on % of retrofitted homes for previous year
245	-11.23%	19.05	5.61%

At this current time we have 1,286 homes that have been identified as being below EPC C and in need of being retrofitted to meet the government's EPC C target by 2030. This has created the current targets around retrofit works. There will be instances where additional homes will be retrofitted that have not been identified as below EPC C. These are typically "infill" homes where the work on one home would require it to be done to an adjoining home, or where a measure must be applied to a whole building. This is common with blocks of flats.

C5. GHG Emissions

Streamlined Energy & Carbon Report (SECR) is a replacement for the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme which sets out requirements for disclosing greenhouse gas emissions. The information below is also disclosed in our SECR Report.

Description of Scope 1, 2, and 3 emissions

Business mileage has been reported based on the mileage claims made by colleagues as part of their expense claims. We are aware that there are several colleagues who do substantial mileage in their own vehicles, but do not claim it, so this figure is not a true reflection of business mileage emissions.

Emissions from transmission and distributions losses is around 36.41 tonnes. This has been calculated using the government's greenhouse gas conversion figures which are updated each year and then calculated using the total units of electricity that Community Housing purchased over the last financial year.

Our emissions from our independently heated homes now represents 14091.28 tonnes. This is the single largest source of emissions for Community Housing. The Carbon Footprint report which was based on 2021-2022 figures, had independently heating homes emitting 16,459 tonnes. This is a reduction of 2,310.74 tonnes of CO₂e over that period.

In the last financial year Community Housing purchased an estimated 1,989,879 units of electricity over the last financial year, which emits 0.20493kg of CO₂e per unit of energy. This is the equivalent of 412 tonnes of Carbon emissions.

The values provided have been based on the government's green house gas emission conversion factors that are updated each year.

Our fleet of vehicles all have trackers which allow us to monitor key statistics, including fuel usage, distance travelled and time spent idle.

Our gas usage emissions have been based on the usage of 981,525.53 units of gas that have been purchased by Community Housing in the last financial year and calculated based on the CO2e value of 0.20264kg per unit.

Methodology - We follow the GHG Protocol in calculating our emissions.

Scope	FY2025	Increase/decrease on emissions for previous year	FY2024	Increase/decrease on emissions for previous year	FY2023
Scope 1 & 2 GHG emissions	1,676.61	16.75%	1,436.09	0.44%	1,429.87
Scope 3 GHG emissions	14,148.26	-9.81%	15,686.39	0.00%	15,686.39
Total GHG emissions (tCO2e)	15,824.87	-7.58%	17,122.48	0.04%	17,116.26

C5. Enhanced Reporting Option(s):

Does the housing provider qualify for SECR reporting?

Yes, we qualify for SECR reporting

SECR Intensity Ratio for Total Emissions (Scope 1-3) [kg CO₂e/m²]

SECR Intensity Ratio for Total Emissions	Increase/decrease on Intensity Ratio for previous year
15,824.87	-7.54%

From the original carbon footprint analysis which was carried out for the 2021-2022 financial year we have seen an overall decrease in our emissions by 1291.38 tonnes.

From the original carbon footprint exercise the emissions values were as followed for Scope 1,2 & 3.

- Scope 1 = 1,076.78 tonnes
- Scope 2 = 353.09 tonnes
- Scope 3 = 15,686.39 tonnes
- Total emissions = 17,116.25 tonnes

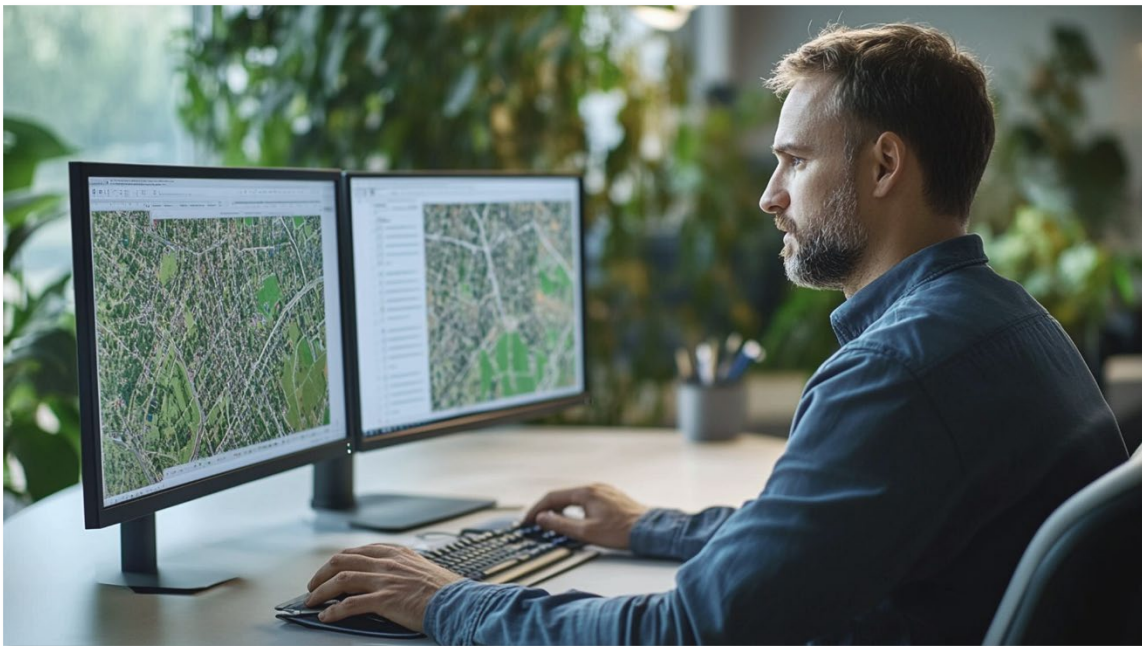
We have seen an increase in both Scope 1 & 2 emissions over that period which is likely due to more accurate data recording, whilst we have seen a drop to Scope 3 emissions largely due to energy efficiency measures being applied to our homes during that period. We have therefore seen a drop in emissions of 1,291.38 tonnes.

Our total emissions figure is likely to increase due to many sources of emissions such as our supply chain, and embodied carbon not being calculated due to lack of data. Once we are able to accurately measure these, then this will be applied to future reports.

C6. How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?

How is the housing provider mitigating these risks?

Our Development Team have utilised the Environment Agency flood risk planning services to determine the level of risk to our homes. Where homes are constructed near to identified flood risk areas, we ensure that specific due diligence is undertaken to both understand and mitigate the risks associated with flooding. Flood risk assessments and plans are developed at Planning Approval stage and these result in appropriate mitigation being actioned including changed construction details such as higher ground floor levels for homes, enhanced drainage, etc.



We take the risk of flooding seriously and have appropriate emergency response frameworks in place, including working with partners such as the District Council. These frameworks are designed to facilitate effective responses to events such as flooding, and clarify risks, responsibilities, and expectations on each party.

Through the retrofit works that we carry out to our homes we utilise a 'fabric first' approach. Our primary focus is ensuring that the energy demands of a property are reduced which is achieved through wall insulation. This keeps homes warm in the winter months and cool during the summer months by preventing thermal transfer through the fabric of the building.

Theme 2: Ecology

C7. Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

If yes, please describe with reference to targets in this area

If no, are you planning on producing one in the next 12 months?

We do not currently have a strategy for increasing Green Space and promoting Biodiversity on or near homes. This will be introduced in the Environmental Plan 2035-2030 as part of how we look after our estates.

We have, however, taken steps to promote biodiversity. We have actively engaged in community events such as a **Neighbourhood in Bloom** competition. This was a partnership project created by local residents and agencies and included categories such as, “Best sensory or adapted garden” “Best balcony display” and “Best wildlife garden”. In prior years this was restricted to just a few estates, however this year it was opened up to the wider Wyre Forest area.



Foodshare Wyre Forest and Community Café have created a community garden with fruit and vegetables which are available for residents to pick or to be used in the popular cafe. They also held wildlife awareness sessions and made bug hotels with local children during school holidays.

Residents at an Independent Living Scheme formed a gardening club and with the help of Community Housing colleagues, filled raised beds with vegetables and flowers plus installed a wildlife pond. The garden is regularly used by residents throughout the year and has become a social hub.



At Stourport Carnival, we handed out over 1000 packets of wildflower seeds, and this is something we will be looking at expanding to future events.

The **Miyawaki Forest Project** otherwise known as a micro forest, was planted at Usmere Road, Kidderminster. This was in partnership and funded by the Worcestershire County Council from the Coronation Living Heritage Fund and we planted around 300 trees of mixed species.

The project aimed to increase biodiversity for the area and improve the area for our customers and local residents. Colleagues from across the business volunteered to plant the trees.



We have also carried out a variety of tree planting at other locations including Ivor White Court and Meredith Green, Kidderminster to improve these locations with both ornamental and fruit bearing trees.

C7. Enhanced Reporting Option(s):

Biodiversity Net Gain (BNG) of new homes (those completed in the last financial year)

What is the housing provider's Biodiversity Net Gain target for new and existing homes? Does this exceed minimum requirements?

Biodiversity Net Gain (BNG) of new homes	Increase/decrease on BNG of new homes for previous year	Biodiversity Net Gain (BNG) target for new and existing homes	Increase/decrease on BNG target for new and existing homes for previous year
7.00	-30.00%	20.00	100.00%

The Biodiversity Net Gain value has been lower than the minimum requirements. This is due to developments such as the Husum Way project that, because of plans by the local authorities to expand the road which would take up some of the land, it was agreed that the BNG for this project would only be 1%.

All of our developments that have been completed this year have complied with the 1% Biodiversity Net Gain set out within the Wyre Forest District Local Plan 2016-2036. However, more recent changes within regulations will see future new developments plans achieve a 10% Biodiversity Net Gain.

Until all developments that are currently in the pipeline with planning permission granted under the 1% rule, it may be a while before the annual figures reflect the 10% target.

C8. Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?

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

While we currently do not have a strategy in place to track, manage, and reduce pollutants, we recognise that having such a strategy is also an important mechanism to ensure our commitment to minimise the impact that our activities have on the planet.

Theme 3: Resource Management

C9. Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?

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

We do not currently have a strategy in place to increase the use of responsibly sourced materials in our building works, but we recognise that having one is an important mechanism in our commitment to minimise the impact our activities have on the planet.

This strategy will be developed as part of our Environmental Plan 2025-2030 and ensure that the work we already do to resource materials responsibly has a consistent approach across the organisation.

C10. Does the housing provider have a strategy for waste management incorporating building materials?

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

Although we do not have a strategy for waste management incorporating building materials, we recognise that having one is an important mechanism in our commitment to minimise our activities' impact on the planet.

We manage waste responsibly and we are a registered waste carrier. This will be integrated into the Environmental Plan 2025-2030, and we will look at methods to reduce how much waste we produce.

Where possible, we will also look to provide external groups and schools with materials which are no longer commercially viable to us. This helps to support them in their work and provide a social value to the waste generated.



C10. Enhanced Reporting Option(s):

% of materials that are recycled and/or diverted from landfill

Materials recycled and/or diverted from landfills %	Increase/decrease of recycled materials % for previous year
95.00	0.00%

Where possible we avoid sending waste to landfill. Our waste system is separated out at our Finepoint Site into different types to allow for easier recycling and lower risks of contamination.

C11. Does the housing provider have a strategy for water management?

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

Although we do not have a strategy in place for good water management, we recognise that having one is an important mechanism in our commitment to minimise the impact our activities have on the planet.



Our bathroom replacement programme includes the installation of dual flush toilets to help to lower the amount of water being consumed with every flush.

As part of our "land led" new build schemes we ensure that there is additional natural water drainage to minimise the risks to homes.

SOCIAL

Theme 4: Affordability and Security

C12. For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:

1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority

2) Rent compared to the relevant Local Housing Allowance (LHA)

To help provide housing to households who cannot afford to rent or buy in the open market, provision of affordable housing is a core purpose of regulated housing providers.

We measure our rental affordability in the context of the Local Housing Allowance and the Private Rented Sector Median as displayed below.

Rent compared to Private Rented Sector (PRS):

Unit Size	Private Market Rent £	Increase/decrease on Private Market Rent for previous year	COMPANY's Ave. Rent £	Increase/decrease on Company Ave. Rent for previous year	% Rent Compared to PRS
Room	136.71	7.87%	81.66	25.05%	59.73
Studio	136.71	7.87%	81.66	25.05%	59.73
One Bedroom	136.71	8.90%	100.18	15.34%	73.28
Two Bedrooms	173.76	9.61%	110.44	16.15%	63.56
Three Bedrooms	210.36	8.09%	115.55	17.93%	54.93
Four Bedrooms	293.44	7.90%	127.02	10.87%	43.29
More than Four Bedrooms	293.44	7.87%	133.23	10.87%	45.40
All Categories	197.30	8.30%	107.11	15.62%	57.13



Rent compared to Local Housing Allowance (LHA):

Category	Private Market Rent £	Increase/decrease on Private Market Rent for previous year	COMPANY's Ave. Rent £	Increase/decrease on Company Ave. Rent for previous year	% Rent Compared to LHA
CAT A	75.91	7.87%	81.66	14.15%	107.57
CAT B	118.52	8.90%	100.18	17.05%	84.53
CAT C	149.59	9.61%	110.44	18.05%	73.83
CAT D	172.60	8.09%	115.55	15.38%	66.95
CAT E	228.99	10.45%	133.23	17.06%	58.18
All Categories	149.12	9.09%	108.21	16.55%	78.21

C13. Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Other

To better understand the scale and composition of tenure type in housing, a breakdown is provided to demonstrate the extent to which we provide accommodation.

Units (existing homes)	Number	Increase/decrease on existing homes allocation for previous year	Percentage	Increase/decrease on share of existing homes for previous year
General Needs (social rent)	3,265	-1.98%	54.36	-1.31%
Intermediate Rent	12	-14.29%	0.20	-13.04%
Affordable Rent	301	5.61%	5.01	6.37%
Supported Housing	1,872	-1.53%	31.17	-0.83%
Housing for older people	177	-6.35%	2.95	-5.75%
Low-cost home ownership	376	17.87%	6.26	18.79%
Care homes	0	0.00%	0.00	0.00%
Private Rented Sector	0	0.00%	0.00	0.00%
Other Category	3	-66.67%	0.05	-66.67%
Total Homes Managed / Owned	6,006	-0.69%	100.00	0.00%

C14. Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to:

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Other

During FY 2025 we invested £14m in new homes and as at 31 March 2025 we had a further 44 homes in development on site. The new homes completed during FY 2025 is detailed in the table below:

Units (NEW homes)	Number	Increase/decrease on new homes allocation for previous year	Percentage	Increase/decrease on share of new homes for previous year
General Needs (social rent)	38	1,800.00%	36.19	1,383.20%
Intermediate Rent	0	0.00%	0.00	0.00%
Affordable Rent	14	40.00%	13.33	9.26%
Supported Housing	0	-100.00%	0.00	-100.00%
Housing for older people	0	0.00%	0.00	0.00%
Low-cost home ownership	53	960.00%	50.48	727.54%
Care homes	0	0.00%	0.00	0.00%
Private Rented Sector	0	0.00%	0.00	0.00%
Other Category	0	0.00%	0.00	0.00%
Total Homes Managed / Owned	105	28.05%	100.00	0.00%

C15. How is the housing provider trying to reduce the effect of high energy costs on its residents?

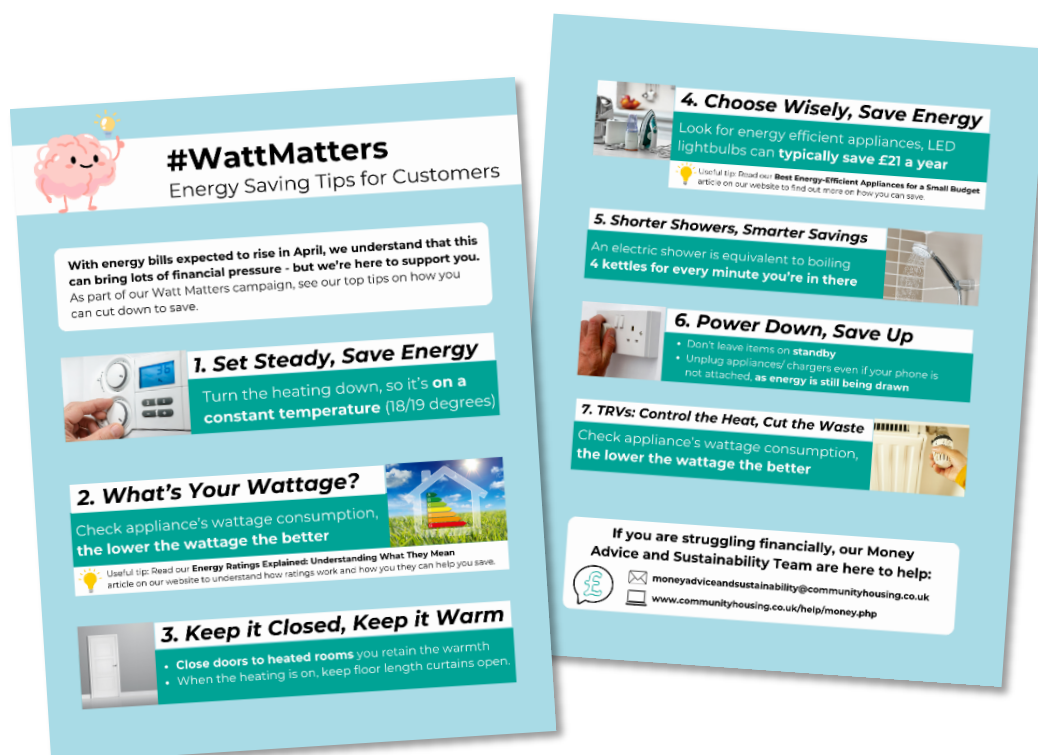
We are trying to reduce the effect of high energy costs for customers through the retrofit works on our homes. We use the fabric first approach, which seeks to lower the energy consumption of our homes by ensuring the homes are able to retain the heat created by their existing heating system. This may include cavity wall insulation, external wall insulation, suspended floor insulation, window and door replacement.

Through our planned programme of works such as roofing, windows and doors, we support the reduction in energy consumption by installing triple glazing, whereas the sector standard in double glazing and increasing the amount loft insulation is topped up to 400, sector standard is 300mm. This helps to reduce the energy demand by reducing the loss of heat through the fabric of the building.

Our Money Advice and Sustainability Team (MAST) has passed level 3 Energy Awareness training with the NEA, and have continued giving energy advice to customers. This includes:

- advising on reducing energy usage and seeking the best tariffs
- accessing energy funding from the Worcestershire Household Support fund (HSF) via Act on Energy (AOE)
- supplying energy vouchers through our Wellbeing Fund.

#WattMatters was a social media campaign and article published in the customer magazine, Community Matters which is distributed to over 5,000 customers. The bright eye catching design provided energy saving tips and showed them what they can do in their own homes to reduce their bills.



C16. How does the housing provider provide security of tenure for residents?

Offering long term tenancies to general needs residents (where possible) is deemed good practice. This provides security of tenure which makes a huge difference to people's lives.

We aim to build strong and sustainable communities and we believe that offering long-term tenancies will help achieve this goal.

Theme 5: Building Safety and Quality

C17. Describe the condition of the housing provider's portfolio, with reference to:

- homes for which all required gas safety checks have been carried out.
- homes for which all required fire risk assessments have been carried out.
- homes for which all required electrical safety checks have been carried out.

	% of Homes	Increase/decrease from previous year
Percentage of homes for which all required gas safety checks have been carried out	99.82%	-0.12%
Percentage of homes for which all required fire risk assessments have been carried out	100.00%	0.00%
Percentage of homes for which all required electrical safety checks have been carried out	97.12%	-0.72%

C18. What % of homes meet the national housing quality standard?

Of those which fail, what is the housing provider doing to address these failings?

100% of our homes meet the national housing quality standard.

C19. How do you manage and mitigate the risk of damp and mould for your residents?

Damp and mould issues are easily reportable by residents via an online form or by telephone. Colleagues visiting homes from our Housing team and other operational teams (such as repairs) identify and report damp and mould concerns.

- Circa 3,000 stock condition surveys have been completed by Savills on our behalf and these have identified and recorded damp and mould concerns (including photographs).
- Damp and mould issues were categorised by hazard level using HHSRS ratings.
- Customer led scrutiny group were formed to review policy and procedure.
- Oversight group led by directors was created and reporting from system dashboard was created. Regular updates given to Board / Committees.
- Funding for investment programmes including heating replacements, fan installations, retro-fit works, and insulation, was increased.
- Awaab’s Law consultation was reviewed and the expectations were considered in changes to service delivery and policy and procedure (rolled out from April 2025 onwards).



From April 2025, we moved the management of damp and mould to the Asset Management Team. This team was resourced to enable effective management following Awaab’s Law consultation and the resultant changes to Policy and Procedure.

We have created new a system driven damp and mould case approach to managing concerns that aligns with current timescales assumptions within Awaab’s law and includes a new written report identifying the cause of the damp and mould issue, what our actions will be, and the timescale to complete these. This report is given to the customer. New online video and information booklet has been uploaded for customers to access.

Cases of damp and mould reported	Increase/decrease on damp and mould cases reported for previous year	% of the housing providers portfolio accounted	Increase/decrease on % of the housing providers portfolio accounted for previous year
827	-15.96%	15%	-15.11%

Theme 6: Resident Voice

C20. What are the results of the housing provider's most recent tenant satisfaction survey?

How has the housing provider acted on these results?

Our most recent Tenant Satisfaction Measures (TSM) survey reported an **overall satisfaction rate of 76.1%**, exceeding the Regulator of Social Housing’s benchmark median of 71%. Tenants expressed strong satisfaction with colleague politeness, ease of contact, and initial communication, particularly during early-stage interactions.

However, challenges remain in repairs, complaint resolution, and the handling of damp and mould cases — particularly where delays, lack of updates, and unmet expectations contributed to lower trust and satisfaction. In response, we have launched several targeted initiatives. These include a Repairs Service Improvement Plan, the creation of a dedicated Damp and Mould team (launched in February 2025), and a full process review to improve timescales and communication. We are also implementing a Diverse Needs Action Plan and a refreshed Accessibility & Inclusivity Policy, with mandatory staff e-learning launching in May 2025.

Customer communication standards have been embedded in revised service standards and will be reinforced by a new Customer Handbook (expected Winter 2025-26). These actions aim to rebuild trust, ensure more tailored communication, and improve outcomes for customers with complex needs and historic unresolved issues.

C21. What arrangements are in place to enable residents to hold management to account for the provision of services?

Community Housing has a structured and inclusive approach to ensure customers can effectively hold management to account for the quality and performance of services. This is delivered through a combination of engagement, scrutiny, and formal representation.

We offer a range of accessible engagement opportunities to capture customer views, including surveys, local events, digital platforms, and targeted outreach to underrepresented groups. This enables customers to share their experiences, shape services, and raise concerns in a way that suits their preferences and availability.



Our scrutiny Task and Finish model allows a broad range of customers to undertake short-term, focused reviews of specific services.



They analyse performance data, service standards, and compliance with consumer regulations and produce recommendations for improvement. They also speak to customers about their experiences and look at feedback. Management provides formal responses to these recommendations that are considered by Community Housing Board and actions are monitored by Tenant Voice.

Customers are represented on our Operations Committee, Community Housing Board and our strategic customer Group, Tenant Voice oversees engagement activity, monitors scrutiny outcomes, and acts as a consultative body for corporate decisions.

We maintain open communication through 'You Said, We Did' updates, published scrutiny outcomes, and regular progress reporting. These mechanisms ensure residents can see the impact of their input and how their concerns are being addressed.

C22. In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?

There was 1 case where the Ombudsman identified maladministration regarding the handling of repair to customer's doors dating back to 2023.

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

Following a Housing Ombudsman determination identifying maladministration in relation to door replacement, and service failures in the management of damp and mould and complaint handling, we have implemented several improvements.

These include strengthened triage and tracking processes for overdue or high-risk repairs, improved record-keeping protocols, and enhanced communication standards to ensure timely and transparent updates to residents.



A new door replacement programme has been introduced using stock condition data to prevent prolonged delays

Additionally, we are refining our complaint extension processes to align with policy and customer agreement, ensuring learning from past failures informs future service delivery.

Following the receipt of determinations from the Housing Ombudsman, each complaint has received a review and in-depth assessment. As a result, the following learning points have been identified:

- Improvement in record keeping within the complaint management.
- Ensuring all customer points are acknowledged and responded as part of the complaint conclusion outcome letter to the customer.
- Focus on the accuracy of repair record management with what happened on a repair.
- Ensuring agreed actions as part of a complaint resolution are followed through within the agreed timescale.
- Customers are communicated with within a repair and complaint journey at the earliest opportunity.
- Individual case reviews are to be held when a succession of tenancy, or other legal changes to tenancy management issues are requested.
- A leasehold planned maintenance review is to be designed, with updated plan to be managed between the Housing and Asset Management teams.
- Customers to be communicated with as part of the leasehold communal repair process within a timely manner.
- Review of individual leases held with Community Housing to ensure understanding and compliance with lease terms.

Theme 7: Resident Support

C23. What are the key support services that the housing provider offers to its residents?

How successful are these services in improving outcomes?

Customer Impact & Financial Outcomes

- Money Advice and Sustainability Team (MAST) has continued to make a demonstrable difference in the lives of customers through a range of targeted financial and wellbeing support services. The team's work has resulted in measurable improvements in customer financial resilience, housing stability, and overall wellbeing, particularly during a period of economic uncertainty and welfare reform.

Financial Support and Income Maximisation

In 2024/25, MAST supported 2,921 customers—a 19% increase from 2,466 in the previous year, resulting in total financial gains of £5.62 million. This includes:

- £102,965 in weekly income increases, helping customers to meet ongoing financial obligations.
- £268,132 in lump sum payments, often through successful backdated benefit claims.



A marked rise in complex casework, particularly in response to Universal Credit (UC) migration, reflecting the growing complexity of tenant needs.

Tenancy Support Officer (TSO) Impact



The Tenancy Support Officer, introduced in October 2024, has played a key role in assisting customers with complex and multifaceted needs. Since launch:

- 60 referrals have been received, with 39 cases closed including 15 long-term interventions.
- The TSO has supported engagement with key external services such as Women's Aid, Social Care, and GP practices.
- Internal collaboration has ensured housing security and property upgrades, particularly for survivors of domestic abuse.

Wellbeing Fund

The Wellbeing Fund continued to provide vital relief for tenants facing acute hardship:



- 655 claims processed, with 440 approvals representing over two-thirds success rate.
- £90,925 spent, including £10,000 in external funding.
- Funded support included energy and supermarket vouchers, and essential white goods.
- Applicants also received additional advice on income and energy efficiency, helping build longer-term resilience.

Foodbank Support

MAST strengthened its community partnerships to tackle food insecurity:

- 217 referrals made, supporting 527 individuals, including 212 children.
- Ongoing participation in quarterly Foodbank Forum meetings ensures alignment and improved coordination across local support services.
- We also provided financial grants and donations of goods (donated by colleagues and customers) to local foodbanks



Energy Support



Rising energy costs have made MAST's energy advice service increasingly vital:

- 1,597 tenants received energy advice, with support on tariffs, usage reduction, and available grants.
- £114,850 secured in energy grants, benefiting 364 customers.

Benefits and Welfare Support

MAST continues to focus on maximising income through welfare entitlements:



- 295 successful UC claims generated £63,088 in weekly income.
- 166 applications for disability benefits (PIP/AA/DLA) brought in £8,629 weekly.
- Housing Benefit support contributed £19,692 weekly.
- Additionally, £103,901 was secured through Discretionary Housing Payments (DHPs) and charitable grants.

Universal Credit Migration Response

In anticipation of UC migration challenges, MAST proactively scaled its operations:

- A new Income Assistant role was introduced in January 2025.
- 622 customers were contacted, leading to 29 targeted referrals and £13,000 in new weekly income—a strong return on targeted outreach.

Care Leavers – Connexions Project

The Connexions Project, in partnership with Worcestershire County Council, provided tailored housing and life skills support to 9 young care leavers:

- 3 are now in employment, 3 actively seeking work, and only 1 tenant is in arrears.
- Collaborative efforts extended to seasonal donations, enhancing the sense of support and community during key moments.



Across all service areas, MAST’s work has resulted in strengthened financial outcomes, greater housing security, and deeper engagement with vulnerable groups. These outcomes align with our ESG commitment to support the most at-risk tenants, mitigate the impact of welfare reform, and build sustainable, inclusive communities.

Unity Employment Support



Our UNITY service provided a wide range of services to support people to move into sustainable employment or improve their career opportunities, including creating CVs, job searching, applications and interview skills. The employment advisors coached participants to help them see their own potential, increase confidence, engage with additional support services and overcome challenges and barriers.

Theme 8: Placemaking

C24. Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.

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

We have 4 distinct areas where there are opportunities for us to improve community cohesion and sustainability. These are:

- Foley Park estate.
- Borrington Road low rise flats.
- Hurcott Road high rise flats.
- The Walshes estate in Stourport.

The intention for these areas is to embrace a regeneration strategy to improve the desirability of our homes / estates, promote sustainable tenancies and reduce void rates, improve home security, and support community cohesion, equality, and health and wellbeing. This will include demolition of homes that have reached the end of their viable life and replacing them with new energy-efficient affordable homes, offering different property types and tenures.

The intervention at **Foley Park**, Kidderminster will include the re-use of two areas of open space for new housing. This will help ease the current issues of ASB and “rat run” pedestrian routes that have presented problems for the community in recent years.

Also included for Foley Park is the improvement of the gateway into the estate, which will be achieved through the demolition of 2 homes at the top of Goldthorn Road, replacing them with 8 new homes, and the aesthetic green space improvement of surrounding land. This part of the regeneration project is well underway and will be completed during 2025/26.



At Borrington Road and Dunclent Crescent, Kidderminster, we have 4 blocks of 3 storey flats, constructed as Wimpey No-Fines, and providing 48 homes. The proposal is to demolish the flats and rebuild new homes that better suit the local community need. We have determined this through engagement with Local Authority Planners and Housing Needs teams, and with our own Housing team, in order to agree housing types and tenure. The proposal moves away from the predominant provision of low rise flats to a more balanced mix of houses, walk-up flats, and a single block of low rise flats.

The existing flats are now empty of tenants, demolition notices have been served, and the new build scheme planning is well advanced. A wider regeneration scheme at Borrington Road / Dunclent Crescent is not feasible at this time due to the percentage of privately owned homes in the area. We will approach examining the potential for this as a separate issue to the replacement of the flats.



Hurcott Road high rise flats, Kidderminster

Hurcott Road, Kidderminster high rises comprise of three blocks of 12 storey, large panel construction flats, providing a total of 132 homes. These blocks were unsuitable for meeting local needs and continued investment in them to ensure decency and safety became unviable. Demolishment of the blocks is underway . This will open up the footprint of the existing flats, plus an area of land acquired immediately adjacent the site, in order to return 70 new affordable homes. The new homes will comprise of block of low rise flats, walk-up flats, and houses.

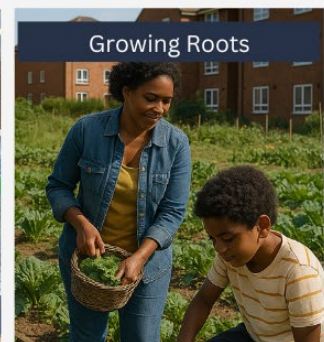


The Walshes Radburn style estate with corner positioned flats

The Walshes estate in Stourport, has a small part of the neighbourhood which is of a Radburn design (wholly pedestrianised). Principally, we believe our focus needs to be on improving the corner positioned blocks of flats and their associated communal areas and the garage site areas. Our stretch ambition is for the replacement of the flats with houses and to open up the pedestrianised estate with new roads and layouts. This part of our regeneration strategy is likely to incur significant costs and funding will be later in our current Business Plan.

Positive neighbourhood activities

- **Live Here, Love here:** pop-up events which focus on key issues communities have raised.
- **Bite back week:** #TeamCommunity colleagues worked with Police and the Illegal Money Lending team at Trading Standards, to raise awareness of loan sharks operating in the Wyre Forest area and offer support to victims.
- **The Miyawaki Forest Project:** otherwise known as a micro forest was planted at Usmere Road in partnership and funded by the Worcestershire County Council from the Coronation Living Heritage Fund. The project aimed to increase biodiversity and improve the area for our customers and local residents. We were joined by many colleagues from across the business ranging from Asset Management, Localities, Neighbourhood Services, People & Culture, Risk & Procurement, Customer Engagement and Customer Experience.
- **Free Community Football Programme for young people:** In partnership with West Mercia Police and Harriers FC funded a programme of football activity across areas with high levels of ASB. Key aim to reduce ASB through diversionary activity.
- **Supporting men's mental health:** Funded a men's mental health and Wellbeing programme for men (We are Men United) facing mild to moderate mental health challenges such as anxiety, depression, and social withdrawal.
- **Growing Roots:** Funded a community allotment project bringing together residents of all ages and backgrounds to cultivate plants, socialise, and promote health and wellbeing.



GOVERNANCE

Theme 9: Structure and Governance

C25. Is the housing provider registered with the national regulator of social housing?

We are registered with the National Regulator of Social Housing (NROSH).

C26. What is the housing provider's most recent regulatory grading/status?

We received a regulatory judgement of V2, G2, C2 in April 2025.

C27. Which Code of Governance does the housing provider follow, if any?

We have adopted a Code of Governance, based on clear requirements and commitments which enable the board to demonstrate best-practice compliance as applies to the housing sector.

We follow and complete the NHF Code of Governance 2020.

C28. Is the housing provider a Not-For-Profit?

If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?

Yes we are a Not-for-Profit organisation.

C29. Explain how the housing provider's board manages ESG risks.

Are ESG risks incorporated into the housing provider's risk register?

Our operational and strategic risk registers cover all risks relating to the tactics and operations of the business. This included risks relating to ESG and compliance. The board approved a new Risk Management Strategy in November 2024.

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. The housing provider has not been subject to any adverse regulatory findings in the last 12 months that resulted in enforcement or other equivalent action (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices).

Theme 10: Board and Trustees

C31. How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?

Demographics of the board		Increase/decrease for previous year
What % of the board are women?	50.00	-10.71%
What % of the board are BAME?	14.00	27.27%
What % of the board are residents?	8.33	0.00%
What % of the board have a disability?	7.00	100.00%
Average age of the board	54.06	-5.52%
Average tenure of the board	2.25	-12.11%

C32. What % of the housing provider's Board have turned over in the last two years?

What % of the housing provider's Senior Management Team have turned over in the last two years?

These figures are set out in the table below;

	FY
Board members that have turned over in the last two years	16.67%
Senior Management team that have turned over in the last two years	22.22%

C33. Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

5 members of our Audit and Assurance Committee have recent and relevant financial experience.

C34. What % of the housing provider's board are non-executive directors?

Non-executive directors play an important role in an organisation in bringing an impartial view to governance and management decisions.

100% of the board members are non-executive directors.

C35. Has a succession plan been provided to the housing provider's board in the last 12 months?

Yes. A succession plan has been provided to the board in the last 12 months. Oversight of our succession plan is delegated by the board to the People & Culture Committee. We have clear succession planning in place for the board and the senior management team.

C36. For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

Beever & Struthers has been our external audit partner responsible for auditing our accounts for 3 years.

C37. When was the last independently-run, board-effectiveness review?

An independent review of the Board and Board governance arrangements was undertaken in 2022/23. As recommended by The UK Corporate Governance Code best practice, the Board undertakes externally facilitated board-effectiveness reviews every three years.

C38. How does the housing provider handle conflicts of interest at the board?

Annual declarations of interest forms are issued by the People and Culture Team to all colleagues. The Governance Team are responsible for the Board and Committee Members and Tenant Voice Members.

All are asked to update their declarations if their position changes during the year. A register of interests is kept by the Governance Team and a summary of the Board's declarations are published on the corporate website. In addition, there is a standing agenda at each meeting asking Members to declare any interests they may have that would affect the items on the agenda. The Probity Policy was updated and approved in June 2025.

Theme 11: Staff Wellbeing

C39. Does the housing provider pay the Real Living Wage?

We remain committed to paying above Real Living Wage Foundation 2024/25, with an entry pay of £12.20/hour (vs £12.00/hour) and above National Minimum Wage recommendation of £11.44/hour. In April 2024, the lowest earners were made up of 70.2% female colleagues, working primarily within our Care & Support services. By maintaining an above RLW pay this approach protects the lowest paid and supports our ambition to be an Employer of Choice.

C40. What is the housing provider's median gender pay gap?

As of 31 March 2025, the gender pay gap is **28.40**.

	FY2025	FY2024	Increase/decrease on median pay for previous year
Median Gender Pay Gap Using Hourly Pay	28.40	28.40	0.00%

We are committed to reducing our pay gaps and can report a 1.2% reduction in the mean average from 2023/24. As an organisation we take equality, diversity, inclusion and belonging seriously with a clear strategy in place to embrace the value of our differences, creating a culture of inclusion and ensuring fairness for all of our people. Whilst we employ primarily female colleagues within Care & Support and majority of male colleagues within Property and Repair Services, the GPG will traditionally be harder for us to reduce however, we have strategies in place to try to mitigate this gap over time.

C41. What is the housing provider's CEO:median-worker pay ratio?

	FY2025	FY2024	Increase/decrease on CEO worker pay ratio for previous year
CEO: Median Worker Pay Ratio	1:6.77	1:6.77	0.00%

The CEO-worker pay ratio demonstrates the pay dispersion between the CEO and the organisation's median earner. As at 31 March 2025 our CEO-worker pay ratio is 1:6.77.

C42. How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

We published our EDIB Strategy 2022-2027; established our EDIB Steering Group and associated activity to drive the EDIB agenda across the business.

In Year 3 of the strategy, we have moved the agenda forward raising awareness and education amongst colleagues, improving the quality of data held to help shape and inform what we do next across the entire colleague life cycle, from recruitment onboarding, colleague engagement, learning and development.

We've contributed to the NHF (National Housing Federation) Data Tool submitted 5 June 2023; aligned to the Census 2021 data provides rich insight into the local demographic and how we work towards tailoring our services to meet the needs of our customers.

Our Colleague Voice group meet every six weeks to discuss what matters most to them and act as our Diversity Champions to support others throughout the workforce.

We have an annual engagement plan and produce a weekly Colleague News briefing to let colleagues know what events, awareness campaigns or celebrations are upcoming and how to get involved.

We've set up inclusive groups such as CHPride, WDW (Women Doing Well) and MensMinds which have all gained traction over the last 12 months. These events are published on office screens, SharePoint (intranet site); CHPlus reward gateway portal. EDIB Strategy progress updates are provided at quarterly People & Culture Committee meetings and subsequent Boards providing oversight and assurance on activity.

C43. How does the housing provider support the physical and mental health of its staff?

We aim to support our staff in terms of their physical and mental health and wellbeing.

Health and Wellbeing continues to be a priority in line with Our People Strategy 2022/27 and we have various activities running throughout 2024/25.

Through partnership with NewLeaf Medical we ran a two-day health & wellbeing event 'The Community Housing Takeaway' providing colleagues with the opportunity for a MOT HealthCheck, discussions about Men's Health; Menopause, Mental Health and Resilience, as well as onsite Yoga classes.

We have introduced a new Occupational Health provision to improve baseline health surveillance and improved medical health referrals to support colleagues in work and improve the working environment.

We operate our reward and benefits portal, CHPlus providing colleagues with access to various online shopping, lifestyle and wellness activities. Also provides access to our Employee Assistance Programme including financial wellbeing, counselling and health guidance. We have retained the services of a local counselling service provider to signpost colleagues for face-to-face sessions supporting colleagues through periods of difficulty.

In addition, CHPlus has supported the launch of our salary sacrifice Cycle2Work, Pension Salary Boost and Green Car Scheme programmes and we will look to further develop our wellbeing offer over the next 12 months.

Our Colleague Voice and CHPrise groups are well established and instrumental in shaping future activity for colleague engagement and wider community activity. As a collective, they are actively involved in supporting wider events such as local Pride Carnival and raising awareness i.e. International Womens' Day and White Ribbon Campaigns. In addition, with feedback and input collated from annual and pulse engagement surveys we have widened our network of groups in response to interest introducing a Women Doing Well and MensMinds Support Group interspersed with mindfulness activities such as 'Walk & Talk' Tuesdays. Craft Clubs and Yoga.



We have expanded our Mental Health First Aid framework with managers and Colleague Voice leading ongoing support for colleagues and customers alike. We currently hold accreditations as a Disability Confident Employer, Mindful Employer and we are active members of Worcestershire Work Well Live Well network to share and learn best practice with a variety of employers across the region. We are also members of the Carer Friendly Network.

C44. How does the housing provider support the professional development of its staff?

The current challenges within the housing sector mean that we must be forward thinking and give consideration to how we attract and retain the best talent within the business. As a Housing Association, we lean on professional standards to determine competence and codes of conduct within roles at recruitment and throughout employment.

Throughout 2024/25 we are sponsoring individuals to study Chartered Institute of Housing (CIH) Level 3 and 5; accountancy qualifications; degrees in building surveying and regeneration as well as supporting individual professional development in key skills such as project management; compliance management; cyber security.

With a large proportion of our workforce working in traditional trade roles (e.g. electrician, carpenter, gas engineer) we have an ageing workforce and must look at how we can 'grow' and support our own skills from the local area.



We work closely with Kidderminster College to support our Apprenticeship Programme and currently have 8 trade apprentices working through professional qualifications. Entry level apprenticeships are supported in other areas across finance, people & culture, horticulture and estate management. We work closely with schools and colleges to promote working for us and the opportunities for careers within the housing sector - attending Career Fairs, Q&A Sessions and Open Day events at our Head Office.

We support ongoing learning and development with access for colleagues to study from Level 2 NVQ through Degree and Masters - some of which is supported by the Apprenticeship Levy and continuing professional development (CPD) is actively encouraged at all levels across the business through 121 Conversations, webinars, conferences, courses and online learning.

We support professional qualifications and encourage membership of professional bodies and offer to pay one membership subscription per colleague per year.

As a business we are committed to supporting colleagues through professional qualifications and review this annually as part of our strategic workforce plan.

Theme 12: Supply Chain Management

C45. How is social value creation considered when procuring goods and services?

What measures are in place to monitor the delivery of this Social Value?

We are committed to deliver social value and drive social change through our procurement policies and processes.

- Procurement process detail all purchases over £30K need to give consideration to Social Value. A Social Value model has been created that colleagues can select the most appropriate social value offering, in-line with the contract from and include with their procurement.
- A number of contracts are places via Frameworks where Social Value is built into the Framework model, we then work with the Framework providers to deliver the social value.
- Engagement with customer group to understand what our customers need and the areas we need to deliver on to support our community.
- Social value to be built into contract KPI's are reported on.

46. How is sustainability considered when procuring goods and services?

What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

We are committed to ensuring that we consider our environmental impact through our procurement policies and processes.

- Procurement process detail all purchases over £30K to give consideration to Sustainability and Environment. The tender pack templates, guide colleagues through consideration of this. Procurements are looked at with a value for money lens and a more sustainable alternative may come at a higher cost, but the benefits could be outweighed, and this will be considered within the scoring.
- Drive to support local business where possible reducing our impact on the environment with reduced travel emissions.
- Procurement Team guide colleagues and review documents to suggest more sustainable alternatives to products where possible to encourage the consideration of sustainable switches.
- Procurement is present within the internal Environmental Group to understand the objectives of the group and how these can be pulled through into our Procurement activity.

SRS Index

ESG Area	Theme Number	Theme Name	SDG Goal	
Environmental	T1	Climate Change	13	Climate Action
	T2	Ecology	15	Life on Land
	T3	Resource Management	12	Responsible Consumption and Production
Social	T4	Affordability and Security	11	Sustainable Cities and Communities
			10	Reduce Inequality
	T5	Building Safety and Quality	11	Sustainable Cities and Communities
	T6	Resident Voice	11	Sustainable Cities and Communities
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Governance	T9	Structure and Governance	16	Peace, Justice and Strong Institutions
	T10	Board and Trustees		
	T11	Staff Wellbeing	8	Decent Work and Economic Growth
	T12	Supply Chain Management	12	Responsible Consumption and Production

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Bolton, P., Kennedy, S., & Hinson, S. (2021, July 8). *Fuel Poverty*. House of Commons Library: Research Briefing. <https://commonslibrary.parliament.uk/research-briefings/cbp-8730/>

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This document is available in other languages and formats on request

Arabic

هذه الوثيقة متاحة باللغة العربية عند الطلب.

Bengali

এই ডকুমেন্ট অনুরোধে বাংলায় পাওয়া যায়।

Persian/Farsi

این مدرک در صورت درخواست به فارسی موجود است.

Polish

Dokument ten jest na życzenie udostępniany w języku polskim.

Romanian

Acest document este disponibil, la cerere, în Română.

Ukrainian

Tsey dokument nadayet'sya ukrayins'koyu movoyu za zapytom