



Environmental, social and governance report 2021 - 2022

2021 - 2022

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Welcome from our chief executive



We have made steady progress since we published our first environmental, social and governance report in July 2021.

This new report reviews activities against each of the three strands in 2021/22 in line with the Sustainability Reporting Standard for Social Housing.

The information in this report is complemented by our annual report and financial statements. It has a focus on issues that are often less tangible than, though as important as, strong finances. In addition, our annual standards report considers in more detail the issues that are most relevant to our residents.

Our social purpose remains as strong as it was when our founder organisations were first set up in the 1960s. Over the past year we have been working to sharpen our focus on our existing residents, which we will bring together in a new strategy early in 2023. That will outline how we plan to improve the customer experience against three core elements that we know are important to residents: one level of customer service, one standard of housing, and a high quality local environment for all.

All three of those themes are reflected in our environmental, social and governance activities so I am pleased that the progress described in this report provides a strong foundation for our future direction of travel.

Kate Davies

Kate Davies CBE, chief executive

Our approach

We have chosen to report our Environmental, Social and Governance (ESG) performance in line with the Sustainability Reporting Standard for Social Housing (SRSSH), published in November 2020.

The standard covers 12 core themes and has 48 criteria. These are referenced throughout this report, alongside information about how we comply with each.

The criteria are qualitative and quantitative and are identified as the core requirements to demonstrate strong ESG performance. They also align with the United Nations (UN) Sustainable Development Goals (SDGs).

As part of the group of early adopters of this reporting framework, we hope that our participation will lead to greater standardisation and comparability of ESG performance across the social housing sector.

ESG issues are one of five enabling themes in our corporate strategy published in January 2021. Those themes are integral to our culture and how we work and, as such, they cut across the whole strategy. That means we need to prioritise and embed ESG principles across our business.

Criteria associated with ESG are increasingly being considered by investors as they look to invest ethically in businesses and organisations that provide social value.

ESG area	SRSSH theme	UN sustainable development goals	
Social	Affordability and security	11	Sustainable cities and communities
	Building safety and quality	10	Reduced inequality
	Resident voice	11	Sustainable cities and communities
	Resident support		
	Placemaking		
Environmental	Climate change	13	Climate action
	Ecology	15	Life on land
	Resource management	12	Responsible consumption and production
Governmental	Structure and governance	16	Peace, justice and strong institutions
	Board and trustees	8	Decent work and economic growth
	Staff wellbeing		
	Supply chain management	12	Responsible consumption and production

Making our ESG performance information more accessible will demonstrate to our residents and other stakeholders the positive impact that we are making against these goals. In particular, it will show potential investors that by supporting our organisation, their money can have a positive social impact.

We believe protecting the environment is an integral part of a high-performing, successful organisation. We will continue to reduce the environmental impact of our activities through effective management of our carbon emissions, energy use, resource use, and waste. We will ensure that our homes are more sustainable

during their whole life, reducing carbon emissions and helping to tackle fuel poverty among our residents.

A strong social proposition already helps us to attract and retain quality employees, enhance employee motivation and increase our overall productivity. We will ensure we continue to build on this and foster our relationships with people and the communities where we operate. Building on our diversity programme, we will ensure we have an inclusive, well-governed organisation, with a diverse leadership who can hold us to account, make good decisions and comply with the law.

Affordability and security

c1 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 rent across the local authority

Number of bedrooms	NHG rent as a proportion of market rent
Bedsit	51%
1	43%
2	38%
3	34%
4+	23%

2) Rent compared to local housing allowance

Number of bedrooms	NHG rent as a proportion of local housing allowance
Bedsit	44%
1	53%
2	49%
3	44%
4+	37%

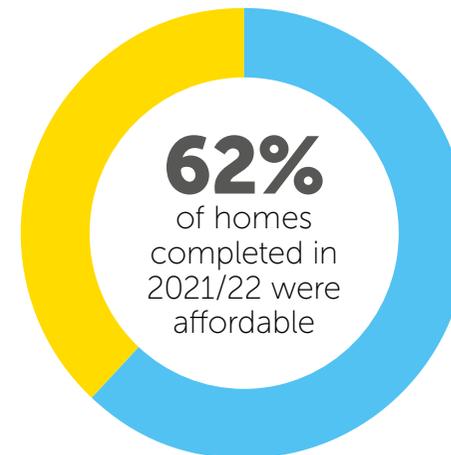


c2 Share, and number, of existing homes (homes completed before the last financial year) allocated to general needs (social rent), intermediate rent, affordable rent, supported housing, housing for older people, low-cost home ownership, care homes, private rented sector or other.

General needs	52%	28,955
Intermediate market rent	8%	4,491
Affordable rent	9%	5,107
Supported housing	8%	4,575
Low-cost shared-ownership	17%	9,419
Care homes	<1%	53
Private rented sector	6%	3,392
Total		55,992

c3 Share, and number, of new homes (homes 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 or other.

General rented	525	39%
Shared ownership	305	23%
Market rent	303	23%
Private sale	208	15%
Total	1,341	



c4 How is the housing provider trying to reduce the effect of fuel poverty on its residents?

Our resident support programme supports residents with the effects of fuel poverty and rising costs of living through a combination of income maximisation, budgeting and financial education and through directly sourcing funds available. Further detail about our resident support programme is outlined in response to criteria 12.

c5 What % of rental homes have at least a three-year fixed tenancy agreement?

1.75% of our homes are let on three-year or longer fixed tenancy agreement.

Since 2019 our policy has been to offer assured tenancies to the majority of new residents in social housing and we are in the process of converting remaining fixed-term tenancies to assured tenancies as they come up for renewal.

Building safety and quality

c6 What % of homes with a gas appliance have an in-date, accredited gas safety check?

99.91%

c7 What % of buildings have an in-date and compliant fire risk assessment?

99.98%

c8 What % of homes meet the national housing quality standard?

99.66%



This year Notting Hill Genesis launched a £1.2bn building safety and planned investment framework. Running for the next four years, it is the largest assets framework in our history.

It is split into five "lots", each with specialist contractors, allowing us to assess their skills in each area so we can decide who is best placed to meet the high standards we demand for our residents.

We invest huge amounts each year in the upkeep of our housing stock, and our framework contractors will help us best meet the needs of our residents over coming years and meet our environmental aspirations, such as having all homes achieving an energy performance certificate (EPC) rating of C or above by 2030.

Furthermore, our building safety programme is complex and likely to run for a number of years so the framework will support our dedicated building safety team to carry out the vital work of ensuring our homes meet the latest regulations. The framework will allow us to be more dynamic and have works carried out swiftly and professionally.

Suppliers who want to be on the framework will have to meet targets that tie in with our values, such as goals around ED&I, sustainability and ensuring the works create social value for the community through jobs, training opportunities or projects.

Resident voice

c9 What arrangements are in place to enable residents to hold management to account for provision of services?

We have two resident board members, and residents sit on all board sub-committees. Our Resident Voices group bridges the gap between the board and our resident involvement network.

The Resident Voices group is the hub where all resident involvement activities intersect, ensuring that the resident experience is understood and that feedback from a local level is heard and acted on when making organisation wide improvements.

In February 2022 we published our first [Residents Annual Report](#) which highlights the work of our involved residents.

Hearing from residents is important in shaping decisions. With that in mind, we spoke to residents in spring 2022 to help us develop a new sustainability strategy.

The engagement sought to gain both breadth and depth of insight into resident views, focusing on environmental issues and what the new strategy should prioritise in relation to homes, green spaces and corporate impact.

We started the process with a resident-wide survey, which resulted in 1,760 responses. We then held two workshops with a smaller group of 21 residents to explore these priorities in more detail.



c10 How does the housing provider measure resident satisfaction and how has resident satisfaction changed over the last three years?

Satisfaction with services provided by Notting Hill Genesis in 2021/22, as calculated from our transactional surveys, was 73.9%. In 2020/21 our transactional survey satisfaction was 73.7%. We did not carry out an annual survey this year as we are awaiting the outcome of government consultation on the new tenant satisfaction measures. That will form the basis of our survey going forward, and will mean we move away from the customer service index (CSI) measurements used previously.

c11 In the last 12 months, how many complaints have been upheld by the ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?

There were 27 findings of maladministration or service failure by the ombudsman in 2021/22.

In response to complaints received we are undertaking a review of the complaints process. This will inform training for our front-line staff and complaint reviewers. We will also be piloting a new approach to complex cases in the coming year. In addition, we have recently increased resident involvement in the complaint review process.

Resident support

c12 What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?

Our resident support programme helps residents through a combination of income maximisation, budgeting and financial education, and through directly sourcing funds available.

Income maximisation

Our in-house, specialist welfare benefits team support residents to maximise their incomes by challenging decisions and making new benefit claims.

In the last financial year (2021/22) the team received over 800 referrals and recovered more than £2m in revenue for residents.

The team also support with submitting discretionary applications to help reduce arrears. By helping to reduce rent arrears we reduce pressure on tenants budgets. For example, in the Royal Borough of Kensington and Chelsea, one of our key local authorities, we have submitted 53 applications to the Homeless Prevention Fund and secured

£75,228 in awards to date for residents (with a further 10 applications awaiting a decision).

Financial resilience

Our partnerships team work with external partners to deliver support and projects which alleviate household budgets and build financial resilience. We made 465 referrals to external support in 2021/22 with most referrals going to Green Doctors.

Budgeting and debt advice

We are working with Money A&E to offer 1-2-1 budgeting sessions over the phone, where residents also receive a £25 supermarket voucher.

Debt advice

We refer to our partners at Debt Free London who help ensure residents are using any income in their budget to pay for their essential payments whilst re-negotiating payments to non-priority creditors.

Financial education and credit unions

We are working in partnership with London Plus Credit Union to



Our residents are each unique and our individualised response can have a real impact on people's lives.

One resident, aged 24 and an ex-offender after a number of short prison stays, was flagged to our attention due to his arrears. Our support team spoke with him and learnt he was a care leaver and unable to read or write. This had impacted his ability to manage his benefit claims or improve his situation. He desperately wanted to improve his life and get a job but was struggling to live as a single person on Universal Credit with arrears deductions. He reported to us he 'only ate chips' as he didn't have enough money to buy fresh food.

We issued food support by way of supermarket vouchers from our hardship fund. The welfare benefits team then secured a payment of £5,000 from his local authority to clear his arrears. This freed up his arrears payments, giving him a little more to pay for food and energy.

One of our team sourced a free tablet device donated by our contractors at Wates and gave this to the tenant to enable him to engage in literacy lessons with the council. The tenant is now learning to read and hopes to secure employment and training soon.

promote responsible borrowing and build financial resilience. The project aims to increase awareness of credit unions, encourage regular savings behaviour and offer options to residents on low incomes to help meet seasonal or unexpected costs.

For residents who choose to take a save-as-you-borrow loan of up to £500, we offer a savings bonus of £80 at the end of the term to support the savings residents have already made, while repaying the loan. In addition, three financial education sessions have been delivered to residents and six articles published in Connections, our magazine for residents.

To date, a combined total of 92 loans and savings accounts have been opened. 84% of applicants were single parents with 69 children between them. 20 savings bonuses have been successfully awarded to date and all accounts are on track with a 100% success rate.

The average household income of applicants is £20,391 and 91% of applicants have been women.

Bill switching and discounts

We refer to our partners at Pocket Power who can help residents search for discounts and

cheaper deals for bills like energy, broadband, phone, and water.

We also work with energy support organisations such as Green Doctors, Wish Plus, South London Healthy Homes and Green Doctors Essex to refer vulnerable and low-income residents for switching advice and help to apply for energy grants.

Food support

We refer residents to a network of food banks, food pantries and community supermarkets to help alleviate budgets. We have recently started working with Lambeth community supermarket and Camberwell food pantry. In addition, we are working with the Royal Borough of Kensington and Chelsea to deliver a pantry model in the area to our residents.

Our hardship fund provides emergency funds for food and energy top-ups for those in crisis. We have started to issue this support through the Charis shop platform to allow flexibility in who issues support and how it is received by residents.

Sourcing funding

Our partnership officers work to source available funding to put money back into our residents' pockets and help with high energy



costs. We secured £45,000 from Tower Hamlets council to award to our tenants struggling with energy costs. We have also secured around £20,000 of funding so far as part of an energy redress scheme and awarded this to residents struggling to pay for energy. The team will continue to source and access direct funds as well as refer to existing local welfare assistance schemes.

Hardship fund

In 2021/22 we awarded £160,000 through our hardship fund, supporting 363 households in need. Awards mainly covered the cost of white goods, beds, carpeting and insulation and emergency removal costs. By supporting tenants to cover the costs of essential household items, we aim to ease pressure on budgets and reduce the need for high-interest borrowing.

Placemaking

c13 Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

Notting Hill Genesis takes pride in creating and sustaining good quality places where residents can be proud to live, work and play, that incorporate well-designed and maintained homes and estates with access to a range of local amenities. This includes our approach to placemaking in areas of new development such as Royal Albert Wharf in Newham, creating a sense of local identity and destination, as well as working with local communities to strengthen and sustain existing neighbourhoods, such as the Grahame Park regeneration project in Barnet.

A range of teams across our organisation are involved in this work, including multiple regeneration teams in the London boroughs of Barnet, Hackney and Southwark, the development team and the commercial properties team. We have recently appointed an interim placemaking team to deliver a one-year pilot across 10 estates aimed at understanding how those currently function with the aim of improving the quality of the experience and environment for residents. This will be evaluated at the end of the year and reported in the next ESG report.



Aylesbury Estate regeneration project, Southwark



Through the Aylesbury Estate regeneration project, we are working with the London Borough of Southwark, key stakeholders and residents to transform the neighbourhood by improving the quality of the built environment, while enhancing opportunities for resident involvement and community benefit.

Objectives:

- Reinvigorate Walworth as a great place to live
- Encourage local people to stay in the area
- Invite new residents to take pride in being involved in the community
- Support businesses and community organisations to stay and benefit from the regeneration

- Give a sense of history, and that the new development is building on an existing community, rather than a totally 'new' part of London

Its success is measured through the results of a three-yearly residents survey. This covers the number of residents choosing us as their landlord, positive outcomes achieved by residents

and progress of businesses and community organisations as a result of capacity-building initiatives. At the end of each year, we also carry out the social value calculator developed by HACT, a charitable housing trust. The calculator demonstrates the value generated as a result of local social and economic investment activity. According to the 2020 residents survey, 85% of residents feel a sense of belonging, compared to a national average of 64%. Each year, approximately £12 is generated in social value for every £1 spent.

Key placeshaping activities have included the following:

- Commitment to interim use activity to activate disused sites, create local benefit and inform future estate management. This includes the Albany Road community garden and bike pop-up project, jointly managed by

Grow London and Community Cycleworks

- Active involvement in the Walworth Group, a collective of community organisations working collaboratively to improve the quality of life across the wider Walworth neighbourhood. Successes in 2021/22 include securing a central government grant of over £200,000 to address food insecurity, as well as making progress on the opening of two new community facilities
- Leveraging social value through our supply chain by engaging contractors and consultants in participating in the adopt-a-school programme with Walworth Academy and Class of Your Own to promote careers in the built environment sector to 183 students
- Genuine resident involvement in the design of new buildings, including 10 older residents shaping the design of the flagship over-55s housing block on Plot 18, due to open in late 2022 and 18 young people designing bricks that they will help to install on the first development site. There have been 3,069 involvement outcomes across the programme to date
- Through our social and economic investment programme, 163 residents have sustained employment for at least six months, 75 have completed apprenticeships, 306 have undertaken training, 164 young people have benefited from one-to-one support and 678 have been awarded financial bursaries

Climate change

c14 Distribution of energy performance certificate (EPC) ratings of existing homes (those completed before the last financial year).

A	<1%
B	21%
C	57%
D	20%
<E	2%

c15 Distribution of EPC ratings of new homes (those completed in the last financial year).

Our new homes reach a high rating which will help improve the rating across all our portfolio and reduce the embodied carbon of our homes. For the year 2021/22, 100% of new homes were rated EPC B or higher.

c16 Scope 1, scope 2 and scope 3 greenhouse gas emissions.

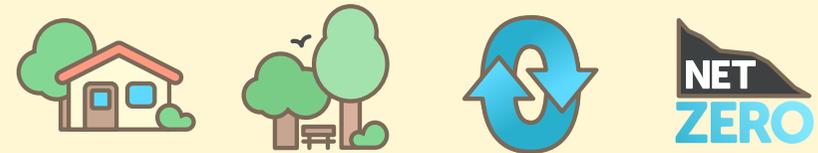
Our total greenhouse gas emissions were 21,806 tonnes of carbon dioxide equivalent (tCO2e) as shown below. These include emissions associated with

UK electricity and natural gas consumption and business travel in company and private vehicles. Our intensity ratio is 26.1 tCO2e per £m of revenue.

	2021/22	% Share
Scope 1	12,593	58%
Scope 2	8,464	39%
Scope 3	749	3%
Total emissions (tCO2e)	21,806	100%

The above data was produced against streamlined energy and carbon requirements (SECR). This year, in addition to producing our SECR, we have worked with the Carbon Trust to obtain deeper information on our carbon emissions. This includes emissions we control from the gas and electricity used for communal heating and lighting, as well as emissions indirectly associated with our business, like the embodied carbon emissions produced by our contractors in the construction of new homes. Our carbon footprint analysis will help start our journey to net zero emission, and we will use this to produce an evidence-based

Sustainability strategy



We will be launching a comprehensive sustainability strategy later this year, which sets out a shared vision for what our sustainable homes, green spaces and business will look like by 2030. Over 1,700 residents communicated their priorities, wants and attitudes to sustainability through an online survey with a further 21 residents committing four hours of their time to provide more detailed thoughts and views over two workshop sessions. Based on findings from our engagement activities, our strategy sets out over 20 objectives that span our entire business covering net zero carbon, waste, the energy performance of our homes and biodiversity. It represents an important step along our journey to becoming more sustainable and will help deliver a step change in the scale and pace of our actions across these areas.

roadmap for reducing emissions for our own business activities, homes and wider supply chain.

- 85 properties fitted with double glazing
- 23 new roofs.

c17 What energy efficiency actions has the housing provider undertaken in the last 12 months?

We completed the following energy efficiency measures in properties in 2021/22.

- 691 new boilers

All of our new developments target net zero operational carbon emissions. This includes an on-site carbon emission saving target of 35%, to be achieved by energy efficiency and renewable energy, with the remainder of the target to be achieved by further on-site measures or carbon offsetting.

New developments target a minimum EPC rating of B on new developments.

New developments have standards of energy efficiency. Typical measures include:

- Well insulated and high-performance double glazing to reduce heat loss through the building envelope
- Air-tight construction to prevent heat loss from air leakage and draughts
- Good daylighting in habitable rooms combined with LED lights, to minimise the amount of electricity needed for artificial lighting
- Heat recovery on the mechanical ventilation system in each dwelling, to reduce the energy required to heat the background fresh air
- A building/site-wide heat network with low carbon technology such as air-source heat pumps to provide low-carbon heat to residents

We employ an in-house technical manager in the development team, to work with the design and construction teams to optimise energy-related outcomes on development projects. The technical manager also works with our asset management team

to learn from their experience of managing the buildings and heat networks, in order to determine the best future strategies and means of implementation. The aim is to improve design and construction in order to enhance outcomes and reduce the acknowledged industry-wide performance gap between design predictions and in-use performance.

We have employed industry experts FairHeat to produce a design, commissioning and acceptance specification. We plan to roll this out on all future heat network projects, in order to reduce the performance gap issues and decrease fuel costs for residents.

We have funding to improve the energy efficiency of four heat networks, and carry out an optimisation study on a further six to understand future potential to improve and decarbonise these. In total, we were awarded £796,000 for the capital works and £117,000 for optimisation studies.

c18 How is the housing provider mitigating the following climate risks: increased flood risk, increased risk of homes overheating?

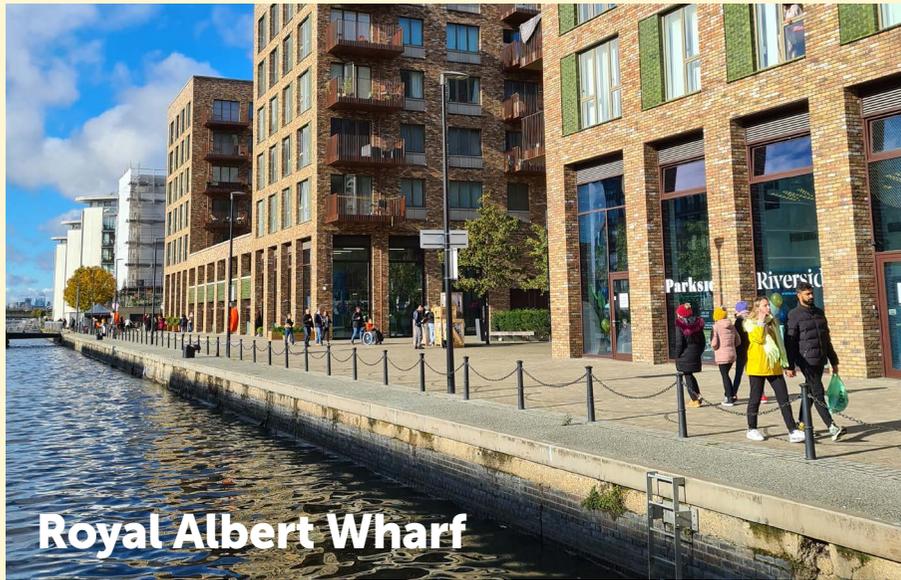
On new builds we carry out flood risk assessments on all projects in flood risk zones and take mitigation



We are working with a company called FairHeat on a heat network improvement programme using funding from the government's Heat Network Efficiency Scheme designed to help reduce carbon emissions and lower gas and electricity consumption. This project is currently being delivered across four estates where heating and hot water supply is generated by a central heat plant.

Our aim is to improve the distribution of heating and hot water across the sites, to reduce high operating temperatures, and minimise heat loss and overheating in corridors and communal areas. Our contractor's engineers are carrying out works to take out redundant pipes and oversized heat pumps and are modify existing pipework which will be covered by thicker insulation.

This programme, expected to be completed by September 2022, will make the delivery of heat more efficient and less costly, as well as improving the reliability of heating and hot water supply for our residents.



The development at Royal Albert Wharf is part of the regeneration of the Royal Docks area in east London. The development comprises over 1,850 dwellings in multiple phases, directly adjacent to the River Thames and Royal Albert Dock. The first three phases are complete with subsequent phases on-site or in procurement. Its proximity to the Thames means that the development sits in a flood risk zone. As a result, the scheme has been designed to mitigate the flood risk by having no sleeping accommodation on the ground floor. All homes are served by an energy centre located on the first phase supplying heating and hot water with an extensive distribution network and provision for future connections. The proximity to London City Airport influenced design with regards to building heights, layouts, materials and ventilation strategies as well as construction methodologies.

As part of the development we are improving the landscaping along the river frontage and incorporating the Capital Ring footpath. We will be making improvements to the River Thames flood wall and are responsible for future maintenance of the wall, which is an important element of flood management in the area.

measures where necessary. This is either in reducing the impacts of flooding on the proposed development, or reducing the impact of our development on the local flood risk management measures.

Where necessary for local flood risk mitigation, we provide rainwater attenuation to reduce surface water run-off rates into the sewers. The rainwater that lands on the buildings and landscaped areas is stored and released slowly into the sewer network. This reduces the influx of water into the sewers and local watercourses and lessens the risk of flooding downstream. Typical rainwater attenuation measures are: green roofs, brown roofs, blue roofs, soakaways, swales, permeable paving and attenuation tanks.

Our designers carry out an overheating risk assessment in accordance with CIBSE TM59, prior to the planning submission and then again prior to construction. This involves dynamic computer modelling of the proposed dwelling design against a set of overheating criteria, to simulate how the dwellings will perform in warm weather throughout the year. The dwelling design is then adapted to ensure the overheating criteria are met.

Our preference is to ensure the overheating risk can be mitigated via passive means such as openable windows or acoustically attenuating louvres rather than resorting to energy intensive air conditioning. We brief the designers to ensure acoustics and air quality are considered when assessing the overheating risk and mitigation strategy. Our in-house technical manager reviews the designs and the modelling to provide an additional level of technical scrutiny.

c19 Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.

We provide a manual to residents on new builds as part of their welcome pack to advise them on the following:

- Using the heating system for comfort and energy efficiency
- Correct use of the ventilation to ensure good air quality is maintained without using excessive energy
- Energy-efficient use of the white goods and electronics
- Using the heating and ventilation to prevent condensation and mould growth

Ecology

c20 How is the housing provider increasing green space and promoting biodiversity on or near homes?

- Our projects aim to achieve an urban greening factor of 0.4 wherever possible, to ensure a significant proportion of green space, green cover and green infrastructure is provided on our developments
- The urban greening factor and ecological biodiversity on new developments are improved by the provision of green roofs, trees, planted areas and green spaces, which promote biodiversity on the site
- Our group director of assets and sustainability sits on the Green Spaces Advisory Board, which aims to develop biodiversity measurement metrics and share best practice on green space management, green placemaking, carbon offsetting and biodiversity enhancement

c21 Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?

- We specify low NOx gas boilers on new developments, and we are moving towards electric air-source heat pumps on future schemes. This minimises local air pollution, which benefits local air quality
- We will carry out an air quality positive assessment on all large projects in the future, helping to improve air quality in and around the development site and minimise exposure to existing sources of poor air quality, such as busy roads



In our sustainability workshops, residents were asked to think about the green spaces in their communities managed by us and think about what they would look like in 10 years time, after they have been made more sustainable.

Residents felt that more management and knowledge at the community level is essential. We could lead by example by setting up community groups and providing information about local green spaces. They felt strongly that maintenance needs to be more considerate of the environment. They felt the service is often done by contractors with little local knowledge and with pesticides and equipment that is bad for the environment. They linked maintenance with biodiversity, often commenting on the benefits to wildlife when things are left to grow. Residents felt that protecting green spaces should be prioritised, especially around street properties where paving over them is common. They felt that this would also support biodiversity.



Wick First consists of four plots in the northern area of the Hackney Wick Central outline masterplan. It comprises 190 new homes including 50% affordable, plus 4,000m² of commercial and retail space. The development has recently been submitted for a reserved matters planning application and is planned to start on site in November 2022. The plots are divided by a railway line to form two separate sites. Heating will be done by a communal heating system for each of the two sites. There will be no fossil fuel use on site and 100% of the heat will be provided by communal air-source heat pumps. The heat network has been designed to be highly efficient and will meet the most recent best practice standards.

Based on the design stage assessment, the development is predicted to emit 60% less carbon than the building regulations minimum standards, which goes well beyond the Greater London Authority's (GLA) stringent 35% carbon saving requirement. The remaining carbon emissions will be offset by carbon saving measures within the local borough.

A whole life carbon assessment has been carried out based on the design that has been submitted to planning. The assessment considers carbon due to ongoing occupation, but also the embodied carbon, which is the carbon emitted as a result of the construction of the buildings. The results of the assessment showed that the embodied carbon of the development is predicted to be significantly lower than the GLA's current benchmarks.

The buildings will have extensive areas of bio-solar roofs, which are green planted roofs with solar PV panels mounted above. This creates an "open mosaic habitat", with turf, wild-flower and cornfield planting mixture providing different habitats, promoting greater biodiversity. The PVs will generate zero carbon electricity to reduce the on-site carbon emissions.

Resource management

c22 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?

- We will carry out a Whole Life-cycle Carbon (WLC) assessment and a circular economy statement (CES) on all large projects in the future, to assess embodied carbon and recycled content of building materials. This applies to projects in the pre-planning stage. WLC and CES will be assessed during both design and construction and include monitoring of on-site materials and waste as well as assessing the amount of recycled materials and minimising the amount of embodied carbon associated with the construction and operation of the buildings
- As part of the CES assessment on future schemes, we will target using 20% recycled material on larger schemes, to be assessed before, during and after construction
- We require all timber on projects to be certified by the Forestry Stewardship Council (FSC). This ensures the timber comes from socially, ecologically and environmentally sustainable sources



c23 Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?

- We will carry out a WLC assessment and CES on all large projects in the future, to assess embodied carbon and recycled content of building materials. This applies to projects in the pre-planning stage. WLC and CES will be assessed both during design and construction and include monitoring of on-site materials and waste. This will monitor the amount of recycled material and waste on construction sites with a view to reducing waste.

- Our new developments are designed to allow enough space for separation of dry recyclables, food and non-recyclable waste for collection and recycling/disposal.

c24 Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?

Yes, we minimise water use on new developments by using low-flow taps and appliances, with a target of 105 litres per person per day on new developments.



Sustainability at the top table

In December 2021 Notting Hill Genesis appointed Elly Hoult as our first group director of assets and sustainability, responsible for the upkeep of our homes and helping us become a greener organisation.

Elly said: “Sustainability is a huge part of the work we are doing now, and in the future, with ambitious plans for all our homes to have an Energy Performance Certificate (EPC) of C or above by 2030, while working towards the net-carbon zero challenge. We are making great progress as an organisation and a sector, and I look forward to helping drive these vital changes.”

Her role is supported by a newly appointed head of sustainability working alongside colleagues and stakeholders to support them in making changes and incorporating sustainability into their normal activities. A key part of this will be helping to plan and deliver improvements to our homes so they emit less carbon, use less water and are resilient to future climate impacts. For our residents this will mean homes that are energy-efficient, warm, dry and well-ventilated and all-round happier and healthier places to live.

Structure and governance

c25 Is the housing provider registered with the national Regulator of Social Housing?

We are a charity incorporated as a community benefit society under the Co-operative and Community Benefit Societies Act 2014 and are registered with the Regulator of Social Housing as a social housing provider. Our registration numbers are 7746 and 4880 respectively.

c26 What is the most recent regulatory grading/status?

In our most recent regulatory stability check assessment, published on 31 August 2022, we were G1 for governance and V2 for viability.

c27 Which code of governance does the housing provider follow, if any?

We follow the National Housing Federation's code of governance which applies to all entities wholly owned by the group.

c28 Is the housing provider not-for-profit?

We do not trade for profit and any profits are only applied for the purpose of furthering the objects and/or in accordance with our rules.

c29 Explain how the housing provider's board manages organisational risks.

The executive board, headed by the chief executive and supported by group directors, is responsible for the delivery of our corporate strategy and operational performance of the business. During the last two years, there has been one executive board member resignation, and two appointments.

Our corporate risk map sets out our main risks and the primary means of controlling them and is considered by the audit and risk committee at least quarterly. We have identified 13 key corporate risks, of which the top six are: declining sales, changes to government policy, legislation

and regulation, failure to comply with health and safety standards, liquidity risk, governance, and failure in customer service delivery.

All directorates produce local operational risk maps, which are reviewed and updated quarterly. Those maps include an evaluation of controls to manage identified risks and associated actions, and identify a named individual who is responsible for managing and monitoring controls. Controls are cascaded to staff through the performance management systems.

The audit and risk committee comprises five members, two of whom have recent and significant financial and/or audit experience.

The audit and risk committee reports to the group board, and oversees internal and external assurance, systems and processes adopted by the group to manage risk. The audit and risk committee reviews the risk management framework and processes, but ultimate responsibility for risk management rests with the board. The respective responsibilities of the board, the audit and risk committee and of the executive board are set out in our risk policy.

The audit and risk committee also provides specialist advice to the board on any particular risks that may threaten the delivery of objectives or undermine the financial strength of the business.

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?

There have been no adverse regulatory findings during the last 12 months.

Board and trustees

c31 What are the demographics of the board? And how does this compare to the demographics of the housing provider's residents, and the area that they operate in?

Our board comprises 11 non-executive members and two executives, including 45% women and 36% from BAME communities. 40% of London residents have BAME backgrounds, a target we are aiming to achieve within our governance community.

c32 What % of the board and management team have turned over in the last two years?

13%

During the last two years, there have been four board resignations and two appointments. During the last year, there have been three board resignations and two appointments.

c33 Is there a maximum tenure for a board member? If so, what is it?

The maximum possible term for a board member is nine years although we adopt six years as the preferred maximum tenure.

c34 What % of the board are non-executive directors?

79%

c35 Number of board members on the audit committee with recent and relevant financial experience

Two members of the board are also on the audit committee, one of whom is the chair of the audit committee.

The audit and risk committee comprises five members, two of whom have recent and significant financial and/or audit experience.

c36 Are there any current executives on the remuneration committee?

There are no current executives on the remuneration committee.

c37 Has a succession plan been provided to the board in the last 12 months?

The board considers succession planning on a regular basis throughout the year.

c38 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

BDO LLP has been our external auditor since Notting Hill Genesis was created in April 2018. A new individual within BDO was appointed as the audit partner for the audit of the 2022 financial statements.

c39 When was the last independently-run, board-effectiveness review?

An independent review occurred in February 2022.

c40 Are the roles of the chair of the board and CEO held by two different people?

The roles of the chair of the board and the chief executive are held by two different people.

c41 How does the housing provider handle conflicts of interest at the board?

Conflicts of interest are:

- Reportable by staff to their line manager and the director of governance
- Logged in a register
- Declared at formal meetings of board, committee, subsidiary meetings and recorded within minutes of these meetings
- Covered in induction for new non-executive directors, who receive training on management

In addition the director of governance can be contacted for any concerns.

Staff wellbeing

c42 Does the housing provider pay the Real Living Wage?

In our care and support business, we actively engage with commissioners to secure the London Living Wage for our staff, where possible. Our housing assistant night cover staff in care and support receive the National Minimum Wage for their sleep-in hours.

c43 What is the gender pay gap?

Gender pay gap

median: 19.4% mean: 23%

Ethnicity pay gap

median: 20.8% mean: 26.8%

c44 What is the CEO-worker pay ratio?

The ratio of pay for the chief executive compared to our lowest paid worker for 2022 is 18:1.

c45 How does the housing provider support the physical and mental health of their staff?

We have sickness management and ill-health capability policies, with generous sick pay entitlements and occupational health and access to rehab specialists when needed.

Our employee assistance programme gives staff access to speak to a trained counsellor 24 hours a day, plus up to six counselling sessions per topic per year – these can include anything from relationships to finance to legal matters.

We currently have over 100 trained mental health first aiders, and are continuing with training more staff this year along with providing refresher training to mental health first aiders who completed this over 12 months ago.

Our mental health first aiders run a series of Time to Talk sessions to raise awareness and give opportunities for staff to speak about mental health in a confidential safe space. So far this year along with general discussions

#PurpleLightUp

As part of the International Day of Disabled Persons, we supported the #PurpleLightUp campaign run by Purple Space. This is a global movement that draws attention to the economic contribution of the 386 million disabled employees around the world.



The campaign encouraged leader-to-leader conversations between disability network leaders and CEOs giving a platform to celebrate diversity in our workplace and the economic contributions of people with disabilities.

The co-chairs of Parallel, our staff network for people with disabilities, met with our chief executive to discuss the importance of diversity at work and inclusion for disabled people.

we have discussed hybrid working, the Russia-Ukraine crisis and workload stress.

We offer a range of free exercise and wellbeing classes of which many are in a hybrid format. Classes include yoga, choir, bootcamp, Pilates, guided meditation and yogic breathing.

Our wellbeing lead writes monthly wellbeing newsletters focusing on a different theme and always

includes awareness days for that month and the support available to staff. Topics include physical wellbeing, mental health, nutrition and financial wellbeing.

We have five staff networks (women's, ethnically diverse, carers, LGBTQ+ and health and disability) supporting staff in these groups by raising awareness and influencing policy and changes to ensure we are as inclusive as possible.

We have a range of policies to support staff wellbeing and have introduced new ones including menopause and miscarriage and still birth policies. Policies introduced previously include stress policy to support staff and managers to proactively manage stress, ED&I policy, reasonable adjustment policy and dependant care leave policy.

We have a GP service available via Help@Hand where staff can book in a virtual session at a time that suits them. For example, appointments are available up to 11pm and staff can choose a female or male GP.

We have a wellbeing steering group which is made up of several colleagues across the business. The group reviews key data and reports on topics such as mental health first aiders, our employee assistance programme and our benefits. This is so we can assess the current state of the workforce and implement actions accordingly.

Due to the current cost of living crisis, and concerns expressed by staff which were reviewed in the wellbeing steering group we have partnered with London Plus Credit Union to deliver financial

wellbeing workshops which have explored areas such as differences between investing and saving, understanding your credit rating and dealing and managing debt. Alongside this we have partnered with Reward Gateway to offer staff a range of financial benefits including discounted gym memberships, cash back and discounts at hundreds of retailers to ensure their money goes further. This is in addition to other money-saving schemes such as cycle to work and season ticket loans.

We ensure career wellbeing is

supported through a number of internal and external development programmes to support colleagues' career progression, alongside regular free-to-attend workshops and webinars to help further skill sets. To ensure we remove barriers to progression we have anonymised the recruitment process, utilise diverse recruitment panels and offer development programmes for women and staff from a BAME background. Examples include the G15 Accelerate programme, the Housing Diversity Network's mentoring scheme and our in-house women's development programme.

Our health cash plan provided by Simplyhealth also means staff get money towards various health checks and matters such as physiotherapy, dental and eye care and prescriptions. Staff can also upgrade to a higher cover and include their spouse.

Every year we order flu jab vouchers for staff to ensure those not eligible can be protected as much as possible over winter.

c46 Average number of sick days taken per employee.

The average number of sick days taken per employee was 9.7. However, this includes a small number of colleagues on long term sick leave.



Mental health first aiders



MHFA England

As part of our commitment to employee wellbeing, Notting Hill Genesis has a mental health first aiders programme to help increase awareness of mental ill health across the organisation. The programme started in September 2019 when our first 20 members of staff began training to be qualified mental health first aiders. During 2021/22 we reached the milestone of having 100 qualified mental health first aiders.

Mental health first aid is an internationally recognised training course that is designed to teach people how to spot the signs and symptoms of mental ill health, and assist in a similar way to how physical first aid is applied when someone is injured or has an accident. A mental health first aider provides the initial support, which is about listening without judgement and assessing what the appropriate next steps are, then contacts or signposts to relevant agencies.

Supply chain management

c47 How is social value creation considered when procuring goods and services?

Procurement have developed a suite of ESG questions to be included in all corporate procurement projects. These cover key environmental requirements, including sustainability and social aspects such as supplier diversity and social value. Suppliers will be required to demonstrate these credentials if they are to work with us and align to our core values.

There have been several projects where we have delivered social value within the procurement process. A recent example includes the planned investment and building safety framework where we considered social factors such as local employment opportunities, developing skills and supporting local economies and enterprises as part of the procurement evaluation.

Similarly for a recent development and new build framework we assessed contractors on a range of social value initiatives and outcomes. All contractors were required to demonstrate how they delivered social value themes across previous projects. These social value themes included creating new business opportunities, new jobs, new skills, supporting equal opportunity, tackling workforce inequality and building community capacity through working with local organisations.

c48 How is environmental impact considered when procuring goods and services?

We will also be developing a responsible procurement statement which will demonstrate a code of conduct and practice for our suppliers, and will also consider environmental drivers, ethics, probity and supplier good practice. This statement provides a benchmark of the standards we expect from our suppliers.

There are further examples where we have considered the environmental impact through procurement projects. These include the recent development contractor and consultant framework where we reviewed contractors' environmental policies and also included site waste management and material requirements, ensuring that all opportunities to recycle and reuse materials are considered at the outset of the procurement process.

Responsible procurement charter

Our responsible procurement charter covers six key principles. Together, those commit us to a standard set of actions for all our procurements, formalising pre-existing arrangements and supporting our wider sustainability strategy. Adhering to the principles will secure greater internal process alignment as well as external buy-in to our efforts from the wider local, regional, national and international supply chain.



Environmental, social and governance report 2021 - 2022



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