

Environmental, Social, and Governance Report

2022/2023



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Environmental, Social, and Governance Report

2022/2023

Our Environmental, Social, and Governance performance in numbers



¹Figure includes homes, shops or other commercial units and garages.



Employees in Clacton

Foreword from our CEO

Welcome to our third annual Environmental, Social, and Governance (ESG) Report.

This report outlines our approach to ESG and our performance over the last financial year as we work towards becoming a sustainable organisation that delivers social value to our more than 27,000 customers.

“We want to transform the lives of our customers today, without compromising our ability to do the same in the future.”

This sustainable focus means we need to carefully balance our responsibilities and ambitions as a landlord, developer of new homes, and as a sustainable organisation.

We have continued to make progress against our goals. Our focus remained on

improving our environmental performance, social value delivery, and strong governance, whilst operating in a challenging economic environment.

In terms of our business operations, we are continuing to decarbonise our fleet of vehicles and prioritise social value delivery in our supplier and contractor relations. We make sure we have robust governance processes for both the day-to-day running of the business and how we manage customer feedback and complaints.

As a social landlord, we continued to invest in our homes to make them more environmentally friendly. We also reviewed our approach to damp and mould and prioritised working with customers to resolve issues in their homes. We have made good progress but there is still more work to be done. We are supporting customers in a variety of ways. We increased our support fund to help customers experiencing financial hardship and enhanced our community investment offering so more people could receive help.

As a developer of new homes, our commitment to using modern methods of construction is ongoing, and we install air source heat pumps and photovoltaic solar panels in new homes wherever possible.





One of our electric vehicles

We continue to report on our carbon emissions so we can track our progress against our targets. Alongside our scope one and two emissions, this year we have developed our scope three emissions to include more detailed analysis of both the emissions from our homes and the emissions from employee business travel. All three have been calculated and reported in line with our Streamlined Energy and Carbon Reporting (SECR) commitments.

Our reporting approach continues to be guided by our Sustainable Finance Framework which we published last year. This is in addition to the United Nations Sustainable

Development Goals and the first draft of version two of the Sustainability Reporting Standard for Social Housing. We believe these frameworks help us to share useful information to our large range of stakeholders, promoting a transparent approach so that we can progress against our goals in a meaningful way.

Paul Edwards
Chief Executive



CHP customer, Emma, and employee

About us

Our core purpose is to help meet the local housing shortage in the eastern region of England and provide customers with a warm, safe, and well-maintained home.

But more than that – we exist to make a difference, and we want to help transform our customers' lives and the communities they live in.

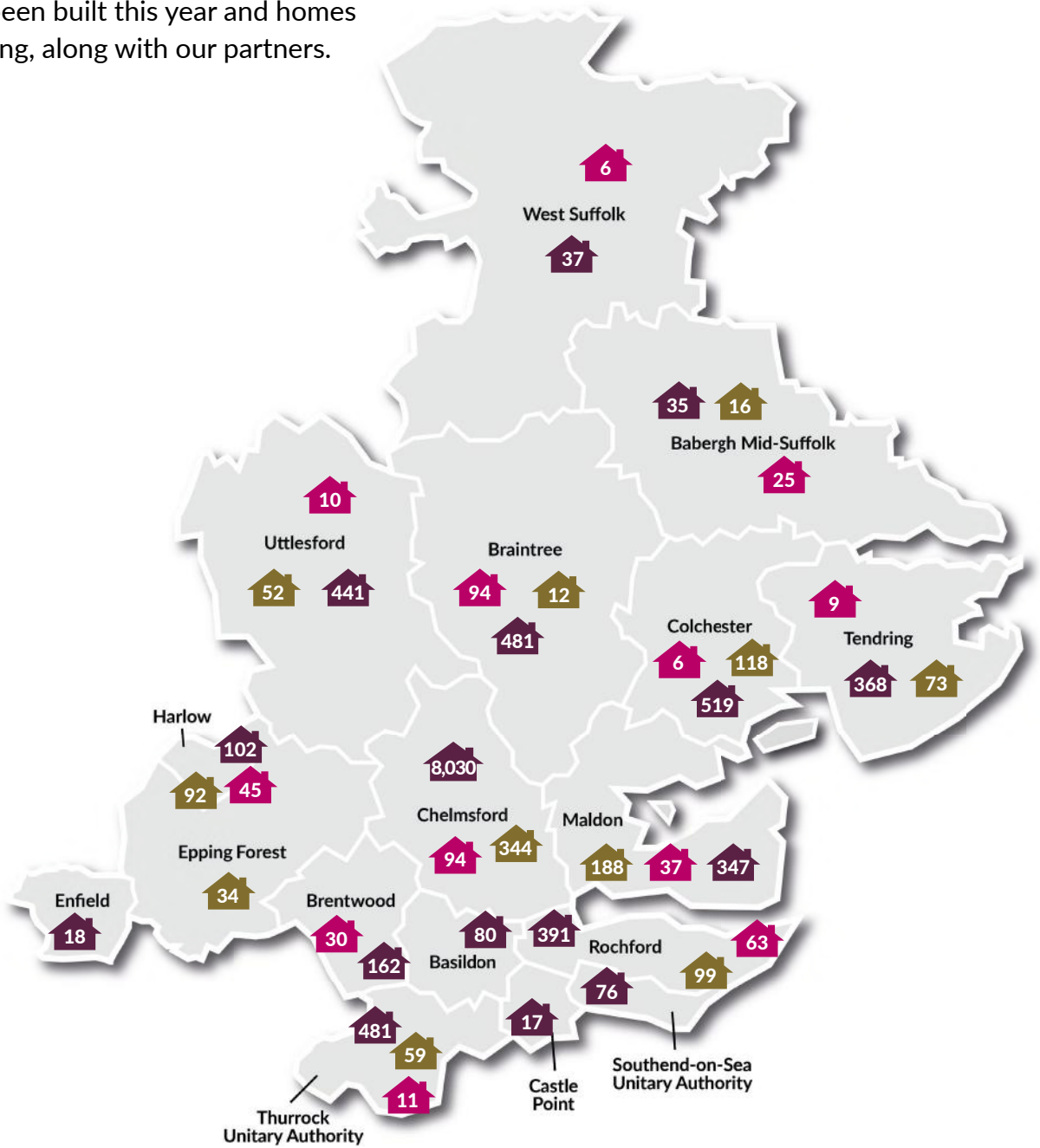
As a not-for-profit registered provider of social housing based in Essex, we own and manage more than 11,500 properties and provide services to over 27,000 customers. In partnership with third parties, we plan to deliver 1,500 new homes over the course of our three-year Corporate Strategy, some of which will use modern methods of construction.

We're a community-based organisation and try to provide support wherever it's needed. We help customers who are struggling financially with personal welfare benefits advice. We offer advice and training to people wanting to upskill or find employment. And we support customers experiencing anti-social behaviour, hate crime, domestic abuse, or who need safeguarding.

We are also on a mission to become a more sustainable organisation. We are mindful of the impact building new homes can have on the environment, as well as the work needed to make our existing homes more energy efficient.

Our operational area

This map shows how many properties we own or manage in each area. It shows how many homes have been built this year and homes we'll be building, along with our partners.



Total number of properties owned or managed



Homes built this year



Homes we will be building

Our ESG approach

We see ESG as an opportunity to demonstrate our performance and progress to our key stakeholders in an evidence-based way. This means greater transparency for our customers and employees, investors, and delivery partners, so they can hold us to account over what we do and what we say we will do.

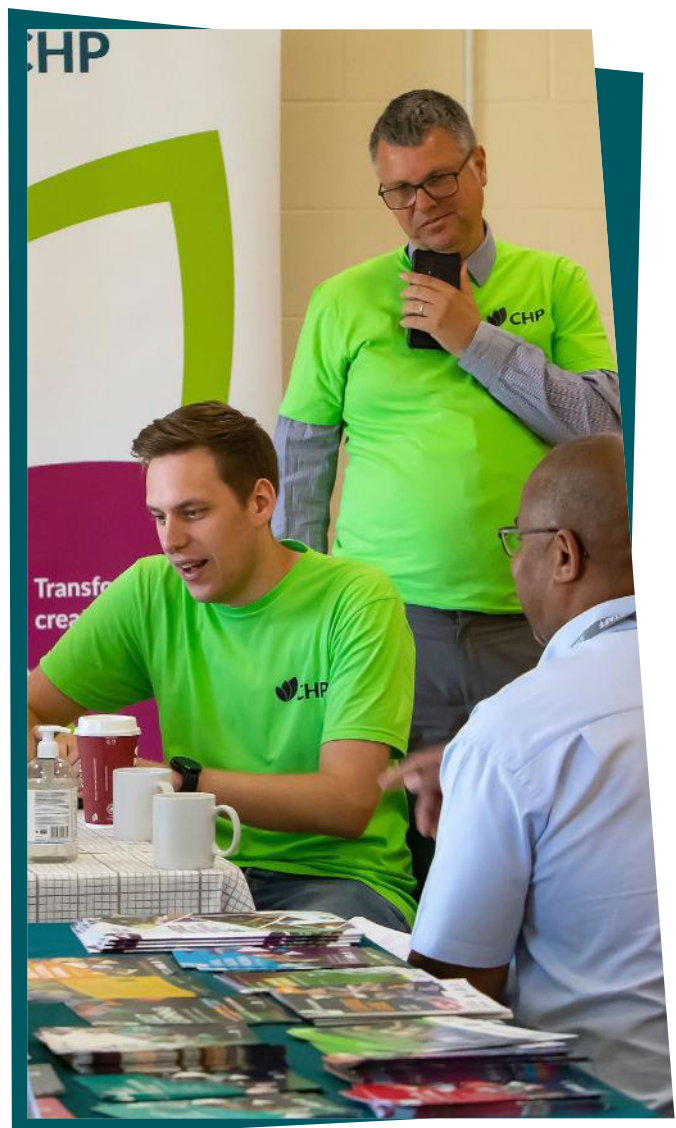
The United Nations' Sustainable Development Goals (SDGs) provide a set of overarching objectives and commitments for us and other responsible businesses.

The Sustainability Reporting Standard for Social Housing (SRS) facilitates consistent and transparent sustainability reporting at a sector level. We have opted to report on the latest proposals for version two, which at the time of reporting was still under consultation.



Our Sustainable Finance Framework (SFF) commits our future financing to sustainable purposes and outcomes, and links directly to the SRS.

The combination of these interrelated frameworks strengthens the way we demonstrate how sustainability is embedded throughout our organisation. From how we secure our finance, to the services we deliver to our customers, and our role in contributing to a sustainable future for all.



CHP employees



Sustainable Development Goals

The SDGs provide a globally recognised framework for a more sustainable future. The 17 goals and indicators help organisations like ours show how our purpose aligns with wider global challenges. For example, by addressing poverty, investing in sustainable communities, promoting decent work and economic growth, and tackling climate action.

The SDGs are intrinsically linked to our other frameworks – the SRS and the SFF. They are also aligned with our current Environmental Sustainability Strategy, which was formed using these goals as a framework.

Operations Manager, Dave, CHP customer, Keeley, and Multi Skilled Electrician, Johann



Sustainability Reporting Standard criteria summary

ESG area	Criteria (C)	Definition
Environmental	C1 - C6	Measures our impact on the environment as well as how effectively we are planning for carbon Net Zero and sustainable homes.
	C7 - C8	Measures how effectively we are nurturing biodiversity and promoting green spaces within our communities.
	C9 - C11	Measures how effectively we are managing waste, pollutants and water in our supply chains and development programmes.
Social	C12 - C16	Measures the affordability of the homes we provide to those on low incomes. It also seeks to assess how contractually secure our customers are.
	C17 - C19	Measures our legal compliance in protecting our customers and keeping their homes safe and secure.
	C20 - C21	Measures how we are listening to our customers and ensuring we hear what they are saying.
	C22	Measures what support we are providing our customers to improve their quality of life.
	C23	Measures how effectively we undertake whole organisation place-making activities to improve our communities as a whole.
Governance	C24 - C29	Measures how effectively we are governed and structured.
	C30 - C37	Measures our Board performance.
	C38 - C42	Measures how effectively we look after our employees' physical and mental health.
	C43 - C44	Measures how we manage our supply chain to maximise social value and minimise negative environmental impacts.

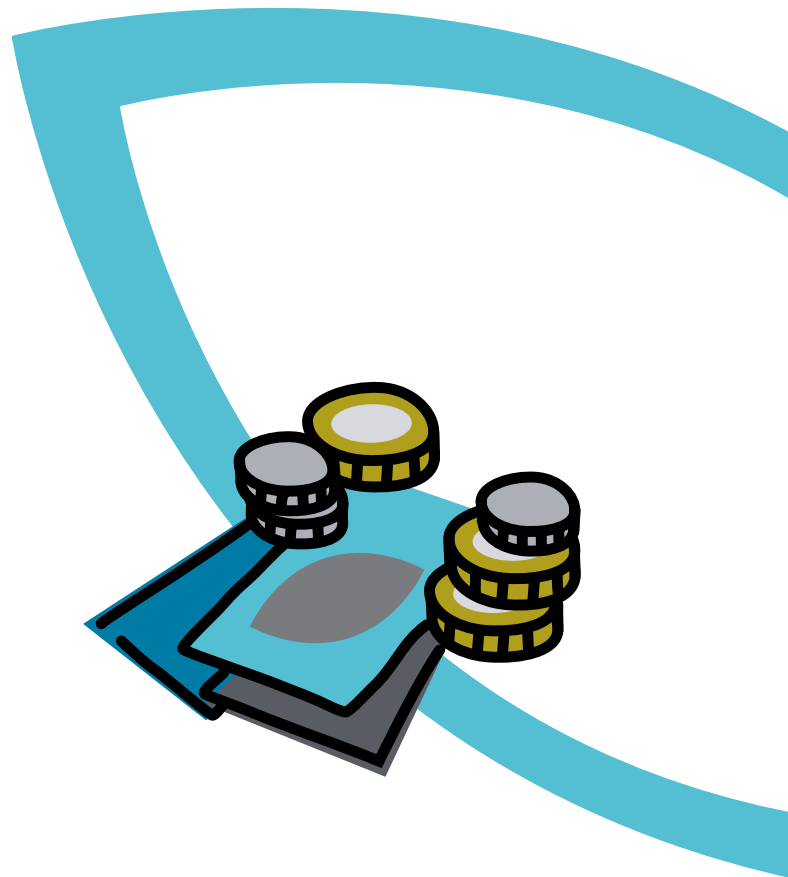
Sustainable Finance Framework

We released our Sustainable Finance Framework (SFF) last year to demonstrate our commitment to embedding sustainability throughout our whole organisation, including our financing, by ensuring future facilities are ESG-linked.

The framework provides a direct link to the United Nations SDGs and the SRS. It's also aligned with the principles outlined by the International Capital Market Association (ICMA) and the Loan Market Association (LMA). It also ensures that the net proceeds from the issuance of green, social, or sustainable funding through the framework will be used to finance and/or refinance a set of eligible projects.

Our commitment to ESG through our funding agreements

We have agreed with our main traditional lenders to insert elements into our existing loan facilities which recognise our ESG strategy. This allows us to recognise expenditure on 'decarbonisation' works and ringfence these from calculation of our interest cover covenant, which in turn allows us to continue to focus on committing capital to this important area.



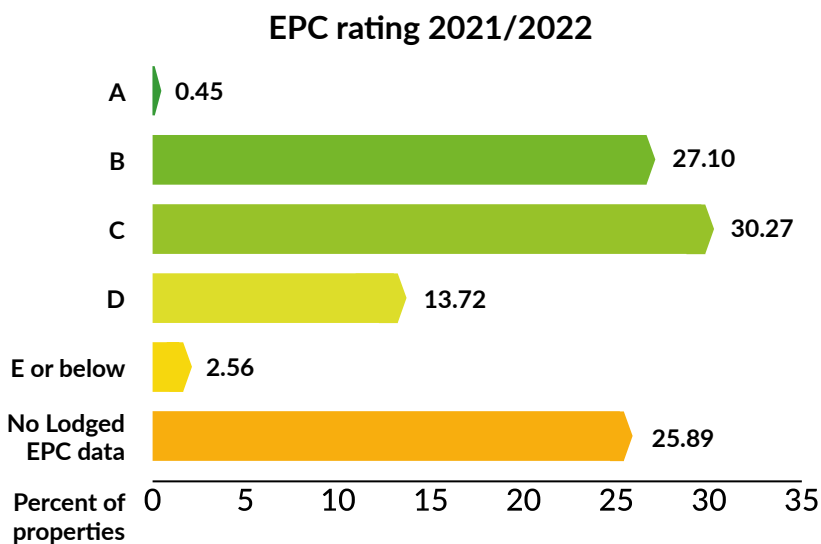
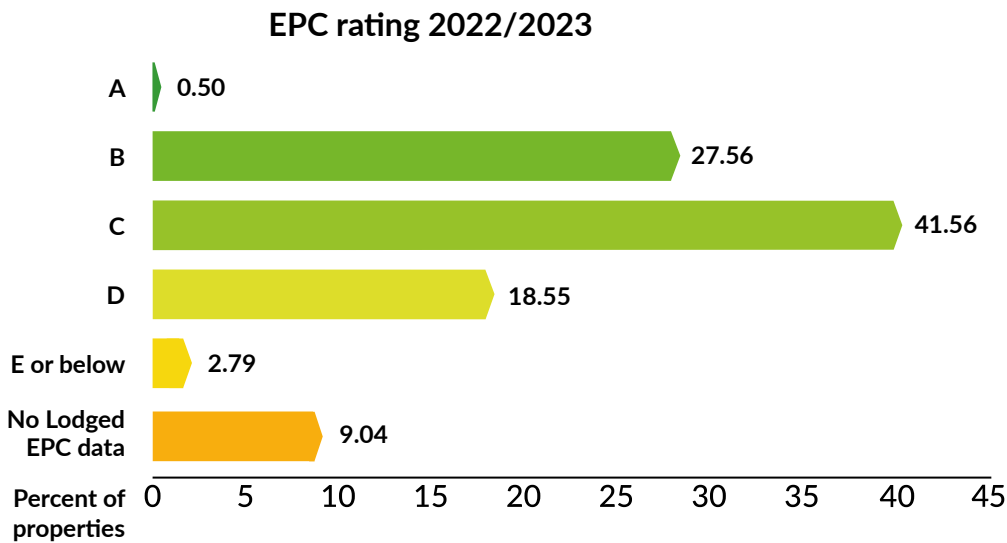


Environmental criteria

Environmental criteria

C1. Distribution of EPC ratings for our existing homes

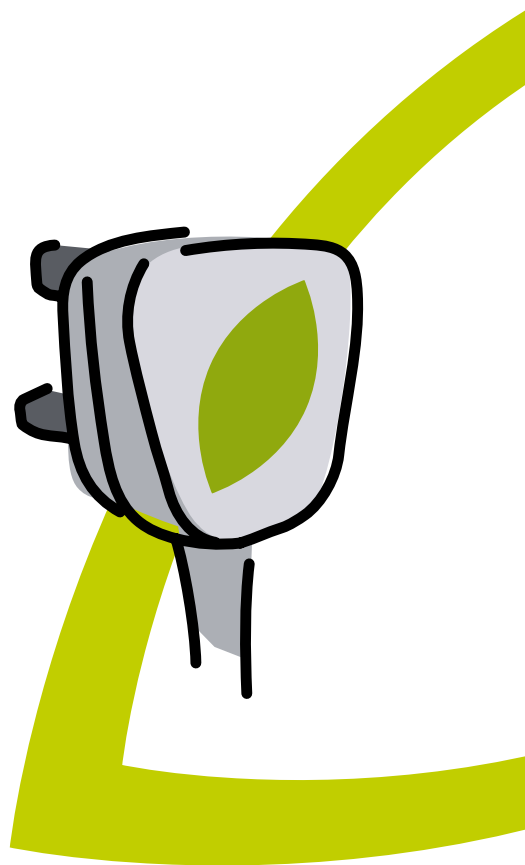
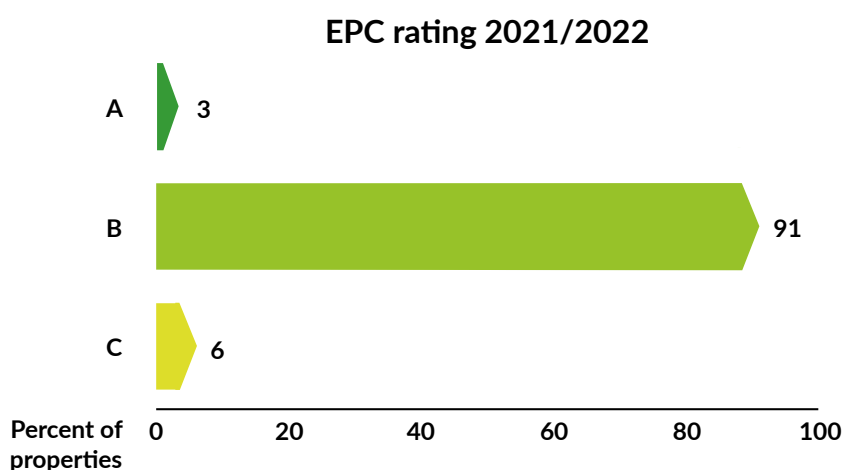
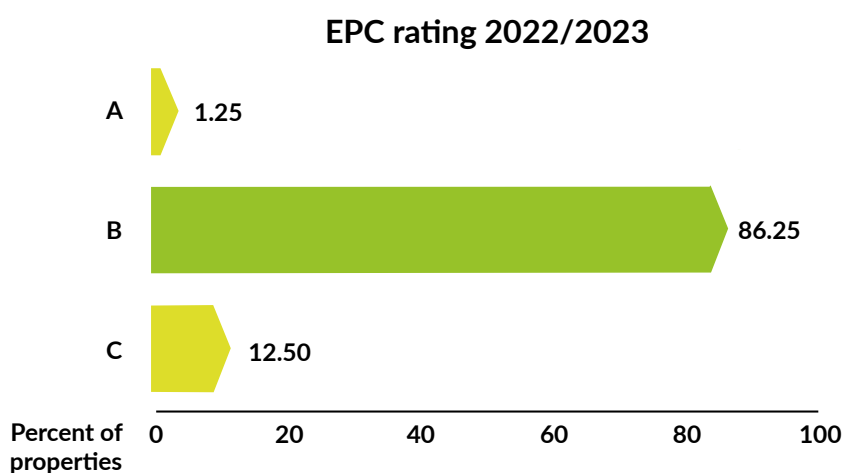
Following further works, we have been able to reduce the number of homes without a lodged EPC by 17 percent since last year. This has increased our actionable data for retrofit purposes.



C2. Distribution of EPC ratings for our new homes

We have continued to put energy efficiency at the forefront of our new homes programme. We have ensured all our new homes have been built to an EPC rating of C or above, and we use modern methods of construction and install air source heat pumps and photovoltaic panels where possible.

Our percentage of properties with an EPC rating of C is higher this year because a S106 contract that had been given planning permission in 2018, and experienced delays due to the coronavirus pandemic, was finally handed over in 2022/2023. We're aiming for all newly approved schemes to have an EPC rating of at least B.



Environmental criteria

C3. Our scope one, scope two, and scope three greenhouse gas emissions

We continue to report our carbon emissions in line with Streamlined Energy and Carbon Reporting (SECR) standards. We have increased the scope of what we measure for our scope three emissions, and we have more properties with lodged EPC ratings, which means we have a better understanding of the emissions from all of our properties. We continue to look at ways to improve our insights into our emissions performance, with the aim of tracking the same insights year on year to give us an overall picture of how we are doing. As our data collection improves, initially we may see our carbon intensity ratio increase compared to the previous year(s). But with further energy efficiency investment in homes and operational activities, our goal is to continually reduce our carbon intensity ratio.

	2022/2023	2021/2022
Greenhouse gas emissions rating	tCO2e	tCO2e
Scope one	1,017	995
Scope two	437	462
Scope three	24,141	11,890
Carbon intensity ratio per home managed	2.55*	20.16



Shared ownership homes

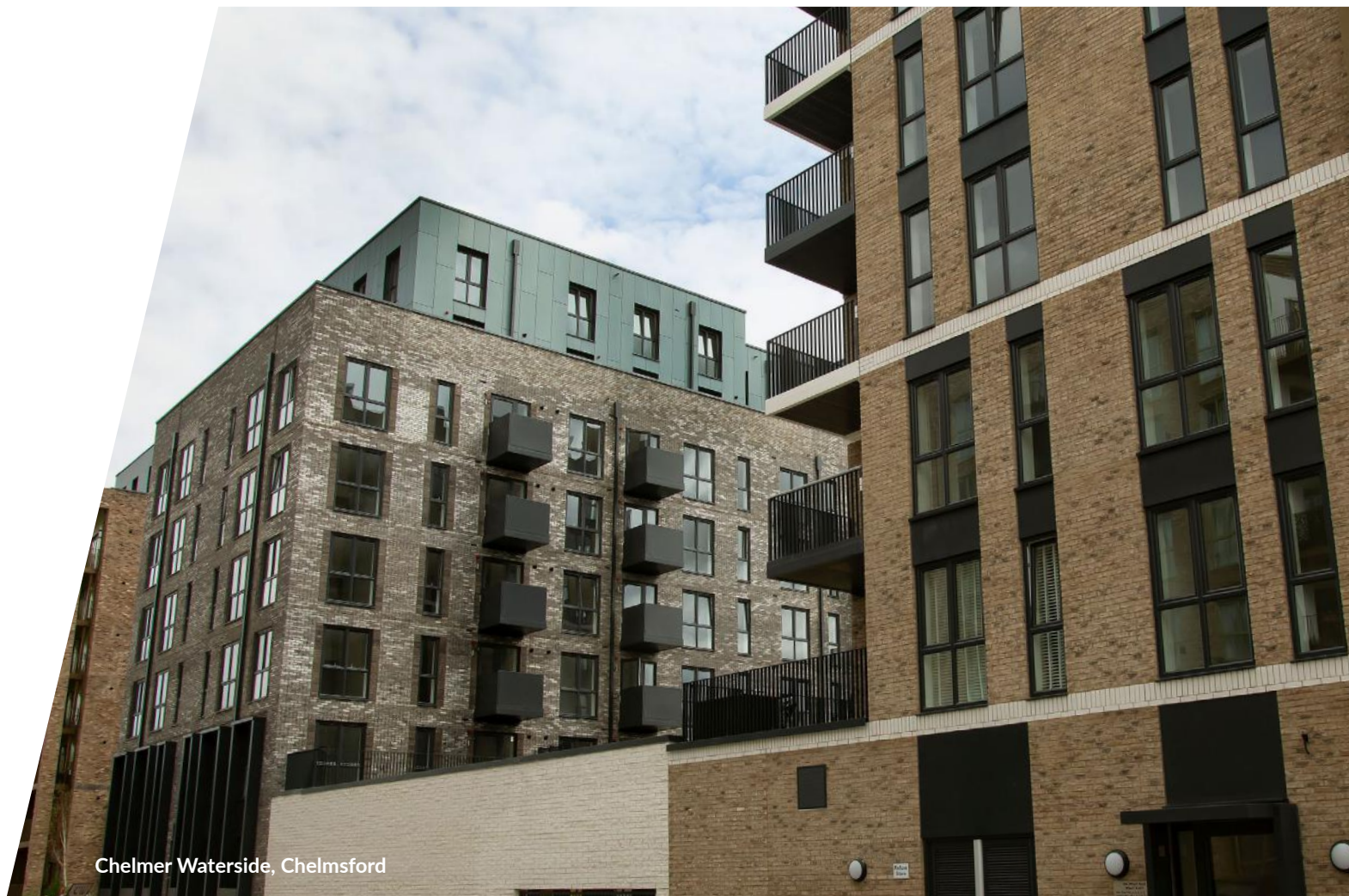
Carbon intensity ratio

*For previous years, the carbon intensity ratio calculation had been carbon emissions divided by turnover. This year, to better measure ourselves, we have developed the calculation to reflect emissions from all activities on a per home managed basis. For comparison, last year's intensity ratio would have been 1.44 tCO2e per home managed.

C4. Our Net Zero strategy

Our Asset Management Strategy sets out our plans for retrofitting our poorer performing homes to ensure all reach EPC C by 2030 and that our organisation will be Net Zero by 2050. Our business plans include expert independent third party data for potential expenditure for Net Zero. The newly updated design brief for our land-led new build homes programme actively promotes renewable energy and low carbon systems, with air source heat pumps and photovoltaic panels as standard, as well as incorporating electric vehicle charging infrastructure in many of our

new build sites. We are also working closely with Essex County Council to deliver an improved design specification to deliver more sustainable homes, more quickly. Despite energy price rises we have maintained our commitment to green energy tariffs in our office and sheltered schemes, further reducing our environmental impact. Our electric vehicle fleet remains at 12 percent of our total fleet. We are investigating opportunities to expand it and ensure local infrastructure is sufficient to support it.



Chelmer Waterside, Chelmsford

Environmental criteria



Multi Skilled Carpenter, Andrew

C5. Retrofit activities we have undertaken in the last 12 months and its alignment with our Net Zero strategy

We completed over 2,000 EPC lodgements improving our data quality and ensuring we have more accurate data to plan retrofit works from. We replaced over 750 gas boilers with more efficient systems, at a capital cost of over £1.8m.

We entered into contract to provide 500 Switchee smart thermostats in our customers' homes allowing them to better manage their heating. They also provide us with accurate, real-world data on inefficient homes and their performance. By the end of 2022/2023 we had installed 94 devices.

Over the coming year we will expand the installation of more smart home monitoring devices as well as instigating a programme of home insulation to improve the heat retention of our homes.

C6. Mitigation of flooding, drought, and overheating in our homes

We continue to use Environment Agency flood data in our geographical information system to map flood risk within our communities. Additionally, we have commissioned our GIS support team to map heat risk, a project due to be completed 2023/2024. The Switchee smart thermostat also offers a dataset to highlight risk of heat stroke in homes. This functionality will be monitored to best support customers in managing this risk.

C7. Increasing green space and promoting biodiversity in our communities

We have a commitment within our design and construction brief for new homes to include the provision of animal havens such as bug hotels and bird boxes. It also specifies the use of native planting to gardens and communal areas. Our Grounds Maintenance Team prioritise the use of physical weed removal over chemical. Additionally, tree cutting is avoided where possible during nesting season and various grass areas are left uncut. All green waste is recycled into mulch at our head office for use on our shrub beds and gardens to control weed growth and promote healthy soils.



C8. Actively managing and reducing pollutants from our operations

Our Health and Safety Framework ensures Control of Substances Hazardous to Health Regulations (COSHH) assessments are conducted for all stocked products, with all employees appropriately trained. All products are stored within a COSHH specific storage facility. All potential pollutant waste is managed in accordance with regulations. All homes with oil fired heating will be equipped with bunded tanks to mitigate the risk of leaks.



East Street, Braintree

Environmental criteria

C9. Using responsibly sourced materials in our building and repair works

We are committed to sourcing all materials used within our new build development and repair services sustainably. Our procurement and tender processes require the use of such materials wherever possible.



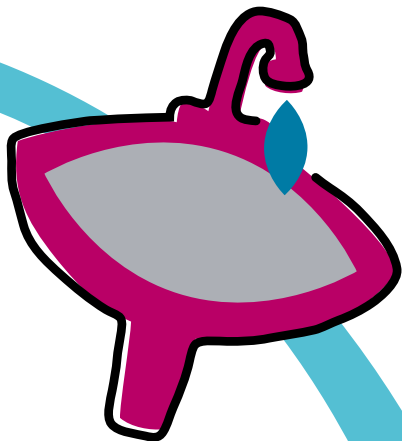
Chelmer Waterside, Chelmsford

C10. Managing our waste from operations and building works

Our agreement with our waste contractor is based on zero waste being directed to landfill. All waste is sorted locally and selected for either recycling or used for refuse derived fuel. This features as part of our Environmental Sustainability Strategy.

C11. Managing our water usage

We don't currently have a water strategy, but our aim is to incorporate one into our new Environmental Sustainability Strategy for publication later this year.





Social criteria

Social criteria

C12. Our rents compared to the relevant Local Housing Allowances (LHA)

Our average rent across all tenure types compared to LHA rates is 66.17 percent. Last year it was 62.72 percent.

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

Property type	2022/2023		2021/2022	
	Number	%	Number	%
General needs (social rent)	7,461	70	7,459	73
Intermediate rent	132	1	132	1
Affordable rent	2,072	19	1,795	17
Supported housing	28	0	28	0
Housing for older people	0	0	0	0
Low-cost home ownership	942	9	831	8
Care homes	0	0	0	0
Private rented sector	42	0	42	0
Other	0	0	0	0
Total	10,677*		10,287	

*This number is not inclusive of leasehold properties (766) and commercial units (79).

C14. Share, and number, of new homes (owned and/or managed) completed during the last financial year

Property type	2022/2023		2021/2022	
	Number	%	Number	%
General needs (social rent)	2	0	32	11
Intermediate rent	0	0	0	0
Affordable rent	278	70	177	61
Supported housing	0	0	0	0
Housing for older people	0	0	0	0
Low-cost home ownership	120	30	79	27
Care homes	0	0	0	0
Private rented sector	0	0	0	0
Other	0	0	0	0
Total	400		288	

C15. Helping to reduce the effect of high energy costs on our customers

We have begun the roll out of digital Switchee smart thermostats. This enables our customers to control their heating better. An independent NEA study found the devices could save customers up to 17 percent in energy costs.

Social criteria

C16. Providing security of tenure for our customers

We offer assured tenancies for our new customers and we continue to move our existing customers from fixed term assured shorthold tenancies to assured tenancies.

C17. The condition of our homes

There are a number of ways that we measure the condition and safety of our homes.

Property type	2022/2023	2021/2022
Percentage of homes with a gas appliance that has an in-date accredited gas safety check	99.99	100.00
Percentage of homes with an in-date and compliant fire risk assessment	100.00	100.00
Percentage of homes that meet our Electrical Safety Policy	99.51	-
Percentage of homes that meet our Asbestos Management Policy	99.98	-
Percentage of homes with Legionella risk assessments	98.98	-
Percentage of lifts that have been examined in the last six months, per LOLER (Lifting Operational Lift Equipment Regulations)	99.10	-

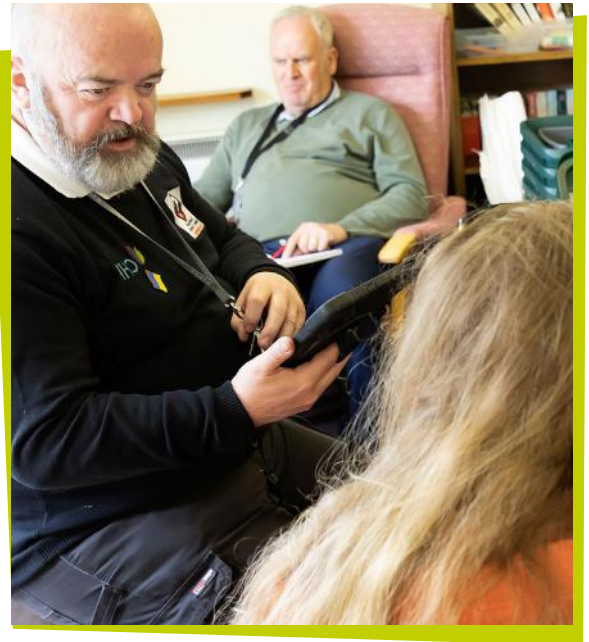
C18. Percentage of our homes meeting the Decent Homes Standard

99.98 percent of homes met the Decent Homes Standard at the end of 2022/2023.

One gas safety check and one water risk assessment were overdue. Both were completed shortly after the end of March 2023.

C19. Our response to damp and mould

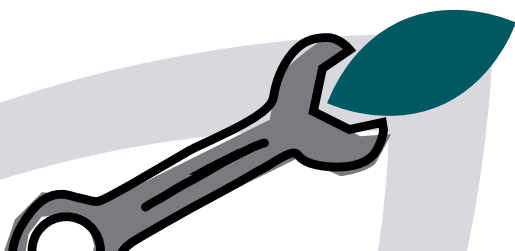
In 2022 we set up a specialist task force to better manage damp, mould, and condensation in homes. We contacted customers to encourage them to tell us about any problems they had and to offer them support if they were experiencing issues with damp, mould, and condensation. We also provided practical help, financial assistance, and information to help with ways to reduce condensation. We received 1,215 reports which represents 12.86 percent of applicable homes. We focused on risk assessment, cause identification, resolution via works, and follow ups with customers after completion. The monitoring of main causes showed condensation as the predominant issue. Proactive outreach, awareness campaigns, and internal training aimed to provide the best support for customers in managing this area.



Neighbourhood Advisor, Trevor

C20. Results from our most recent tenant satisfaction survey

In 2022/2023 our customer satisfaction (CSAT) score was 89 percent. We received a total of 7,679 responses in 2022/2023. We measure CSAT through surveys that are sent to customers after an interaction with us or after they have received a service. Most notably when repairs are completed, once they have called into our Customer Resolution Centre and for several other areas including grounds maintenance, estate cleaning, planned maintenance, and how we handle cases of anti-social behaviour (ASB). We will be reporting on the new Tenant Satisfaction Measures in our next reporting cycle.



Social criteria

C21. Acting on complaints upheld by the Housing Ombudsman

Since May 2022, we received three responses from the Housing Ombudsman following their investigation into complaints raised by customers. In two instances, the Ombudsman found service failings and upheld the complaint in favour of the customer. In the third instance, the Ombudsman found no service failings.

In the first instance, the Ombudsman found service failures in our handling of anti-social behaviour (ASB). The review found that after investigating the initial report, we didn't co-ordinate with external agencies such as the police or local authority, as outlined in our policy. The Ombudsman also highlighted that we didn't offer mediation in the early stages and delayed our actions to visit the neighbour, which allowed the severity to increase. Generally, the Ombudsman found our handling to have lacked proactivity and urgency.

Since this time, we have worked closely with the team to introduce a new risk assessment approach to reports of ASB. This will allow for immediate triaging to ensure that each report is managed by the most appropriate team based on the potential risk to the alleged victim, as perceived by them. This victim-centred approach has enabled us to prioritise and focus resources in the highest risk areas, with the specialist Tenancy Sustainment Team taking on direct management of all medium and high-risk reports. This approach has ensured that all new reports of ASB are recorded on the same IT system, Streetwise, to provide greater visibility and enable



CHP customer Andrea, and daughter, Sonia

improved monitoring of progress and workloads. The team have appointed a designated safeguarding lead and have a robust system in place for reporting and monitoring safeguarding concerns. Safeguarding awareness training was undertaken, and the introduction of our Welfare App allows our trade operatives to directly report any welfare concerns they may notice when they are interacting with customers in their homes.

The second complaint found service failings in our handling of a customer's concern for roof repairs. Specifically, the breakdown in communication and the delay to progress works too. At this time, the Surveying Team

had an unprecedented number of cases which led to delays and breakdowns in communication. With consideration for the finding, the team have completed further training on how they manage their workload and the importance of keeping customers informed. This has included prioritising half a day a week for specifically admin-related tasks such as chasing contractors, updating customers on the status of works, and any other related tasks. We have seen this reduce the number of complaints in this area in recent months.

In both instances, the Ombudsman found service failings in our complaint handling, which were delays to either open or progress the customer's complaint. We simplified our complaints process in October 2022 so we're

compliant with the Housing Ombudsman Code and the Customer Feedback Team attended further training and created guidance for the business. This is to ensure that we are always mindful of the code and proactively open complaints when we recognise a customer's dissatisfaction. Since these changes, which have made it easier for customers to tell us when they're unhappy, we've seen an increase in the number of complaints from our customers compared to the previous year. We are satisfied that the team are working with consideration for the failure orders and treating complaints with urgency.



Neighbourhood Advisor, Adeyinka

Social criteria



Over

150

food bank vouchers issued

489

fuel vouchers issued



C22. Support we offer to our customers

We offer a range of support services for customers, including benefits advice. This year we helped customers claim over £415,000 worth of additional benefits. We can signpost customers to organisations that can improve their health and wellbeing, and for specialist support with domestic abuse.

We have our own support fund and provided over £166,000 in grants this year to help customers experiencing hardship. We issued almost 500 fuel vouchers and over 150 food bank vouchers to those in need.

We have spent the last year building up our community centre, Parkside Hub, which is in the heart of one of our more densely populated communities. We expanded our offer at the Hub by opening four days a week (from two last year) and increasing the training, activities, and support available. In 2022/2023 there were 3,969 visits to the Hub.

We had

3,969

visits to our Parkside Community Hub this year

This included over 1,000 people who visited the Hub and accessed support such as welfare benefits advice, general form filling, digital skills, and support with hearing loss. This support is delivered in partnership with Peabody, Clarion, and Hearing Help Essex.

Over 750 learning opportunities were accessed such as courses and vocational training. This included the Construction Skills Certificate Scheme (CSCS), English for speakers of other languages (ESOL), maths, food safety in catering, and child psychology.

We hosted a workshop aimed at people over the age of 65 who might be facing loneliness and financial hardship. Customers joined us to get advice on budgeting, welfare benefits, and how to stay safe and warm during winter.

These opportunities were delivered in partnership with ACL, WEA and Independent Age.

We launched a variety of weekly clubs including crafts, social Spanish, and gardening where everyone is welcome to come along and join in. These sessions are led by CHP customers from the local community.

We also held social events such as wreath making to celebrate the Queen's Platinum Jubilee, Halloween and Christmas craft sessions, and a Christmas lunch for elderly and more isolated customers.



Christmas meal at the Hub

850 people accessed activities in our sheltered schemes which included dance and movement classes, bowls, table tennis, and board games.

We also set up a community fridge which is free for anyone in the community to access food. The Hub is also available as a warm, safe space for anyone to drop in, chat, and get a hot drink.

We worked with our partners to supply nearly 100 fans to customers that were more likely to be vulnerable to the heat in the summer. We also distributed 58 warm packs to customers hardest hit in winter with items for people to choose depending on what they needed. Items included a £15 shopping voucher, hot water bottle, blanket, flask, thermal hats and socks, energy saving light bulbs, humidifiers, tea, coffee, and biscuits.

In the autumn, we provided back to school financial support to families most in need of help with expenses like school uniforms, shoes, or stationery supplies. We gave £1,500 of supermarket vouchers in total.

Employees volunteered 69 days of time through our CHParticipate programme, with almost 20 percent of the workforce getting involved at some point throughout the year. We raised thousands of pounds, and donated hundreds of food items and goods to over 20 charities and local communities. Activities included supporting a Christmas party for hundreds of disabled children, planting trees, and holding a charity football match.

Using the HACT social value measurement tool our community investment work generated £1,729,697 of social value this year.

C23. Examples of placemaking and placeshaping during the year

Case study

Tasha and Conor's story

Shared ownership was the best option for our family. We wanted to get a foot on the property ladder but didn't have enough deposit for a full mortgage for such a lovely home! We were renting and trying to save, but it was so hard. This gave us the opportunity to finally get our foot on the ladder and be able to make a loving home especially for our little girl who was three at the time.

We moved into our house in June 2022. With me working round the corner at Southend Airport and our parents living locally to help with childcare, it was the perfect location. This was the first shared ownership house we had applied for and were lucky enough to be successful.

From start to finish CHP were absolutely amazing in explaining the process of how it worked and what we had to do next. The communication was five star - they always replied to any emails, explained anything I didn't understand, and kept in constant contact. No questions were too much, they were brilliant!



Tasha, Conor, and Darcy

We love our new home and so does our little girl. Just being able to open the back doors and she can go and play outside in the garden, it's her favourite place. We never had that opportunity before. Moving was just as exciting for her as it was for us. Anyone that comes round she was happy to give them a tour and show off her new bedroom that could now fit all her toys in. The neighbours have made us feel very welcome from day one including all the neighbours across the road from us. It's a very lovely community and has a lovely family feel to it. We're so grateful to be here and to have had the chance to get on the property ladder.

Laura and her partner



Case study

Laura's story

We were keen to get onto the property ladder and were unsure about shared ownership. When we started our search, I was seven months pregnant and living with parents.

The process was long but beyond worth it. CHP were wonderful and always had our best interest at heart. From answering any questions we had, to providing us with the best support and advice along the way. There was a lot we weren't aware of when it comes to getting a mortgage and CHP provided the information we needed. I feel like they went above and beyond. From the recommendation of best lenders, to explaining the process and answering questions about our concerns.

Shared ownership is all about affordable, accessible housing and we were given just that. The best decision we made and couldn't have been happier with the service from start to finish.



Governance criteria

Governance criteria



Drakes Lane, Chelmsford

C24. Registration with the regulator

We are registered with the Regulator of Social Housing.

C25. Our most recent regulatory grading

In our most recent regulatory grading review of our services, we achieved a governance and viability rating of G1/V2.

C26. Our Code of Governance

We follow the current iteration of the NHF Code of Governance.



G1/V2
governance and
viability rating

C27. Our not-for-profit status

We are a not-for-profit organisation.



Constructing new homes

Governance criteria

C28. How our Board manages ESG risks

ESG risks feature in a number of areas in CHP's Corporate Risk Register. The risk is primarily captured in the 'Decarbonisation (Net Zero)' corporate risk, which is defined as the risk that the "Material impact of costs to meet CHP's commitment to carbon net neutrality over and above amounts included in the financial business plan." Mitigations include CHP's commitments to ensuring all properties meet EPC level C by 2030, CHP's Environmental Sustainability Strategy, and creation of the 'Net Zero Carbon Fund', which ringfences income in our business plan for specified use on Net Zero projects.



CHP employees

C29. Our recent regulatory findings

We haven't had any adverse regulatory findings relating to data protection breaches, bribery, money laundering, or HSE breaches in 2022/2023.



C30. Incorporating Equality, diversity, and inclusion (EDI) and the customer voice in our governance processes

	2022/2023	2021/2022
Percentage of our Board that are women	60	44
Percentage of our Board that are BAME	10	0
Percentage of our Board that are customers	0	0
Percentage of our Board who have a disability	0	0
Average age of the Board	55 years	51.2 years
Average tenure of the Board	2.75 years	4.1 years

We have a Governance Framework that pulls together the requirements of our Rules, Governing Policies, and Terms of reference, to include key provisions of our adopted Code of Governance.

Our Board/Committee/Subsidiary report template has a dedicated section that prompts for equalities considerations. We also have a prompt in the template “How have you involved customers?”.

We have an established Customer Review Panel that feeds into the Customer Experience Committee who in turn feed into our Board.

EDI is a key focus when we recruit, considered at Governance, Committee and at Board, to ensure this is considered when refreshing our Non-Executive Directors.

C31. Board and Executive Team turnover in the last two years

During the last two years, four Board members reached the end of their tenure as set out in our Code of Governance (2021/2022: three, 2022/2023: one), a turnover for Board of 36 percent. We had two Executive Directors step down in total (2021/2022: one, 2022/2023: one).



CHP employees

Governance criteria

C32. Percentage of our Board that are non-executive directors

91 percent. We have 11 Board members, one of which is an Executive Director – our CEO.

C33. Number of Board members on our Audit Committee with recent and relevant financial experience

We have three Board members and one independent member that sit on our Audit and Risk Committee, all of which have recent and relevant financial experience.



C34. Our Board succession plan

Our succession plan for Board members is aligned with the NHF Code of Governance 2020, which recommends a maximum six-year term. The succession planning schedule for the appointment of new members and re-election of existing members forms part of the AGM agenda planning. It's reviewed by the Governance Remuneration and Nominations Committee (GRNC) with recommendation to Board.

C35. How long we have worked with our external audit partner

Our external audit partner, KPMG, was appointed in December 2016 and has been our partner for six years.

C36. Our most recent independent Board-effectiveness review

The most recent external Board effectiveness review took place in October 2022. We had an intake of new non-executive directors later in the year and we therefore updated this in February 2023. The external review noted, "the Board is above average and has maintained focus on good governance and doing the right thing".

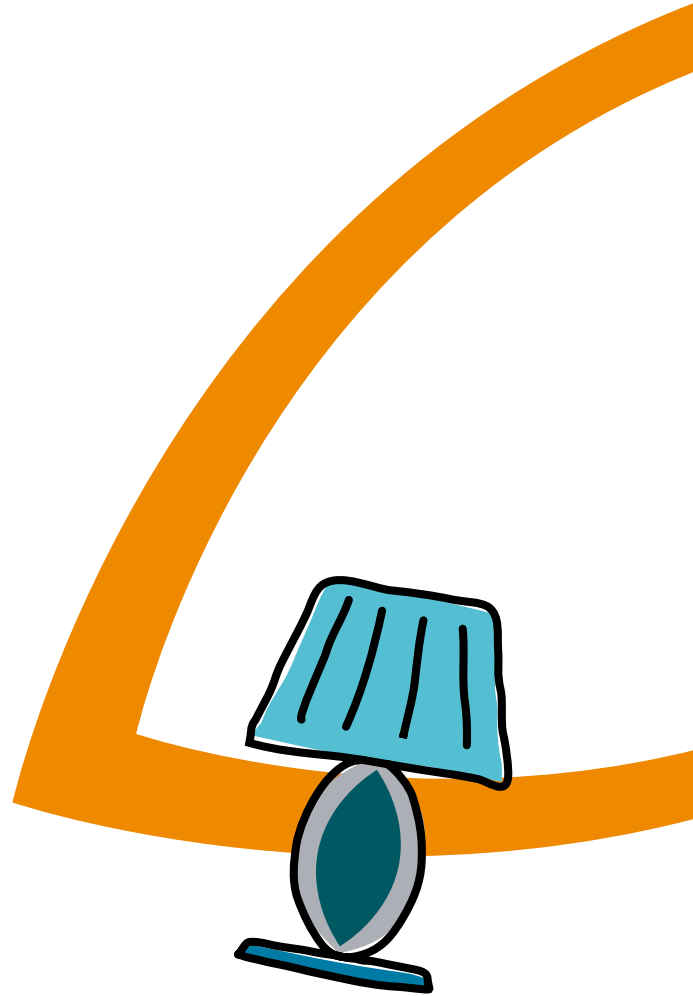
C37. How we handle conflicts of interest at Board

Any potential conflicts of interest are treated as a standing item at Board and sub committees. Members are excluded from voting if conflicts of interest exist.

On an annual basis, we review positions held by members of the Board to ensure we are aware of potential conflicts or duality of interest.

The GRNC reviews relevant declarations so that any potential conflicts or duality of interests are appropriately managed by the Board.

All of the above measures are enshrined in our Conflict of Interest and Gifts and Hospitality policies.



East Street, Braintree

Governance criteria

C38. Paying the Real Living Wage

We are accredited by the Living Wage Foundation as being a Living Wage employer. This means that everyone working at CHP earns a real Living Wage. This does not include apprentices. However, they are paid a real Living Wage by year two.

C39. Our median gender pay gap

Our median gender pay gap is 8.4 percent. Last year it was 8.23 percent.

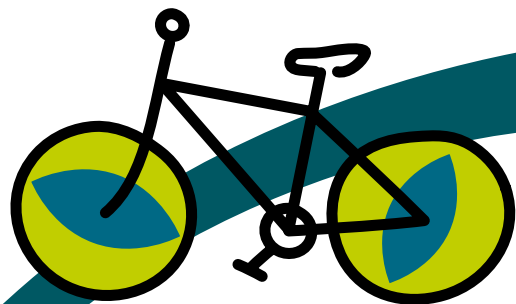
We have a dedicated group of employees that focus on diversity, equity, and inclusion (DEI) and drive this forward for the whole organisation and our customers. We have a specific DEI strategy and action plan that spans all directorates and activities. We run equality impact assessments on all our policies and procedures, have mandatory training for new starters, and refresher training on respect and behaviours for colleagues. We regularly promote the importance of DEI and have run a 'Be counted' campaign to encourage more employees to step forward and provide us with more diverse data. The amount of data we hold increased from 25 to 75 percent for our non-mandatory information. We also produced our first Ethnicity Pay Gap Report which showed a -15 percent pay gap.



Neighbourhood Advisors, Ashley and Mikaela

C40. Our CEO: median-worker pay ratio

Our ratio for this financial year is 8.3:1. Last year it was 9:1.



C41. Supporting the physical and mental health of our team

We have a dedicated wellbeing group, consisting of employees that continuously review and promote wellbeing opportunities. We have regular sports clubs arranged by employees such as netball. In addition to this, we have mental health first aiders, an employee assistance programme that offers counselling, and a talk to us toolkit to help managers and employees to spot the signs of stress. We train our managers on mental health in the workplace. We support national campaigns such as Mental Health Awareness Week. We have walking wellbeing champions and regularly promote and discuss aspects of physical and mental health in our weekly newsletters, which includes employees sharing personal stories.



Multi Skilled Electrician, Harry

C42. Supporting the professional development of our team

At any one time, we have over 10 percent of our organisation working towards formal qualifications. We also have an e-learning portal which offers ongoing training opportunities. Specifically, on environmental and sustainability awareness, we are committed to supporting our workforce. We have eight online environmental training courses covering both general topics and housing specific awareness training. We are also moving towards becoming a Carbon Literate organisation. To date, four employees have received carbon literacy training with a view to this being rolled out across the rest of the organisation, supported by the Carbon Literacy Project's Toolkit for Social Housing. Finally, we have been able, through local links with further education organisations, to offer the 12-week training course 'Sustainability, Carbon Literacy, and how to plan for Net Zero' to a further four employees.

Governance criteria



C43. How we create social value through our procurement process

We include a specific social value question for contractors to answer within our tender bid documentation. The social value question is weighted at a minimum of five percent of the overall evaluation criteria and a maximum of 20 percent, with individual teams being able to apply higher weightings on a discretionary basis.

We have a social value toolkit that we share with contractors bidding to work with us. This outlines our expectations and areas where we are keen for our suppliers and contractors to help us contribute social value.

C44. Consideration of the environment in our procurement process

Environmental impact and weighting are considered on a case-by-case basis in our procurement process and will usually relate to product specification with no standard question in the invitation to tender. We will look to use the next iteration of the Environmental Sustainability Strategy to base standard questions on for our procurement documents and new supplier on-boarding.





Environmental, Social, and Governance Report

2022/2023

Please contact us if you would like a copy of this document in large print, on CD or in another language.

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