



Environmental, social
and governance report
2023



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ESG

at a glance...

ENVIRONMENTAL >>>



80%

80% OF ALL HOMES HAVE AN EPC RATING OF A-C



82%

BY MITIGATING FLOOD RISKS, 82% OF OUR NEW HOMES HAVE NO RISK OF FLOODING



867

WE HAVE INSTALLED 867 NEW BAND A GAS BOILERS, TO REDUCE CARBON EMISSIONS IN OUR PROPERTIES

SOCIAL >>>



38,244

WE HAVE 38,244 HOMES, 80% ARE DEDICATED FOR SOCIAL HOUSING AND AFFORDABLE RENT



£11.2m

USING THE HACT MODEL, WE HAVE GENERATED £11.2M SOCIAL VALUE



100%

OUR STRONG COMPLIANCE WITH BUILDING SAFETY MEASURES HAS ENSURED THAT 100% OF OUR PROPERTIES HAVE AN IN-DATE AND COMPLIANT FIRE RISK ASSESSMENT

GOVERNANCE >>>



£s

WE PAY THE REAL LIVING WAGE



18.1%

WE HAVE REDUCED OUR MEDIAN GENDER PAY GAP THIS YEAR FROM 22.7% TO 18.1%



13wks

WE HAVE IMPROVED OUR MATERNITY PAY, TO OFFER 100% MATERNITY PAY FOR FIRST 13 WEEKS





We are a housing association with a strong history going back eight decades, having grown and diversified to meet the increasing needs of our customers.

Our purpose: To be a trusted housing association providing safe, high quality homes and services

Our vision: To provide homes people love to live in

Where we operate: We work with customers and communities across London and southern England



38,244

We have over 38,000 homes across London and southern England including socially rented homes, privately rented homes, student, keyworker and temporary accommodation as well as supported housing and retirement living.





A2Dominion's vision is to provide homes people love to live in.

This vision has clear synergy with ESG goals, as there is more need than ever before for homes that are affordable, easy to heat and resilient to changes in climate.

HIGHLIGHTS FOR 2022/23 INCLUDE:

Environment: We've almost doubled the percentage of new homes with a top energy efficiency rating of EPC A, building more than any other large housing association this year. We've reduced our greenhouse gas emissions and explored how we add social value to emissions saved during work to retrofit homes through a Retrofit Credits pilot.

Our ambition: we are working towards net zero carbon emissions, with all homes meeting EPC C by 2030 and EPC A by 2050, but we are exploring how we can go further in meeting the decarbonisation agenda.

Social: To meet continued rising energy costs we opened warm hubs in our community centres for the first time this year. Nearly 80% of our homes are dedicated for social housing and affordable rent, and these homes are let at less than half the rent of a comparable privately rented home. Safety continues to be a focus, and every single home we are responsible for has an in-date fire risk assessment.

Our ambition: our customers are our priority and we recognise we haven't always got this right. We are working hard to lay the right foundations to become a high performer that consistently delivers for customers

Governance: We've made improvements to reduce our gender pay gap, with equality and diversity remaining at the heart of what we do. We continue to work on improvements to our reporting and oversight using the National Housing Federation data tool, sharing our learning to help improve the housing sector as a whole.

Our ambition: one of our corporate priorities is to become a strong, sustainable and effective organisation. Our focus is to maintain and exceed governance, compliance and regulatory requirements.

The achievements we've shared in this report are just a step in our wider sustainability journey. We will continue to reflect and improve on these achievements and our efforts to truly provide homes people love to live in.

CHIEF EXECUTIVE'S INTRODUCTION

"I'm pleased to be sharing this **Environmental, Social and Governance (ESG)** report with you. It covers our commitment to sustainability and shares the progress we've made in the past three years."

Ian Wardle
Chief Executive Officer
October 2023



UN Sustainable Development Goals

The **17 Sustainable Development Goals** were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet and ensure that by 2030 all people can enjoy peace and prosperity. We have used the relevant aspects of these goals to form the basis of our ESG report to show how our work contributes to this global endeavour.



ABOUT US	ENVIRONMENTAL	SOCIAL	GOVERNANCE
	THEME	UN SUSTAINABLE DEVELOPMENT GOAL	
	ENVIRONMENTAL		
	Climate change	No poverty Affordable and clean energy Climate action	
	Ecology	Sustainable cities and communities Responsible consumption and production Life on land	
	Resource management	Clean water and sanitation Responsible consumption and production	
	SOCIAL		
	Affordability and security	No poverty Reduced inequalities Sustainable cities and communities	
	Building safety and quality	No poverty Sustainable cities and communities	
	Customer voice	Sustainable cities and communities	
	Resident support	Decent work and economic growth Reduced inequalities Sustainable cities and communities	
	Placemaking	Good health and wellbeing Reduced inequalities Sustainable cities and communities	
	GOVERNANCE		
	Structure and governance	Reduced inequalities Peace, justice and strong institutions	
	Board and trustees	Gender equality Reduced inequalities Peace, justice and strong institutions	
	Colleague wellbeing	Good health and wellbeing Gender equality Decent work and economic growth	
	Supply chain management	Responsible consumption and production Climate action	

Environmental

CLIMATE CHANGE ▶

ECOLOGY ▶

RESOURCE MANAGEMENT ▶





Climate change

EPC RATINGS OF EXISTING HOMES

Energy Performance Certificates (EPC) give a property an energy efficiency rating from A (most efficient) to G (least efficient).

A2Dominion's aim is for all our homes to have an EPC rating of A-C by 2030 to meet our sustainability goals and ensure our customers enjoy homes that are warm and affordable to heat.

A2Dominion was one of 22 social landlords who took part in a successful **Retrofit Credits** pilot carried out by the Housing Associations' Charitable Trust (HACT) in 2022/23.

This scheme verifies carbon credits created by emission reductions and social value and sells to organisations who have an active decarbonisation strategy. During the pilot, A2Dominion's retrofit works achieved verified emission reductions of 25.34 tCO₂e, equivalent to 133.16 tCO₂e annually, which is equivalent to the **carbon captured by 147 trees** and achieved a social value of £8,217.73, equivalent to £48,615 annually.



HOMES IN MANAGEMENT	2022/23	2021/22	2020/21
EPC RATING	%	%	%
Homes rated A	<1%	<1%	<1%
Homes rated B	19%	19%	15%
Homes rated C	61%	61%	35%
Homes rated D	18%	18%	28%
Homes rated E (or below)	1%	1%	3%
Data not available	0%	0%	19%
Total	100%	100%	100%

We are working towards all homes meeting EPC C by 2030 and EPC A by 2050 as part of our decarbonisation goals. To support this work we are currently developing a decarbonisation strategy and investment plan which will explore how we can develop new homes and regenerate existing ones sustainably.

EPC RATINGS OF NEW HOMES BUILT DURING 2022/2023

We are pleased that this year **A2Dominion built more new homes rated EPC A than any other large housing association** (as reported in the Top 50 Biggest Builders survey published by Inside Housing in 2023).

We are steadily increasing the number of A rated homes we build each year. This year 99% of all new A2Dominion homes handed over had a top EPC rating of A-C, including 15% achieving an A rating, an increase from 8% in 2021/22 and 6% 2020/21.

Unfortunately, a small number of new homes (8) did not meet the standards we set ourselves and received an EPC D rating. We are taking steps to improve energy efficiencies in these homes which we expect will improve these ratings.

NEW HOMES	2022/23	2021/22	2020/21
EPC RATING	%	%	%
Homes rated A	15%	8%	6%
Homes rated B	76%	81%	91%
Homes rated C	8%	9%	3%
Homes rated D	1%	1%	0%
Homes rated E (or below)	0%	0%	0%
Data not available	0%	0%	0%
Total	100%	100%	100%

*These figures do not add up to 100 due to rounding

We are working towards reducing carbon through modern methods of construction, this includes how we design new homes can reduce customers' energy use. We are planning a passivhaus pilot to support this ambition.

GREENHOUSE GAS EMISSIONS (SCOPE 1, 2 & 3)

Reducing greenhouse gas emissions is core to reducing our impact on the environment. Carbon emissions are measured through three “scopes” – a term coined by the Greenhouse Gas Protocol, which is the world’s most widely-used greenhouse gas accounting standard.

These are:

SCOPE 1 EMISSIONS

Those a company makes directly, for example those made by our vans when travelling to customers’ homes to carry out repairs.

SCOPE 2 EMISSIONS

Those a company makes indirectly, for example electricity we buy to heat or cool our buildings.

SCOPE 3 EMISSIONS

Those made indirectly but linked to the work we do, for example the electricity our customers use to heat their homes.

Put simply, A2Dominion aims for lower scope emissions as this means we are causing less environmental damage. We have not emitted any Scope 2 emissions as we purchase green electricity, generated from renewable energy sources such as wind and solar energy for our offices and communal supplies to our homes which produces no carbon. However, we have reported the Scope 2 we would have emitted if we did not purchase green electricity for comparison, and actually represents a saving in carbon emissions.

We have made good progress in reducing Scope 1 and Scope 3 emissions since 2021/22. In that year carbon emissions increased compared with the previous year, which was due to two main factors. First, many business-as-usual activities were put on hold during the pandemic, which meant 2020/21’s Scope 1 emissions were artificially low through

reduced site working, travel and other activities. Second, we increased the number of homes we manage, so while Scope 3 emissions rose, the average emissions per home fell, providing energy efficiency savings which benefit customers through warmer homes and lower fuel bills.

2050

Our use of green electricity together with energy-efficiency improvements means we are on track to meet net zero targets to reduce the carbon footprint of our homes by 2050.



SCOPE	EMISSIONS		
	(tCO2E)	(tCO2E) 2021/22	(tCO2E) 2020/21
1	6,627	11,091	3,471
2	A saving of 38,146	A saving of 17,760	A saving of 3,668
3	51,547	73,493	56,097
Total	96,320	102,344	63,236

OTHER ENERGY EFFICIENCY ACTIONS

A2Dominion is wholly **committed to meeting the UK's zero carbon target** by 2050, which we will achieve by developing new homes that are energy efficient and carefully managing and improving the efficiency of our existing properties.

Homes with lower energy consumption make housing more affordable to heat for our customers, leading to improved health, thermal comfort and financial savings. To achieve this, we are greatly improving our decision making through data supported by a new energy asset data system which provides valuable information about energy consumption patterns to identify areas of improvement and prioritise energy efficiency upgrades.

This year we installed the following in our properties to **reduce carbon emissions and reduce energy bills** for our customers:



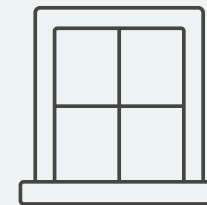
269

LOFT AND CAVITY
WALL INSULATIONS



867

NEW BAND A
GAS BOILERS



300

OVER 300 DOUBLE
GLAZED WINDOWS



400

NEARLY 400 LOW
ENERGY LIGHTS





MITIGATING FLOOD AND OVERHEATING RISKS

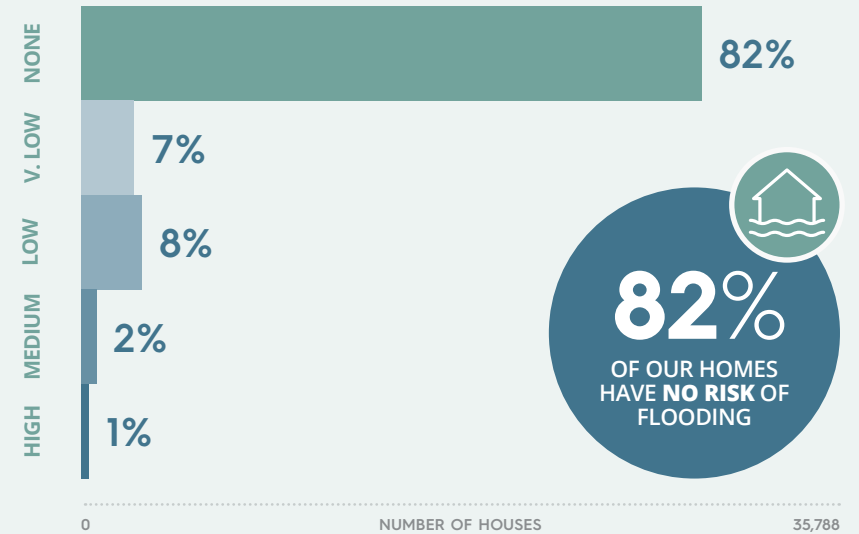
A2Dominion considers flood and overheating risks carefully and sets out mitigations for both new and existing homes. Flood risk is considered when buying sites for new homes and throughout the planning process. We undertake flood risk assessments and suggest mitigations as part of planning applications, enabling us to manage risks throughout the planning process.

Overheating risk is assessed from the early stages of the design of new homes and during the planning process, allowing us to put necessary mitigations in place, informed by advice from specialist consultants. This may include window size and orientation, external shading, and using low thermal transmission glass, all of which can significantly reduce overheating risk. We also consider how systems will work for our customers, for example avoiding active cooling systems where customers would struggle to meet running costs or taking into account that customers who live in areas with higher levels of outside noise may not be able to cool their homes by opening

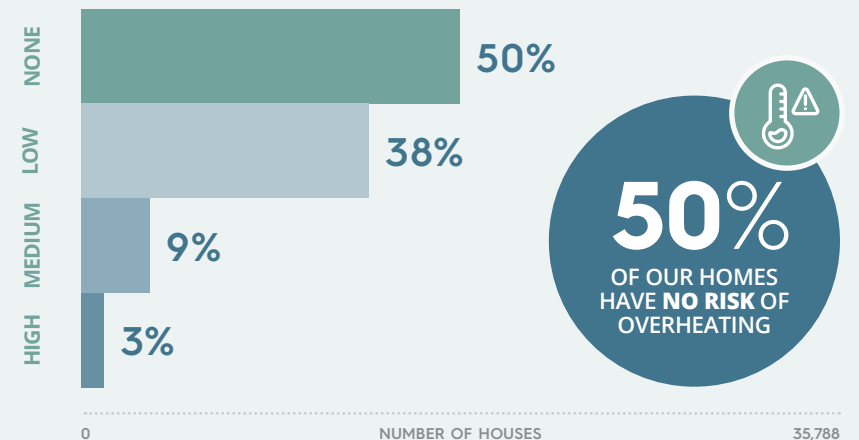
windows. In these homes a bolt-on cooling element to the mechanical ventilation system is considered before looking at comfort cooling units with associated external condensers.

We work to continuously improve our understanding of our existing homes' energy performance, carrying out analysis of climate change impacts such as flooding and overheating. Our data analysis of flood and overheating risk is used to inform business as usual as well as targeted approaches to address them. As a result, the vast majority of our homes have very low or no risk in these two areas. This level has remained consistent since 2021/22.

Flood risk In our homes



Overheating risk in our homes



Providing information to customers to help them manage their homes and reduce energy costs

We help our customers to make choices about their impact on the environment and reduce bills by providing information on sustainability such as using ventilation correctly, heating and recycling.

We provide customers with:



INFORMATION PACKS
when they first move into their homes



HELP AND ADVICE
for heating and hot water usage via our **customer website**



NEWS CAMPAIGNS
to **raise awareness**



EFFICIENCY ADVICE
from gas engineers when undertaking gas safety checks



SIGNPOSTING
to relevant independent advice services



£7m

We have a team of Tenancy Sustainment Officers who work with customers to better understand their income and expenditure and reduce fuel costs which helps customers to pay their rent and reduce debts. In 2022/23 we supported more than 2,260 customers to access £7 million in grants, benefits and funding to help them meet the increased cost of living.

There is more detail on support provided to tackle fuel poverty in the **affordability and security** section.



Ecology

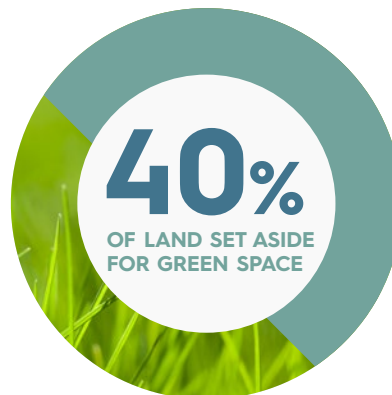
INCREASING GREEN SPACE AND PROMOTING BIODIVERSITY

Green space and biodiversity are important to A2Dominion, our customers and local communities.

Biodiversity is considered in the design and implementation when designing new homes as well as carrying out landscape improvements to our existing estates. For example we may include native wildflower and edible hedgerows to help support populations of birds and other small animals. We ensure customers are included in the design and delivery, for example planting herbs garden and fruit trees for their use in communal areas.

The A2Dominion Design Guide describes our standards and requirements for all developments. New developments are an opportunity to improve biodiversity of a site and so we minimise environmental impact through careful distribution of green space and ensuring we include appropriate boundaries and space for sensitive environmental sites. New green spaces consider the needs of customers and opportunity for plants and wildlife, knitting together existing habitats with green corridors.

We are piloting a new approach through our North West Bicester project which is set to deliver the UK's first eco-town with a planned 40% of land set aside for green space. The scheme is one of just 25 projects worldwide to have been awarded **BioRegional's One Planet Community** status, while the homes also meet code for Sustainable Homes level 5.



MANAGING POLLUTANTS

A2Dominion actively manages and reduces pollutants throughout the lifespan of our homes.

Ground and site pollutants are carefully considered before buying land. Any pollutants, including Japanese knotweed, are fully dealt with using best practice methods to meet high statutory and regulatory requirements and to provide a clean site.

For existing homes, we work closely with our contractors to maintain and improve our customers' homes and communal areas. This includes requesting contractors to source alternatives to harsh chemicals and focus on water-based cleaning products.

TACKLING DAMP AND MOULD

In 2022/23 we have focussed on reducing damp and mould through making improvements to how we manage this concern in customers' homes and in communal areas.

Late last year, we started an accelerated programme of inspections and repairs in our homes, contacting 1,500 households to find out if damp and mould could be present, following up any concerns from with timely action. We also look for evidence of damp and mould as part of regular estate inspections, delivering or scheduling 350 of more severe cases to a specialist to investigate and recommend action. We're also reviewing the way we deal with reports of damp and mould to help us improve how we respond, including looking at what resources we need to make sure cases can be dealt with as swiftly as possible.



RESPONSIBLE WASTE MANAGEMENT AND WATER MANAGEMENT

Sustainable resource management of material selection and waste management is part of our approach to sustainable procurement and we use it to assess potential partners for our existing planned and cyclical frameworks and our new building projects frameworks.

We have identified bulk refuse management as an area where potential improvements can be made and as a result we are currently seeking to source a new contract to do so in 2023/24.

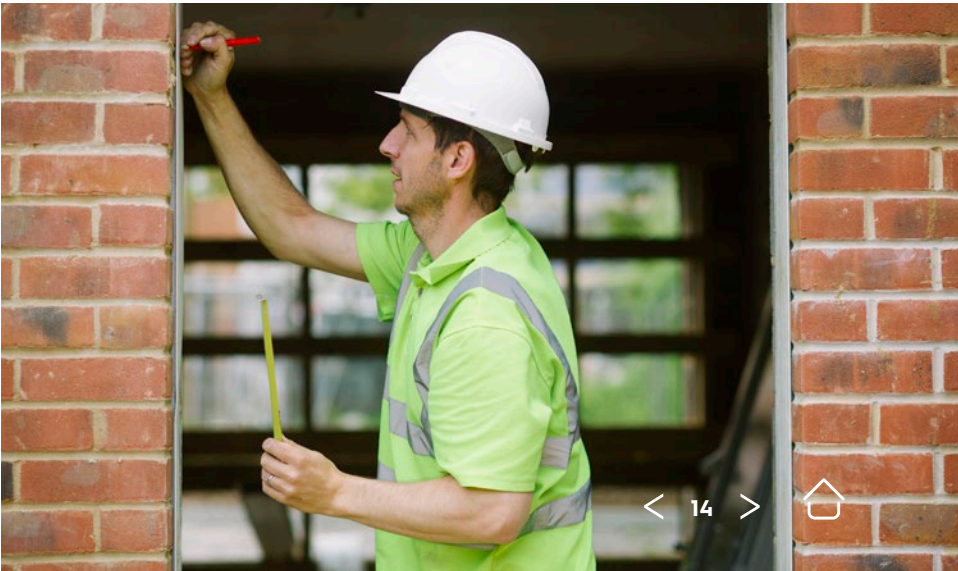
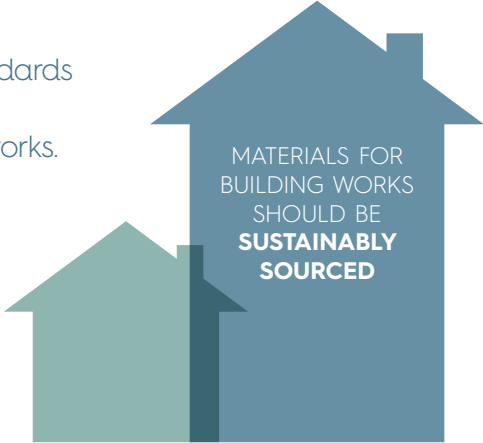
A2Dominion's sustainability strategy includes targets on waste management which incorporates building materials. This includes a target to divert 60% of items fly-tipped on our estates from landfill into more sustainable disposal methods.

A2Dominion's Design Guide standards set out recommendations for water management when building new homes. Our sustainability strategy addresses the need to reduce the use of natural resources, but we have not yet established specific targets around water usage.

USING RESPONSIBLY SOURCED MATERIALS

A2Dominion's Design Guide includes standards to **ensure increased use of responsibly sourced materials** for all new building works.

The Design Guide provides expectations for our contractors, including a requirement that materials for building works should be sustainably sourced. The Design Guide ensures we work with our framework contractors to deliver sustainable resource management through all our delivery models.



Social

- AFFORDABILITY AND SECURITY ▶
- BUILDING SAFETY AND QUALITY ▶
- CUSTOMER VOICE ▶
- RESIDENT SUPPORT ▶
- PLACEMAKING ▶



Affordability and security

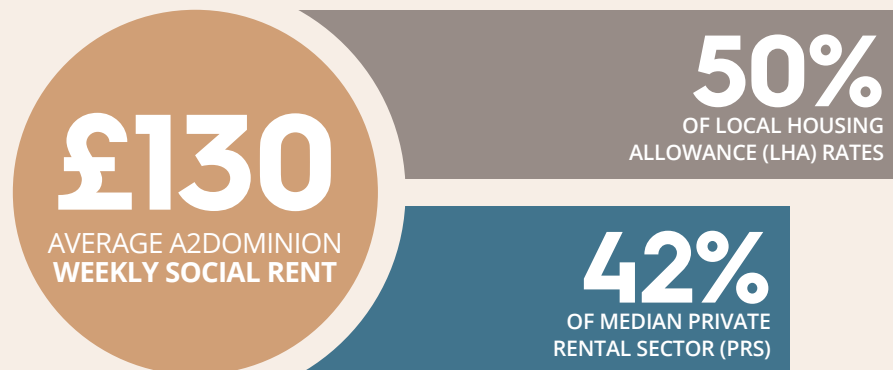
AFFORDABILITY OF RENTAL HOMES

At our core we are a housing association providing affordable homes, including social rented homes for families on low incomes, accommodation for students and key workers, and getting people onto the housing ladder through shared ownership.

Like our customers, this year we are experiencing increased pressure from rising costs, but we are committed to providing homes at a price people can afford. This is why we supported setting a ceiling on social housing rents of 7% this year and voluntarily applied the cap to shared ownership rents as well.

Our general needs (social) rent is on average around 42% of comparable private rent, and 50% of the applicable Local Housing Allowance. The average weekly rent has risen from £124.72 to £129.92, an increase of £5.20 per week.

In the areas where we have most homes, our social rents vary from half of the cost of renting privately (Winchester) to a fifth of local private rents (Westminster). A2Dominion rents continue to be more affordable than privately rented homes with A2Dominion customers on average spending 42p for every £1 a private renter would pay for a comparable property. This percentage is the same as in 2021/22.



Housing charity Shelter defines affordable housing as no more than 35% of your household income after tax and benefits. While we recognise that many of our customers may be living on a very low income, our general needs (social) rent is around 19% of local median wages, which means we believe they meet the Shelter definition for affordable housing.

19%

Portfolio-wide figure for % of Private Rental Sector (PRS) rent and/or % of Local Housing Allowance (LHA) rent compared to A2Dominion social rent

The table below shows the 10 local authority areas where A2Dominion has the highest concentration of stock, which represents over 70% of our socially rented homes.

LOCAL AUTHORITY	MEDIAN A2DOMINION WEEKLY SOCIAL RENT	A2DOMINION WEEKLY SOCIAL RENT COMPARISONS		
		AS A PERCENTAGE OF PRIVATE RENTAL SECTOR (PRS)	AS A PERCENTAGE OF LOCAL HOUSING ALLOWANCE (LHA)	A2DOMINION RENT COMPARED TO AVERAGE LOCAL WAGES*
Bromley	£127.26	37%	48%	16%
Ealing	£134.61	39%	44%	20%
Harrow	£155.66	43%	48%	20%
Hillingdon	£133.12	42%	46%	18%
Hounslow	£137.60	39%	46%	20%
Oxford	£120.08	40%	57%	18%
Slough	£132.66	48%	53%	21%
Spelthorne	£123.71	43%	50%	18%
Westminster	£152.79	20%	39%	18%
Winchester	£121.49	52%	62%	17%

*www.ons.gov.uk/employmentandlabourmarket

HOMES IN MANAGEMENT

38,000

A2Dominion has more than 38,000 homes in management across London and southern England.

80%

We operate nearly 80% of our homes as affordable and social housing which includes homes for social rent, affordable rent, supported housing, retirement living, key workers, temporary and intermediate housing and shared ownership.

NUMBER AND % SHARE OF PROPERTIES IN MANAGEMENT

TENURE	2022/23		2021/22		2020/21	
	HOMES	% SHARE	HOMES	% SHARE	HOMES	% SHARE
Affordable rent	294	39%	171	18%	125	17%
General needs (social rent)	3	0.40%	51	5%	2	0%
Retirement living	0	0%	0	0%	0	0%
Intermediate rent (includes key worker intermediate)	0	0%	0	0%	0	0%
Leasehold and freehold	268	36%	410	42%	311	41%
Low-cost home ownership (shared ownership)	180	24%	338	35%	26	3%
Private rented	0	0%	1	0%	290	38%
Student, key worker, temporary	0	0%	0	0%	0	0%
Supported housing and care homes	0	0%	0	0%	0	0%
Grand total	745	100%	971	100%	754	100%

% SHARE 2022/23

46%

General needs (social rent)

19%

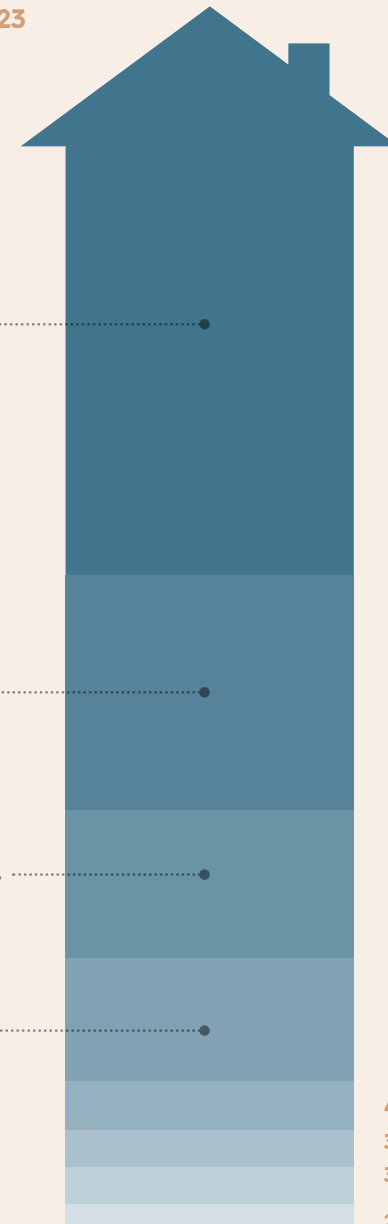
Leasehold and freehold

12%

Student, key worker, temporary

10%

Low-cost home ownership



- 4% Affordable rent
- 3% Private rented
- 3% Supported housing and care homes
- 2% Retirement living

NEW HOMES

A2Dominion delivered 745 new homes in the last financial year, with affordable homes making up 64% of all homes delivered.



Number of new homes comparison

TENURE	2022/23		2021/22		2020/21	
	HOMES	% SHARE	HOMES	% SHARE	HOMES	% SHARE
General needs (social rent)	3	0.4%	51	5%	2	0%
Affordable rent	294	39%	171	18%	125	17%
Retirement living	0	0%	0	0%	0	0%
Private rented sector	0	0%	1	0%	290	38%
Low-cost home ownership (shared ownership)	180	24%	338	35%	26	3%
Other: outright sale	268	36%	410	42%	311	41%
Grand total	745	100%	971	100%	754	100%





TACKLING FUEL POVERTY

As energy bills continue to rise and the essentials of everyday life become increasingly unaffordable, **more customers need support than ever before.**

In winter 2022 we launched our Winter Wellness campaign aimed at customer groups who are most vulnerable to fuel poverty. A2Dominion supported more than 2,000 customers to keep warm, including a cost-of-living advice booklet, winter wellness packages with items to help keep warm, phone calls, doorstep chats and community events. We launched a number of Warm Hubs for customers and local communities to support customers and local people who may find it hard to keep their homes at a healthy temperature over the winter at our Community Centres in Chichester, Ealing and Westminster.

Throughout the year our dedicated Tenancy Sustainment Officers work with customers to maximise income and manage fuel costs. This includes working directly with energy suppliers on behalf of our customers to support access to repayment schemes and grants available to assist with fuel costs. Working with **Charis**, an organisation that administers charitable grants on behalf of others (including energy companies), we provided £12,000 worth of emergency vouchers to nearly 300 households in crisis so they could top-up their gas and/or electricity.

We also refer our customers to **LEAP**, which is financed by major energy suppliers to assist those having problems with paying bills, promote energy efficiency and advise on smart/token meters and swapping.



PERCENTAGE OF HOMES WITH A LONG-TERM FIXED TENANCY AGREEMENT

We know how important it is for our customers to feel secure, so we are proud that **99.9% of our social rent tenancies have fixed tenancy agreements of three years or longer**, an increase from 93.7% in 2021/22.

The majority of these are **lifetime tenancies** and we anticipate this proportion will grow as existing tenancies are renewed.

Building safety and quality

Ensuring our buildings are safe is very important to us.

We are pleased that we continue to have strong compliance with building safety and quality measures, and this year we have made improvement in the number of homes with a fire risk assessment, reflecting the importance of this concern to our customers. Customers can access a range of resources on the dedicated building safety help section of our customer website.

STANDARD	2022/23	2021/22	2020/21
	%	%	%
Homes with in-date, accredited gas safety check	99.7%	99.5%	99.9%
Homes with in-date and compliant Fire Risk Assessment	100%	97.6%	97%
Homes meeting the Decent Homes Standard	99.9%	99.9%	99.9%



GAS SAFETY

99.7% of properties have an in-date, accredited gas safety check.

There are a small number of homes that do not have an in-date check, most of which have had certificates issued but we are awaiting validation. Of the remainder, we have had difficulty getting access to customers' homes, we continue to work with customers to ensure a check can take place.



FIRE RISK ASSESSMENTS

100% of properties have an in-date and compliant Fire Risk Assessment.

A2Dominion has a specialist fire safety project team comprising fire safety experts and our fire risk assessments actions, such as repairs, and electrical safety testing are in-house so we can retain complete control over this vital safety work.



NATIONAL HOUSING QUALITY STANDARD

99% of properties meet the government's national housing quality standard, i.e., the Decent Homes Standard.

There are 26 outstanding homes, which are either in progress, or our customer has declined to have work carried out.



Customer voice

HELPING CUSTOMERS HOLD US TO ACCOUNT

We are committed to creating meaningful ways for customers to scrutinise our services and performance and play an active role in developing housing-related policies and strategic priorities.

Our customer engagement strategy was developed in partnership with our customers and updated in 2022 in anticipation of new Building Safety requirements. This strategy supports our objective that the management and maintenance of our homes, and provision of our services, is customer led and informs -how customers can hold us to account.

We provide a range of ways to enable customers to **meaningfully engage with us**, including:



CUSTOMER SURVEYS



COMPLIMENTS AND COMPLAINTS



BIDS FOR OUR NEIGHBOURHOOD IMPROVEMENT FUND



PANELS TO ALLOCATE FUNDING TO PROJECTS



ON-SITE CUSTOMER SUPPORT ACTIVITIES IN OUR HOUSING WITH ON-SITE COLLEAGUES



RESIDENT ASSOCIATIONS



PUBLICLY AVAILABLE GOVERNMENT PROPOSALS



CRITICAL FRIEND REVIEWS OF OUR POLICIES



OUR CUSTOMER GROUPS ARE:

Customer Services Committee (CSC): made up of A2Dominion customer members, Board members and industry experts. The CSC enables customers to hold management to account for provision of services and is responsible for development and oversight of our Customer Experience Strategy. The CSC meets up to eight times a year.

Resident Scrutiny Panel (RSP): made up of A2Dominion customers who are compensated for their time and expertise. The RSP enables customers to scrutinise the way we organise ourselves and hold us to account, including providing comment and feedback on our policies and taking part in our annual self-assessment.

Focus groups: customers who scrutinise what we do and help improve services in specific areas of work, including groups on anti-social behaviour and supported housing.

This year we used insights from what customers tell us and direct consultation to inform our corporate strategy and new Customer Commitments. We plan to review our service standards in 23/24 informed by this feedback. We let our customers know how we are performing against our Customer Commitments through our Customer Annual Report, our customer service standards and through [our website](#).



MEASURING CUSTOMER SATISFACTION

We measure customer satisfaction through a range of surveys.

This provides feedback on customer satisfaction including transactional surveys when customers use our services, move into new homes, exit surveys and an annual survey.

This allows us to measure customer experience across their A2Dominion journey, from introduction to departure. A summary of opportunities for customers to provide feedback can be found on our [website](#). We also carry out ad hoc surveys (such as before and after surveys) supporting specific improvement initiatives to track the impact of changes.

To ensure we are held to account for feedback from these mechanisms we publish 'You Said We Did' information on our website.

We have aligned our corporate KPIs to the new Tenant Satisfaction Measures (TSMs), embracing the perception measures as well as quantitative measures. We plan to review during 2023/24 when we have more data to inform our targets and will also take into consideration how we can best meet the Regulator of Social Housing's upcoming new consumer standards.



MANAGING AND RESPONDING TO COMPLAINTS FAIRLY

In the last 12 months, 33 complaints were escalated to the Housing Ombudsman Service for investigation of which 79% were upheld.

These **33 complaints** represent **1.2% of all complaints** we received.

As a result of these, and all the complaints we received, we have implemented the following changes in practice:

STRENGTHENED OUR TARGET TO **RESPOND TO 100% OF COMPLAINTS** WITHIN OUR PUBLISHED TIMESCALES

INTRODUCED A **MONTHLY FORUM** FOR HEADS OF SERVICE AND DIRECTORS TO PROGRESS SOLUTIONS FOR LONGER STANDING COMPLAINTS

MAKE SURE ANY OUTSTANDING ACTIONS/WORKS WE IDENTIFIED IN OUR COMPLAINT RESPONSE ARE **CLOSELY MONITORED UNTIL THEY ARE COMPLETED**

Resident support

A2Dominion provides **extensive support services** to our customers.

Our community investment and tenancy sustainment work to ensure our customers remain in their homes and are supported to fulfil their potential in life.

Our vision is to provide homes people love to live in. To support this vision we use social value, customer insight data, customer survey results, and how effectively we engage with customers to measure the impact of our work.

KEY AREAS

We focus on three key areas:

- ▶ Increasing financial capability
- ▶ Reducing health inequalities
- ▶ Strengthening communities



DURING 2022/2023 WE:

5,800

CUSTOMERS ENGAGED IN HEALTH, WELLBEING, AND FINANCIAL INCLUSION PROJECTS

£1.3m

SPENT ON COMMUNITY INVESTMENT ACTIVITIES TO SUPPORT CUSTOMERS AND COMMUNITIES

>£524k

RAISED TO DEVELOP OUR SERVICES TO CUSTOMERS

£11.2m

GENERATED IN SOCIAL VALUE (HACT MODEL)

>£460k

DISTRIBUTED IN GRANTS TO SUPPORT, CUSTOMERS, HOMES AND NEIGHBOURHOOD IMPROVEMENTS, WITH 28 COMMUNITY ORGANISATIONS BENEFITING DIRECTLY



Placemaking

Placemaking describes the **activities we undertake to support customers** and the wider local community to create places and transform public spaces to strengthen the connections between people and these places.

Placemaking is at the heart of our community investment programme which is why we invested £430,000 through our grant giving programme, providing money we give out through partnerships to customers, community organisations to improve neighbourhoods and their lives.

£430k

INVESTED INTO OUR COMMUNITY INVESTMENT PROGRAMME

£290k

AWARDED £290,000 IN GRANTS IN 2021/22

A2Dominion's Great Places to Live fund awarded £290,000 in grants in 2022/23 to projects that:

Improve community safety for our customers and communities

Improve the places and spaces where our homes are located

Bring communities together

GULLIVER COURT GARDEN

Customers at Gulliver Court in Croydon worked together to turn their communal grounds into an oasis of serenity and natural beauty. They applied for a Great Places to Live fund to improve this much-loved space. The award of over £21,000 allowed customers to install a fence to separate the space from the main road and replace a bench.

Resident Annette Levine said:

"I cannot tell you the inestimable difference it has made, less rubbish and no damage to garden. Perhaps more importantly the peace it has afforded".

£21k

AWARDED FROM THE GREAT PLACES TO LIVE FUND

NEIGHBOURHOOD IMPROVEMENT FUND

A2Dominion's Neighbourhood Improvement Fund (NIF) is a grant fund set up to improve the places and spaces where our customers live.

In 2022/23 A2Dominion awarded £140,000 in grant funding, supporting 15 different projects to support local improvements including communal areas, bike sheds, bin sheds and play areas.

Awards are community-led and small grants of £1,000 or lower are awarded at the discretion of an A2Dominion area manager. Customers who wish to apply for larger grants must involve the local community through consultations and local agreement. Applications are agreed by the Neighbourhood Improvement Fund committee, made up of A2Dominion customers, for discussion and approval.

A2Dominion's Design Guide includes placemaking requirements based on the Design Council's Building for Life 12 on placemaking. This framework helps us to create sustainable, integrated communities and a sense of place and allows us to maximise placemaking opportunities depending on the individual characteristics of each site.

£140k

AWARDED IN GRANT FUNDING, SUPPORTING 15 DIFFERENT PROJECTS



AMBER PARKSIDE

We designed our suburban greenfield Amber Parkside development in Cranleigh to maximise pedestrian access to existing countryside paths and to new links into the village centre. The design sets aside tracts of green space (known as green fingers) between sites for developing homes to give all residents views of the countryside. Use of design, features and materials provide a nod to existing buildings while creating a sense of high quality which sets it apart from identikit new build developments that can be found on other nearby sites.

GREEN MAN LANE REGENERATION

A2Dominion's regeneration of our existing Green Man Lane homes in Ealing was carried out with continual engagement with the existing community. This allowed us to learn and make improvements at each phase of development to meet the needs of our customers. This included changes to ensure balconies are desirable spaces with a good degree of privacy, and a focus on creating an attractive street scape. Our engagement with the local authority through their West Ealing Liveable Neighbourhoods initiative resulted in pedestrianised routes and access to a new primary school took priority over vehicle routes.

Governance

STRUCTURE AND GOVERNANCE ▶

BOARD AND TRUSTEES ▶

COLLEAGUE WELLBEING ▶

SUPPLY CHAIN MANAGEMENT ▶



Structure and governance

A2Dominion is a not-for-profit organisation and is registered with the Regulator of Social Housing (RSH). We have a regulatory grading of "G1" for governance and "V2" for financial viability, last confirmed by the Regulator of Social Housing's regulatory judgment published in June 2022 following an in-depth assessment (as of the date of publication of this report this rating is currently under review).

A2Dominion follows the National Housing Federation's Code of Governance published in 2020. Additionally, we comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community

Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019.

MANAGING ORGANISATIONAL RISKS

A2Dominion's Group Board has ultimate responsibility for our risks with oversight by the Audit, Risk and Assurance Committee (ARAC). Other committees play a sponsor role on the risks that relate to their areas and review these quarterly, including our Executive Management Team which has operational management of our risks.

The Board ensures an effective system of risk management through a risk management framework and annual review. This provides oversight of our strategic and operational risks.

The Board delegates responsibility for detailed management and monitoring of the Group's strategic and operational risks to ARAC. We use a risk log to monitor risk and put in place controls and mitigation. Each risk links to our strategic objectives and has a sponsor within the business to support mitigation.

RISK MANAGEMENT OVERVIEW



GROUP BOARD

- Sign off risk register
- Annual review of framework, including risks, risk appetite and risk scores

AUDIT, RISK AND ASSURANCE COMMITTEE

- Oversight of risks
- Quarterly review of risk log and framework

OTHER COMMITTEES

- Sponsor risks relevant to their remit
- Quarterly review of risks they sponsor

EXECUTIVE MANAGEMENT TEAM

- Operational oversight of risks
- EMT members own risks
- Monthly review of registers and issues log

All of the bodies above undertake regular reviews of the Regulator of Social Housing's Sector Risk Profile and horizon scanning

REGULATORY FINDINGS

A2Dominion has not been subject to any adverse regulatory findings in the financial year 2022-23 that resulted in enforcement or other equivalent action.

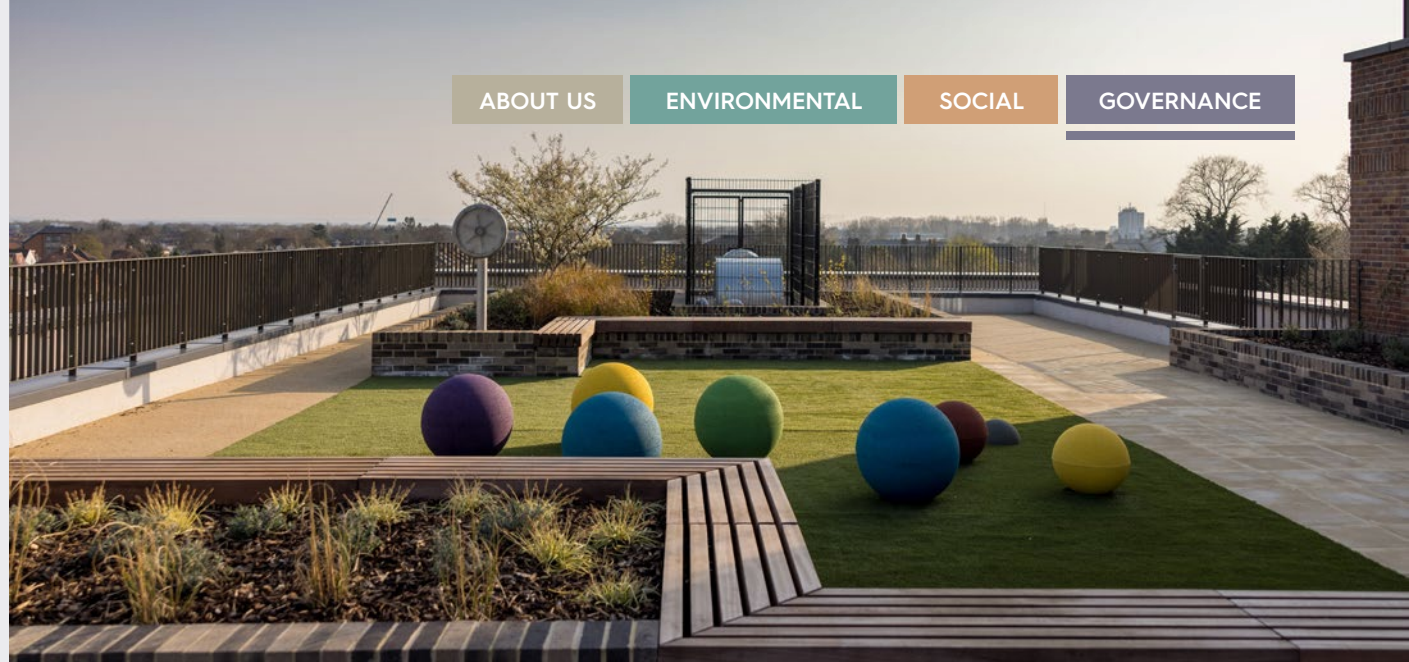
Board and trustees

DIVERSITY

A2Dominion values an environment where individuals can be their authentic selves and are committed to creating an inclusive environment in which everyone has an opportunity to achieve their full potential and feel like they belong.

This year we have focussed on improving on our reporting and oversight of diversity information, using the National Housing Federation data tool to provide a local benchmark and submitting our results to the National Housing Federation to build sector insight.

The table below shows the demographics of our Group Board and its committees compared to the demographics of our customers. We aim for our colleagues and leadership to represent the communities we serve at the Board level: 33% are women, 8% are people from diverse ethnic groups, 8% are people with disabilities and 33% aged 60+.



GROUP BOARD AND CUSTOMER DEMOGRAPHICS

	GROUP BOARD	BOARD & COMMITTEES	A2DOMINION CUSTOMERS	LOCAL BENCHMARK
Gender (female)	33%	38%	54%	51%
Age (over 60)	33%	29%	15%	20%
Diverse ethnic groups	8%	19%	45%	44%
Disability	8%	5%	28%	28%
Religion or belief	Not measured	Not Measured	35% Christian 27% No religion 12% Muslim 26% Other	47% Christian 35% No religion 10% Muslim 8% Other
Sexual orientation (LGBT+)	Not measured	Not measured	2%	4%
Gender reassignment	Not measured	Not measured	1.6%	0.4%
Marriage & civil partnerships	Not measured	Not measured	% Married % Civil partnerships	44% Married 0.3% Civil partnerships

Note customer information for disability is based on households not individuals.

45%

**GROUP BOARD TURNOVER
IN 2022/23**

91%

**OF A2DOMINION'S BOARD
WERE NON-EXECUTIVE
DIRECTORS IN 2022/23**

TURNOVER, TENURE AND ROLES

A2Dominion's Group Board is made up of 11 members, and we publish membership on our website. In 2022/23 we gained three new members and had a transition period which meant the members who were stepping down did not leave the Group Board until the 2023/24 financial year. In addition, we gained a permanent CEO and lost the interim CEO. This means our turnover was 45%.

Board members have a maximum tenure of six years (comprising of two terms of three years). This may be extended annually, up to a maximum of three additional years under exceptional circumstances and if the Board agrees it is in its best interests to extend an appointment.

In 2022/23 91% of A2Dominion's Board were non-executive directors.

In 2022/23, there were five members of our Audit, Risk and Assurance Committee. Three were Board Members and two Independent Committee Members. Two have extensive and recent finance experience.

No executive directors may sit on the Remuneration Committee.

The Board agreed a succession plan in 2023 that has been successfully implemented and is in place for this reporting period. The Board receives regular updates on recruitment against the plan. This has allowed us to ensure a consistent transition when Board members are replaced.

AUDIT, EFFECTIVENESS AND PREVENTING CONFLICTS OF INTEREST

Our external audit partner BDO LLP has been responsible for auditing our financial accounts for more than 15 years. The contract is tendered at least every five years and partners and lead auditors turnover regularly to ensure that there remains sufficient impartiality.

The last independently run Board effectiveness review was held in December 2022 with the final report issued in April 2023.

The roles of the Chair of the A2Dominion Board and CEO are held by two different people.

A2Dominion has a robust process for handling conflicts of interest at the Board. There is a publicly available register for Board and committee member declarations of interest which is reported on quarterly to the Board. Should there be a material conflict of interest, any individual concerned will withdraw from the Board discussions and decisions on relevant matters.

In the case of a fundamental or ongoing material conflict, the Board determines whether the person concerned should cease to be a Board member. The Board also has in place a Senior Independent Director and dispute resolution procedure to help deal with any conflicts that may arise.



Colleague wellbeing

LIVING WAGE, GENDER PAY GAP AND CEO PAY RATIO

A2Dominion pays the Real Living Wage to employees, including contractors. We do have apprentices at lower rates, but these are paid above the apprentice minimum rate by at least £3.87 per hour.

Each year we publish a gender pay gap report showing the difference in average earnings between men and women across the organisation. Excluding our subsidiaries, the median gender pay gap reduced in 2022/23 from 22.7% to 18.1%.

18.1%

**MEDIAN GENDER PAY GAP REDUCED
IN 2022/23 FROM 22.7% TO 18.1%**



We continue to monitor and work to narrow key pay gaps and maintain equal pay. To support this we have:

Continued to deliver our Equality, Diversity & Inclusion strategy and action plan for 2020-25

Launched a new pay policy to align pay across the organisation and to benchmark to market rates

Launched our new Employee Value Proposition which helps to attract a diverse pool of candidates.

We have put several initiatives in place to address the gender pay gap, including:

Launching our ATHENA networking for senior female colleagues aimed at supporting career advancement by looking at barriers to success

Trialling a target of 50% female representation on our recruitment shortlist for key senior roles, provided they meet the minimum criteria

Improving our maternity pay, to offer 100% maternity pay for first 13 weeks

Reviewing succession planning at executive management level, putting in initiatives to provide future-leader development for female colleagues.

A2Dominion's CEO: median-worker ratio is 7:1 which means the CEO earns seven times the average of other colleagues. This ratio is usually much higher in private companies and similar to other large housing associations. In our Equality, Diversity & Inclusion (ED&I) plan, one of our ambitions is to monitor and narrow key gaps to achieve and maintain equal pay so that people who do the same jobs are rewarded fairly. We continue to strive to understand, address and reduce gaps in pay between groups.



We continue to champion and raise visibility of our **mental health first aiders** who are trained to signpost colleagues in confidence to extra support such as our Employee Assistance Programme.



SUPPORTING PHYSICAL AND MENTAL HEALTH AND MONITORING SICKNESS

A2Dominion's annual programme of wellbeing events provides useful resources and ideas to help our employees manage their personal wellbeing.

This year's highlights included a revised flexible benefits option introducing supermarket vouchers and additional health benefits. We had high levels of engagement in our mental health awareness week which this year focussed on healthy hybrid working and the national Movember campaign which enabled male colleagues to have discussions about cancer and mental health openly. Our executive directors and CEO led awareness raising and discussion to help reduce stigma around mental health and dealing with grief. We continue to champion and raise visibility of our mental health first aiders who are trained to signpost colleagues in confidence to extra support such as our Employee Assistance Programme.

Of A2Dominion's total colleague base, the average number of working days taken sick per colleague was 6.2 days. This is slightly lower than the number taken in 2022/23 which was 6.4 days; the average number of long-term sick days were 4.3 days and the average number of working days lost to sickness were 1.9 days. We expect that this figure will improve as we continue to implement our wellbeing strategy.





Supply chain management

CREATING SOCIAL VALUE AND POSITIVE ENVIRONMENTAL IMPACT IN OUR PROCUREMENT APPROACH

Social value is embedded in all stages of A2Dominion's procurement process

When procuring services we identify different types of social value which may be delivered from the tender, such as employment opportunities and training. Social value is a core part of our tender criteria, and it forms part of the final bid scoring. The score is weighted and evaluated and assessed based on the type of the contract and its scalability.

ABOUT US

ENVIRONMENTAL

SOCIAL

GOVERNANCE

We continue to build and improve upon our existing framework based on sector best practice and aligned to the Social Value Act.

We aim to be applying (where applicable) apply 5-10% weighting to social value in the tender process, dependent on the value and scalability of the project and develop a new dashboard to better monitor and track impact. We currently apply 10% quality score weighting for Joint Value repairs procurement.

We issue an Anti-Slavery and Human Trafficking statement annually outlining our position on modern slavery; it can be found on our [website](#).





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INVESTORS IN PEOPLE
We invest in people Gold



**Investors
in People**

Health &
Wellbeing
Award

