



# In Bloom

## Our Environmental, Social & Governance Report

**2023-2024**



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Sustainability  
Reporting Standard



View of  
wetlands from  
Hale Works  
roof terrace,  
Tottenham.



## Introduction

Welcome to our first full ESG report, which sets out our approach and commitment to sustainability through creating sustainable communities and working to minimise the environmental impact of the homes we manage and the new housing we provide.

As a charitable and not for profit housing association with a local focus we are fully committed to providing social benefit for our residents and the communities we work in.

We work in a highly regulated sector and our commitment to meeting the highest standards of governance is highlighted in this report, along with details of our approach to minimising our environmental footprint and delivering ecological benefits for our residents and local communities.

In common with other social housing organisations we are reporting against The Sustainability Reporting Standard (SRS) a framework for housing providers to report on Environmental, Social and Governance (ESG) performance. The Standard aligns to the United Nations' (UN) Sustainable Development Goals (SDGs).

This report broadly follows the SRS framework and reports on our activities and performance for each set of criteria. As our first detailed ESG report there are some areas we are providing detailed information on for the first time which will act as a benchmark for future years.

You can find our SRS scorecard at the end of this report.

### Surjit Dhande

Group Finance and Resources Director - ESG lead

# Highlights

We are **on schedule** for all of the homes we provide to be **EPC C or better rated by 2030.**

Our financial inclusion team **supported 497 households** to help them **sustain their tenancies.**

We have **maintained our G1 and V2 governance and viability ratings.**

We have successfully **retrofitted a range of properties during the year** to improve energy efficiency and reduce carbon emissions.

**Outward**, our specialist supported housing partner, **supported more than 900 vulnerable adults** during the last year.

On average **OUR affordable rented homes cost 26% of equivalent private rented homes.**

# 01 Environmental

## Climate change

We are committed to reducing our impact on the environment, meeting our targets for decarbonisation for 2030 and 2050.

By 2030 we will ensure that all of our properties have an EPC rating of C or better.

### C1

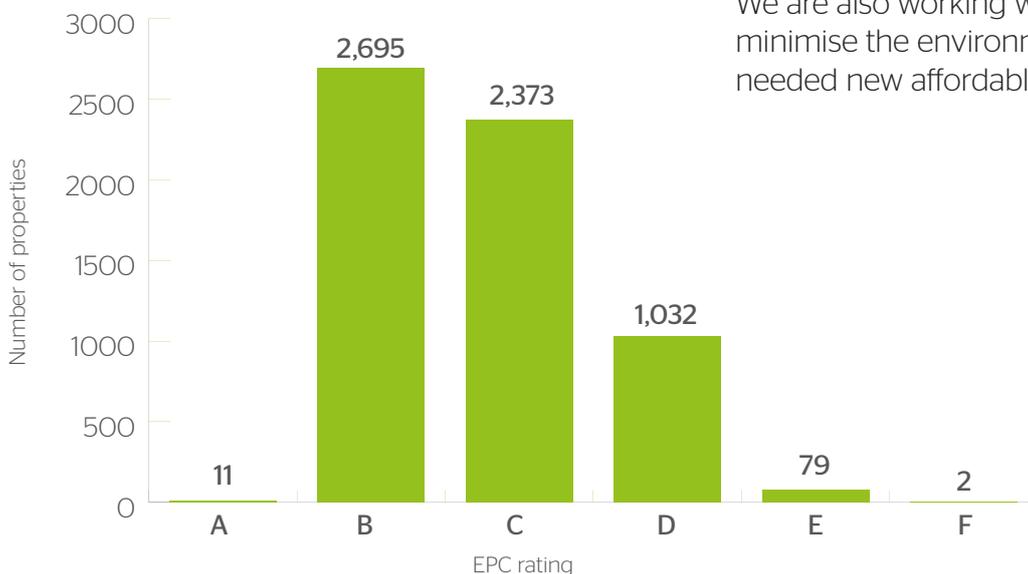
#### Distribution of EPC ratings of existing homes as at 31st March 2024

The distribution of EPC ratings for our rented properties are as follows:

- EPC Band A:** There are 11 properties, **0.18%**.
- EPC Band B:** There are 2,695 properties, **43.52%**.
- EPC Band C:** There are 2,373 properties, **38.32%**.
- EPC Band D:** There are 1,032 properties, **16.67%**.
- EPC Band E:** There are 79 properties, **1.28%**.
- EPC Band F:** There are 2 properties, **0.03%**.

We are on schedule to meet our target for all homes to be EPC C rated or better by 2030.

The graphic below shows the spread of EPC ratings for our rented stock.



### C2

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

We completed 21 new homes in 2023-2024. These were all EPC B rated.

### C3

#### Our approach to achieving Net Zero

We are actively working on several key areas of activity to achieve Net Zero by 2050 or sooner, aligning with global efforts to combat climate change.

This includes our programme to improve the EPC rating across all our stock to C or above by 2030, a major transformation programme at the Barnsbury Estate, which includes our least energy efficient housing, the introduction of green technology in new developments to provide carbon neutral heating and retrofitting programmes for our existing stock.

In addition we work to provide a wide range of green spaces and ecological benefits for our residents and local communities.

We are also working with our contractors to minimise the environmental impact of the much needed new affordable homes we are developing.



**Solar panels in Belmont Street development, Camden.**

## C4

### Retrofitting for a greener future and to achieve Net Zero

We have undertaken a wide range of retrofit activities in the last twelve months which aim to minimise our carbon footprint, improve the energy efficiency of our stock, reduce energy use and emissions for our residents and help to minimise fuel poverty.

These include projects to retrofit homes with reduced carbon technology such as air source heat pumps (ASHPs) and photovoltaic panels, both for individual homes and also for some blocks and schemes.

Examples of this work include at Bressey Avenue and Linwood Crescent in Enfield, where we have remodelled supported housing accommodation and retrofitted a wide range of environmental features and at Catherine House in Hackney.

#### Catherine House decarbonisation

Four years ago working in partnership with Outward and the London Borough of Hackney, Newlon completely remodelled and refurbished Catherine House to provide fully accessible accommodation for adults with profound learning disabilities.

We have now revisited the scheme to fully upgrade the heating systems, installing photovoltaic panels and Air Source Heat Pumps, with the building now having a sophisticated plant room, similar to a local energy centre to make

efficient use of these systems. Residents can now rely on cheaper, carbon neutral energy for their homes.

Being able to introduce these technologies in our supported housing stock as well as for newer blocks or individual homes is a step that we are really proud of.

#### Retrofit plans for a cleaner greener Barnsbury

The 26 block, 650 home, Barnsbury Estate in Islington comprises nearly 8% of our stock.

The estate is made up of two distinct parts, Old Barnsbury and New Barnsbury. Old Barnsbury comprises 1930s brick built lower rise blocks of architectural interest. New Barnsbury built between the 1950s and the 1970s is our least energy efficient stock.

In partnership with our residents we are working on plans which were overwhelmingly approved through a GLA estate ballot to transform the estate. At New Barnsbury this involves demolishing and rebuilding the existing housing, to replace it with additional new affordable homes, create new green space and provide residents with energy efficient homes.

At Old Barnsbury we are working on retrofit and renovation plans with residents and we are proud that our innovative initial proposals for increasing energy efficiency without changing the distinctive character of these blocks were shortlisted in the finals of the national retrofit awards.

We also continue to provide significant and ongoing investment into improving energy efficiency across our current stock, including programmes to upgrade and replace boilers and works to insulate homes and update and upgrade windows.

We undertake ongoing stock analysis to identify properties that need work to be carried out to improve their energy efficiency and working on a 'fabric first' basis our retrofit programme areas focus on providing a combination of the following improvements:

- Loft insulation.
- Continuous extractor fans.
- Double glazed windows and external doors.
- Provision of air source heat pumps.



**Retrofitting residents' homes for energy efficiency**



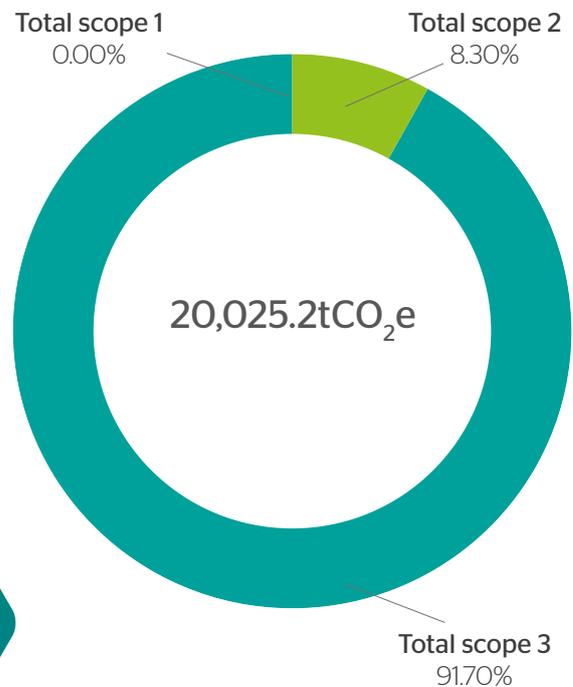
## C5

### Scope 1, Scope 2 and Scope 3 Green House Gas emissions.

Throughout the 23/24 financial year, Newlon has emitted a total of 20,025,385.8kgCO<sub>2</sub>e, or 20,025.4tCO<sub>2</sub>e.

This includes 1,661,445.2kgCO<sub>2</sub>e, or 1,661.4tCO<sub>2</sub>e categorised as scope 2 emissions (8.30% of total emissions) and 18,363,940.53kgCO<sub>2</sub>e, i.e. 18,363.94tCO<sub>2</sub>e categorised as scope 3 emissions (91.70%). Newlon did not produce emissions categorised as scope 1 under the GHG protocol.

The table below provides a breakdown of the sources of our Scope 1, 2 and 3 emissions.



Going forward we can use these emissions figures as a basis to show how we are managing to reduce emissions per home over time.

## C6

### Mapping and assessing the climate risks to the housing we provide

We have conducted a thorough flood risk assessment, including assigning risk scores for both surface water and riverine flooding, allowing us to understand the potential impact on the homes we provide.

To mitigate flood risks we are taking targeted actions to safeguard homes and communities from potential flooding events. As we continue to evolve our climate resilience strategy, further efforts will be made to address the broader range of climate risks, including drought and overheating.

221 of our homes, just over 2.5% of our stock, are in 'medium' to 'high-risk' flood risk areas, with the majority of these properties at risk due to surface water rather than from rivers or sea.

For recent developments we have utilised Environment Agency flood risk planning services to determine the level of risk to our homes and ensure that adequate risk mitigation measures are incorporated with the drainage and landscaping design.

Depending on the location and nature of the risk mitigation measures have included:

No sleeping accommodation on the ground floor and provision of rainwater attenuation, including the use of green roofs, brown and blue roofs, permeable paving and attenuation tanks.

We use Previsico, a specialist provider, to provide us with an early warning system for flood risk, through a flood dashboard. The flood dashboard provides a map-based view which visualises upcoming forecasts and flood alerts and delivers a clear picture of any flooding events likely to impact our assets, including location, timing and severity.

**New homes at  
Devon's Road,  
Tower Hamlets.**



Overheating risk data exists in respect of our developments that have gone through detailed design/planning from 2021 onwards. TM52/ CIBSE modelling was also carried out on development projects between 2015 and 2021.

These homes have been designed to mitigate against overheating. We aim to ensure that the risk of overheating is addressed through passive means such as building orientation, openable windows, and ventilation systems.

In existing properties, we consider overheating when undertaking improvements, which often results in additional ventilation being installed alongside, insulation especially to pipework.





**Green spaces at Hale Village, Tottenham and the Crescent, Enfield.**

## Ecology

### C7

#### **Working to enhance green space and promote biodiversity in or near the homes we provide**

In terms of new affordable housing development from February 2024 new build developments are required to submit a biodiversity net gain plan with their planning application. The aim being to leave the natural environment in a measurably better state than before development was undertaken. As we are generally developing on urban brownfield sites our developments improve existing environments and create new green spaces.

Landscape design factors in our newer developments integrate appropriate drainage systems with significant green space and hard landscaping in creating attractive urban environments for the enjoyment of our residents.

On existing estates, we continue to work with our contractors to upgrade communal green spaces to include increased biodiversity measures. We also have several allotments including roof allotments to encourage residents to grow food and other plants.

We work with our residents and a wide range of partners to provide and maintain green spaces and promote biodiversity. Examples include:

Provision of green spaces in new developments, either by providing residents with their own

garden spaces or through developing communal areas.

Provision and maintenance of green spaces in existing developments.

Provision of allotment spaces for residents on the Barnsbury Estate and roof garden allotment spaces for some of our Hale Village residents.

The Linear Park green space at Hale Village, which provides green space for residents, has won a green flag award, which is the benchmark international standards for parks and green spaces.

The Barnsbury Community Garden provides a green oasis for residents of the Estate and the wider local community.

The garden is maintained in a partnership with the Islington Bangladesh Association, who provide a range of sessions and courses including horticulture classes and work with residents to teach them about growing fruit and vegetables.

In partnership with our lead responsive repairs contractor Wates we have recently installed new grow boxes in the Barnsbury Community Garden.

As part of the major Arsenal Regeneration project, we provided grant funding for provision of green community spaces close to where our residents live, this includes the Gillespie Eco Park and the Olden People's garden. These provide two significant local ecological resources. The Gillespie Eco Park is an education resource, promoting ecological benefits to local people,

and is the base for extensive schools and community programmes.

Another example of how we have worked with local partners to deliver ecological benefits is at the Crescent in Enfield, where in partnership with Enfield Council we created Monmouth Green. This is a new landscaped green space for local people focussed around a crescent of pleached trees, feature paving and planting for year-round colour

Our supported housing subsidiary Outward, runs an annual gardening competition for residents and also manages Nutley Edge. Nutley Edge is a rural retreat on the edge of the Ashdown Forest which provides the opportunity for adults with autism and a wide range of physical and mental health disabilities to enjoy a short holiday while their carers and family members benefit from a respite break.

At Nutley Edge Outward maintain several acres of green space and woodland.

We also work with a wide range of community groups to provide ecological benefits to local people and our residents. These include Living Under One Sun who provide community allotment spaces close to Hale Village, and working in partnership with Mount Anvil and Kew Gardens as part of an ongoing ecology project with residents of the Barnsbury Estate.

## C8

### **Working to identify, manage and reduce pollutants that could cause material harm.**

We have a range of programmes in place to ensure the safety of the buildings where are residents live.

This includes monitoring for dangerous substances such as asbestos and checking and assessing water quality and reporting on compliance to our regulator.

We work with our new build and cleaning contractors to ensure the safety of construction materials, waste products and any materials used in maintaining the cleanliness of communal areas in our housing.

Through our procurement processes and build contracts, we require our suppliers to minimise the use of potential polluting materials. All products must comply with acknowledged environmental standards and suppliers must ensure strict controls are in place during use.



**Nutley Edge cottages for respite care**

# Resource Management

## C9

### Increasing the use of responsibly sourced materials for all building and repairs works

Increasing the use of responsibly sourced materials for all building and repairs works

We work with our contractors to assess where materials have been sourced for repairs and maintenance works and include requirements in contracts and procurement to ensure responsible sourcing.

As part of our procurement and tender process both for our maintenance and new build contracts all materials are procured through a reputable supply chain and we require that products used are sourced responsibly and from renewable resources. We also require that suppliers minimise the use of scarce or difficult to source materials.

## C10

### Responsibly managing waste incorporating building materials

We have programmes to responsibly manage waste for our office spaces and work with local authority partners for all of our residential buildings. We also include provisions about responsible waste management in all our construction contracts.

## C11

### Our approach to water management

We have ongoing programmes to manage and maintain water quality, to ensure leaks are traced and repaired and to monitor water usage in our offices and residential buildings. As we do not directly manage supply we also work closely with key providers to ensure water quality and to minimise waste.

In our new build homes we install smart meters and when replacing kitchens and bathrooms in existing homes we instal dual flush toilets and low flow taps and showers as standard.



New, cleaner, greener homes

## Affordability & Security

### C12

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

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

Newlon provides low-cost rental housing across nine London boroughs at an average of just 26% of the cost of similar accommodation in the private rented sector.

### C13

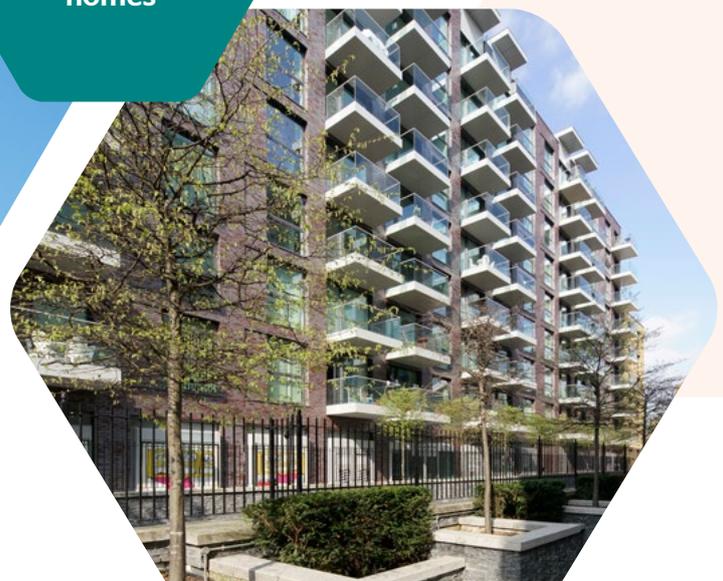
Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to all tenures.

We own or manage 8,400 in boroughs across north and east London. We provide homes in range of tenures:

#### Group stock numbers 2023-2024

Social rent	3,957
Affordable rent	347
Low cost home ownership	1,352
Supported housing	637
Intermediate rent	1,146
Leaseholder	876
Commercial properties/other	85
<b>Total</b>	<b>8,400</b>

New secure,  
sustainable  
homes



## C14

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

21.

## C15

### How is Newlon trying to reduce the effect of high energy costs for its residents?

We work to procure energy for communal areas at the cheapest rates possible while ensuring that it is supplied from renewable sources.

We are entering the final year of a five year fixed rate green tariff which was procured before the energy price rise crisis protecting residents against significant increases for the costs of communal heating and lighting.

To support reducing costs for residents in their homes we are working to increase energy efficiency across our stock, focusing on improving the most energy inefficient homes first.

Solutions range from retrofitting new technology to providing new or additional insulation, provision of new energy efficient heating systems or providing new windows.

We provide support for the most severely impacted residents through our hardship fund.

We also signpost residents to any support available and any options for reduced energy tariffs.

## C16

### Our commitment to security of tenure for residents

Providing security of tenure is one of our key approaches to tenancy management. All of our social rent residents were at some point on a waiting list for secure and decent affordable housing. Very little can be achieved by returning someone to a waiting list or a new cycle of dependency and we work to ensure people can live securely in their homes for the long-term.

To achieve this we have a Financial Inclusion team who work to support residents facing hardship and a team who work to support tenancy sustainment if people are at risk of not being able to maintain their tenancies for non-financial reasons such as vulnerabilities or problems due to antisocial behaviour.

Our aim is always to intervene as early as we can to support residents experiencing issues maintaining their tenancies.

Where people experience problems paying rent we always aim for early intervention and will introduce flexible payment plans if residents get into arrears.

Our care and support subsidiary Outward work directly with several at risk groups, such as young care leavers to assist them to transition to living independently and to help them maintain independence. independently.



Energy efficient heating systems



## Fire safety measures



## Building Safety and Quality

### C17

#### Safety checks - keeping residents safe

- % Gas safety checks have been carried out to homes - **99.2%**
- % Fire risk assessments have been carried out to homes - **99.8%**

Any instances where checks have not been completed are where we are working to gain access to properties.

### C18

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

100% of our housing meets the national housing quality standard. We are required to meet decent homes standards.

### C19

#### Managing and mitigating the risk of damp and mould for our residents

We have a comprehensive programme to manage and mitigate the risks of damp and mould in our properties. This includes proactive measures to prevent the occurrence of damp and mould and follow up where any issues have been reported and dealt with and responsive actions to respond to any issues raised to ensure healthy living conditions for our residents.

### Preventative measures

**Survey programme** - we aim to survey 20% of our rented housing each year. The surveying methodology includes assessing for risk of damp and mould. We then put steps in place to deal with any damp and mould we find. In addition the information gathered from these surveys is used to plan and prioritise longer term improvements as well as identifying any urgent health and safety issues.

**Data analysis** - we analyse data from stock condition surveys, repair reports, complaints, and complex cases to identify high-risk properties and address potential damp and mould issues proactively.

**Healthy homes initiative** - in partnership with our main repairs contractors we carry out a series of healthy homes visits. This initiative focuses on properties where data has shown that there are higher than average reports of repair issues, in particular, properties at risk of damp and mould. We then follow up with any actions required as a result of the healthy homes visits.

**Stock improvement programme** - we continue to invest significantly in structural improvements across our housing stock, especially those that enhance the thermal performance of properties and reduce the risk of damp and mould

## Responsive actions

**Inspection** – on receiving a report of damp and mould, our surveyors quickly attend to conduct inspections to identify the cause. Quick fixes are addressed at the first visit, while complex issues are managed with detailed plans and timelines.

**Communication** – we keep residents informed about the progress of any works through direct communication and we can also provide updates through the My Newlon digital portal.

**Decant policy** – in severe cases, temporary relocation can be arranged to ensure residents’

safety and comfort while comprehensive repairs are completed.

If a problem cannot easily be resolved or reoccurs our specialist complex repairs team will engage with the resident to ensure we find an effective solution to the issues being experienced.

We carry out follow up surveying five weeks after damp and mould works have been completed to check if the works have been successful and ensure that there has been no reoccurrence of issues.

## Resident Voice

### C20

#### Improving residents’ satisfaction

In common with all other social housing providers Newlon records resident satisfaction against the Tenant Satisfaction Measures (TSMs) set out by the Regulator for Social Housing. To be able to compare performance from year to year we are using our 2023-2024 TSM scores in this section, which was the first full year of TSM reporting.

For the majority of indicators our performance improved:

For the majority of indicators our performance improved:

- Overall satisfaction improved from **59% to 60%**.
- Residents saying we treat them fairly and with respect increased from **61% to 71%**.
- Residents’ satisfaction with the way we maintain communal areas improved from **59% to 66%**.
- Residents’ feeling we make a positive contribution to their neighbourhood increased from **42% to 67%**.
- Satisfaction with complaint handling increased from **25% to 34%**.

Overall this is good news, especially against a backdrop of falling satisfaction in the sector.

Nevertheless we are committed to continuing to improve and we are in the second full year of our Trust Newlon programme to engage with residents to improve services in the areas they tell us are most important, which include:

**Being easy to deal with** – we have promoted use of our online portal and 3,850 households are now registered to use it. Overall contact with our call centre and by email reduced significantly during the year partly as a result of residents opting to use the portal as their preferred means of contact.

**Improving our places** – we have worked with residents to introduce a new approach to managing communal areas and satisfaction has improved significantly.

**Sustaining tenancies** – our financial inclusion team provided support to 497 families in the last year with:

**£180,000** gained for residents in new or backdated benefits though support and advice provided.

**£84,000** in hardship support provided to 275 households.

**Reliable repairs** – providing a reliable repairs service is really important to our residents. One approach we have adopted to improve this is use data and management information more effectively to track jobs at risk of being completed out of time.

## Case Study: Reducing Repeat Repairs through IT Enhancements

**Background:** A significant number of residents expressed dissatisfaction with repeat repairs due to missed or rearranged appointments. These issues were contributing to overall dissatisfaction with maintenance services. In response, Newlon established a series of measures aimed at reducing repeat repairs and improving service reliability:

**Service Failure Metrics:** we established metrics to track service failures, including missed or rearranged appointments, repeat repairs, and recalls. This allowed us to take proactive action. Monthly monitoring showed a consistent reduction in these metrics.

**Enhanced Call Handling:** Call routing and scripts were introduced to identify repeat repairs early and avoid duplication. This system helped streamline the reporting process and ensure efficient handling of repair requests.

These actions reflect Newlon Housing Trust's commitment to addressing resident feedback and enhancing overall service quality.

Learning from complaints plan – published online and signposted to residents.

## C21

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

Governance is an important part of our approach to resident accountability.

To support this commitment two of our Board members are residents and one of our Residents' Services Committee members is a resident. These are paid roles in common with other Board members.

Our **Residents' Forum** is a formal part of our governance structure.

We provide a wide range of scrutiny and engagement activities for residents these include:

**Residents' Strategy Group:** residents meet to monitor and review our resident engagement strategy through regular six-monthly meetings, ensuring continuous oversight and adaptation based on feedback.

**Residents' Think Tank:** a group of over 200 residents engaged in consultations, procurement, and performance reviews, providing a direct channel for resident input into decision-making.

### Mystery Shoppers and Resident Inspectors:

residents conduct inspections and provide feedback on staff responsiveness and service quality, contributing to service improvements.

**Enhanced communication:** regular updates through quarterly newsletters, annual reports, and digital platforms keep residents informed about actions taken based on their feedback.

**Training and development:** offering training for residents in areas like scrutiny, policy review, and involvement processes to empower them in holding management to account.

**Digital and in-person meetings:** we provide flexible engagement options, including online and face-to-face meetings, ensure broader resident participation in monitoring and feedback activities.

**Regular reporting on resident engagement outcomes:** to the Residents' Forum, Residents' Services Committee, and Board, with resident representatives on these bodies ensuring their voices are heard at the highest levels



Newlon  
Residents'  
Forum



## Case Study: Improving communal areas through resident engagement

**Scenario:** residents of Newlon Housing Trust raised concerns about the cleanliness of communal areas. In response, the Think Tank, a group of over 200 engaged residents, was mobilised to address the issue.

**Implementation:** members of the Think Tank participated in evaluating the new cleaning and grounds maintenance contracts. They provided valuable feedback during digital and in-person meetings, discussing service standards and monitoring contract performance.

**Outcome:** the insights from the Think Tank led to significant improvements in service delivery, resulting in a 20% increase in resident satisfaction with the cleanliness of communal areas. Regular reporting and transparent communication ensured that residents were kept informed of the changes, demonstrating Newlon's commitment to accountability and continuous improvement. This collaborative approach empowered residents and reinforced the value of their input in enhancing service quality.

### C22

#### In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in any change of practice?

16 findings of maladministration or partial maladministration and one of severe maladministration.

We have a full learnings from complaints programme which we report to the Board and Residents' Forum. This forms part of our annual compliance with the Ombudsman's code.

Specific changes we are introducing as a result of these findings include:

Reduced time allowed for contractors to deal with roof repairs.

Our complaints policy and procedure have been updated to ensure staff are clear when to log complaints, when they need to be responded to and when an extension of time can be requested.

Our antisocial behaviour (ASB) policy has been updated to improve responsiveness when ASB is being reported and the perpetrators are unknown.

We are making better use of repairs data to spot potential issues - we regularly report on works orders in jeopardy (this is where the target date for completion is close and these works orders are at risk of going out of target), overdue jobs and job cancellations. As a result of this, the number of works orders being cancelled has reduced and there has been a reduction in the number going over target.

We have updated our Significant Incident Policy.

All staff have received training on use of our CRM system to ensure a more consistent approach to record keeping and actioning enquiries.



# Resident Support

C23

## Our approach to supporting residents and sustaining tenancies

We provide a range of support services to our residents. These include:

### Financial inclusion support and hardship support

We run programmes of employment, financial inclusion and tenancy sustainment support for our residents. Available to residents in 12 boroughs in north and east London.

### Specialist care and support services

Through our specialist subsidiary Outward we provide a wide range of care and support services for the most vulnerable members of our community. In addition Outward provide further services such as activity breaks for people with a wide range of care and support needs providing the opportunity for family members and carers to enjoy a period of respite.

### Community hubs

Newlon provides a wide range of community health, wellbeing and education resources at our two community centres. One at the Barnsbury Estate in Islington and one in Limehouse. These centres act as a hub for our residents and the wider local community in north and east London.

We also provide a hub for third sector businesses and local SMEs at Tottenham Town Hall.



Pedal Power, community activity for people with learning difficulties

We work with a range of dedicated community partners including the Engine Room at Hale Village, the Islington Bangladeshi Association and Arsenal FC.

Overall, these support services are highly successful in improving outcomes.

Outward supports over 900 vulnerable adults to maintain their independence and their service is consistently 100% CQC good rated.

We provided hardship and financial inclusion support to 497 households in the last year. This included helping residents to access **£180,000 in new or backdated** benefits though support and advice provided. Additionally **£84,000 in hardship support** was provided to **275 households**.



## Community investment activities and contributing to positive neighbourhood outcomes for the communities where our homes are located

Newlon has been a partner in a number of large-scale and awarding winning community regeneration programmes, including the Arsenal Regeneration Programme, and at Hale Village, Tottenham Hale, Tottenham Green, Cannon Road and Goodman’s Fields.

Through these projects we have developed an understanding of how to develop and manage thriving, sustainable communities and we work with community partners to create positive neighbourhood outcomes.

### Examples of our community investment activities include:

Running two activity community hubs at the Barnsbury Estate and in Limehouse.

Providing a third sector business hub at Tottenham Town Hall, which also provides a base for the Tottenham Foodbank.

Involvement in a wide range of local partnerships including with Arsenal FC and Arsenal in the Community in Islington and Tottenham Hotspur and the Engine Room Community Centre in Haringey.

Outward, our care and support partner, provide a wide range of outreach and volunteering activities in boroughs across north and east London.

Another example of how we work with local community partners is Pedal Power, a unique scheme which provides the opportunity for people of all ages with physical or mental health disabilities to enjoy the opportunity to cycle on the podium of the Emirates Stadium.

Organised by the mother of a Newlon supported housing resident and managed in partnership with Arsenal in the Community, this is a popular, unique and fun-filled regular activity session which supports the fitness and wellbeing of some of the most vulnerable members of our community. As well as Newlon residents many other people take part with the support of a wide range of specialist care and support organisations and family members.

Some of the Newlon residents who enjoy themselves cycling the morning away at Pedal Power benefit from the other local community facilities that Newlon provides in partnership with Arsenal in the Community. This includes taking part in football sessions for adults and young people with learning disabilities in Arsenal’s Community Hub, which is based in the lower storeys of one of our Queensland Road buildings.

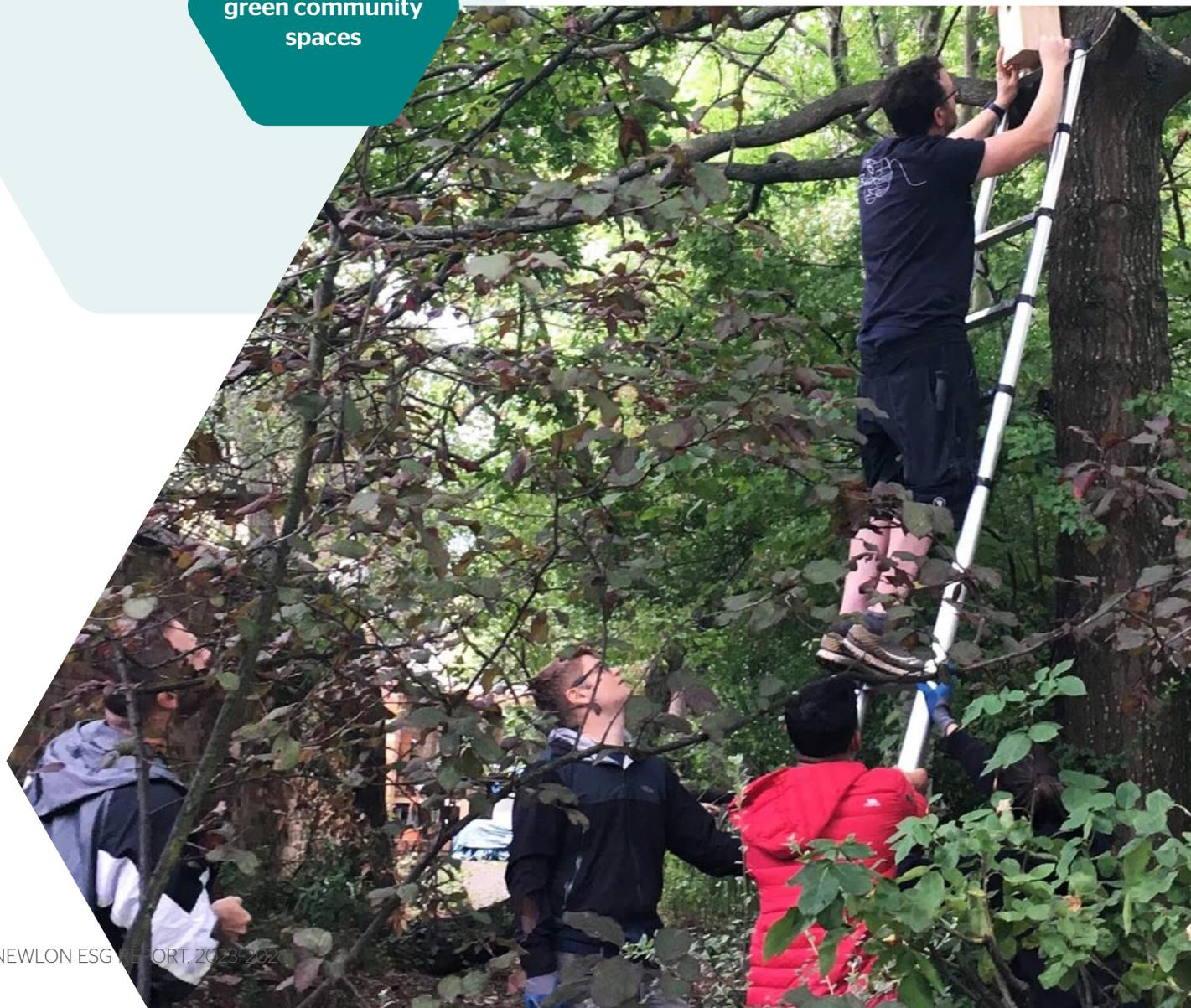
At Tottenham Hale, as partners in major regeneration we have supported provision of a new community centre and health centre for the benefit of local people.



**Volunteer day at Barnsbury community garden**



Support for  
green community  
spaces



# 02 Governance

## Structure and Governance

### C25

#### Is Newlon registered with the national regulator of social housing?

Yes - L0006.

### C26

#### Our most recent regulatory grading/status

G1 for Governance, V2 for viability. V2 is a standard rating for developing housing associations in London.

### C27

#### Which Code of Governance does Newlon follow?

We follow the National Housing Federation Code of Conduct 2022 and Code of Governance 2020.

Compliance is reviewed annually by our Board.

### C28

#### Is Newlon not-for-profit?

Yes. Newlon is a not-for-profit, charitable housing association.

### C29

#### How our board manages ESG risks. Are ESG risks incorporated into Newlon's risk register?

ESG risks are incorporated into Newlon's Risk Framework, which is reviewed regularly by the Board and Executive Team. We undertake annual audit needs assessments and assurance mapping in consultation with the Group Audit and Risk Committee and agree a programme of audit checks, specialist scrutiny and risk 'deep dives' designed to provide the Board with confidence that risks are well managed.

### C30

#### Has Newlon been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?

No.



Resident Board members, Blossom and Lloyd.

# Board and Trustees

## C31

### Does Newlon consider resident voice at board and senior management level?

### How does Newlon ensure it gets input from a diverse range of people, into the governance processes? Does Newlon have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

We are fully committed to listening to what our residents tell us about the services we provide and working with them to jointly design and improve services.

To ensure that the resident's voice is heard at Board and senior management level two of our Board member are residents. We also have a paid role for a resident on our Residents' Services Committee and our Residents' Forum, run by residents to represent their views to the Board and senior management, is a formal part of our governance structure.

We have a wide range of scrutiny and engagement programmes and opportunities for residents which ensure that their view and input are taken into account at all levels of the organisation.

We have robust policies in place to promote Equality, Diversity, and Inclusion (EDI) within our recruitment and selection processes for board members and senior management. These policies are designed to ensure a diverse and representative leadership.

We also have to meet specific EDI requirements set out by the Greater London Authority (GLA) as part of meeting their grant funding requirements.

Uniquely more than 15% of our staff are Newlon residents, ensuring that residents are directly involved in designing and improving the services we provide and deliver on a daily basis.

## C32

### What % of our Senior Management Team have turned over in the last two years?

3 in 11 Board members – 27%

0% of Exec team.

Change in Board members reflects the requirement of the NHF's code of governance that no Board member should have a tenure of more than six years.

## C33

### Number of board members on the Audit Committee with recent and relevant financial experience.

Our Audit Committee is chaired by a fully qualified accountant with significant and current financial experience in a range of sectors, supported by committee members with considerable senior level experience of housing development and operations.

## C34

### What % of our board are non-executive directors?

1/11.

## C35

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

Yes. Our People and Governance Committee regularly reviews the Succession Plan and advises on recruitment of new Board and Committee Members with reference to a regularly updated skills assessment.

## C36

### For how many years has Newlon's current external audit partner been responsible for auditing the accounts?

Two years.

## C37

### When was the last independently-run board effectiveness review carried out?

We commission independent reviews of effectiveness every three years, with the most recent one concluding in December 2022. In intervening years, we run internal reviews of effectiveness, where Board Members consider the performance of the Board and sub-committees in relation to the National Housing Federation's Code of Governance 2020. Having annual feedback ensures that we keep skills up to date, regularly refresh training plans and ensure that terms of reference are still appropriate.

## C38

### How does Newlon handle conflicts of interest at the board?

Newlon Board Members have adopted the NHF Code of Conduct 2022 and are required to submit an annual Declaration of Interest. Declared interests are summarised in an annual report to the Board and then published on our website. There is also an opportunity for all attendees to declare interests at the beginning of each Board and Committee meeting and excuse themselves from involvement in any agenda item. We also have a Whistleblowing Procedure in place, which contains specific guidance about how potential conflicts should be reported and investigated.

## Colleague wellbeing

## C39

### Does Newlon pay the Real Living Wage?

Yes. As a minimum we pay the London Living Wage for all roles.

## C40

### What is Newlon's median gender pay gap?

19%.

This is due to distribution by gender within pay quartiles but pay differences in all quartiles are effectively negligible and in favour of women in the upper and lower- middle quartiles.

## C41

### What is the CEO:median-worker pay ratio?

4:1

## C42

### How is Newlon ensuring Equality, Diversity and Inclusion (EDI) is promoted across its employees?

We have a range of policies that support our approach to EDI as well as an EDI framework which is reviewed and approved by our Board and Residents' Forum annually.

This is supported by a range of mandatory and regular refresher training and ongoing communications.

Newlon works in north and east London serving one of the UK's most diverse communities and we have a mixed, diverse and vibrant workforce reflective of the community we work with.



Clarke Carlisle speaks about mental wellbeing at Newlon staff conference

## C43

### How does Newlon support the physical and mental health of its employees?

We provide a range of benefits for employees. These include an employee health plan which provides cash back for a wide range of treatments such as dental care and eye tests as well as services such as osteopathy or physio.

This service also provides access to free 24/7 counselling support and access to additional free medical or legal advice.

We also provide a fitness benefit for benefit for our staff which provides £200 a year towards a fitness or wellbeing activity of their choice - this pays for activities such as swimming sessions or would cover equipment such as an exercise bike or Fitbit.

As part of our quarterly All Staff Days we focus on issues such as wellbeing and mental health including getting specialist external providers to run sessions or provide wellbeing activities.

We offer a hybrid working approach for our staff and regularly track satisfaction with work-life balance as part of our staff attitude surveying.

## C44

### How does Newlon support the professional development of its employees?

We have dedicated Learning and Development budget which supports professional development with a focus on career development and ensuring people have the appropriate technical expertise for their roles.

We provide apprenticeship opportunities, developmental and trainee roles to allow staff members to develop the required competences for career development.

We also provide a dedicated online e-learning platform.

## Supply Chain

## C45

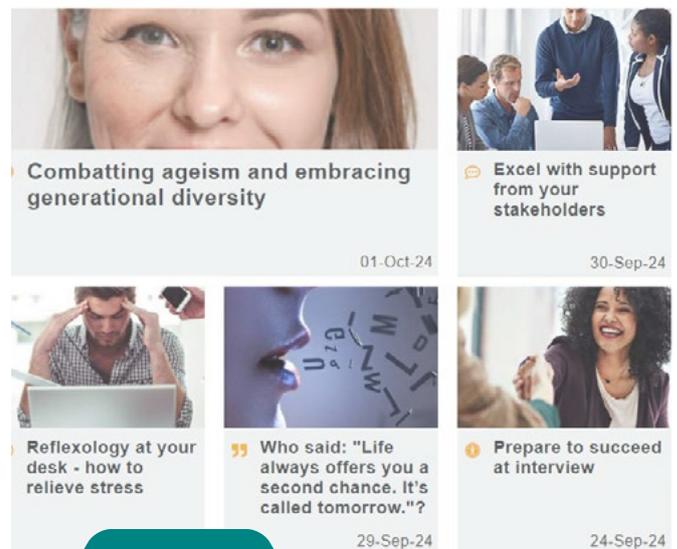
### How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?

Our procurement strategy includes the requirement to embed social value in newly procured contracts, ensuring we involve residents, promote community services, support SMEs and consider the environment.

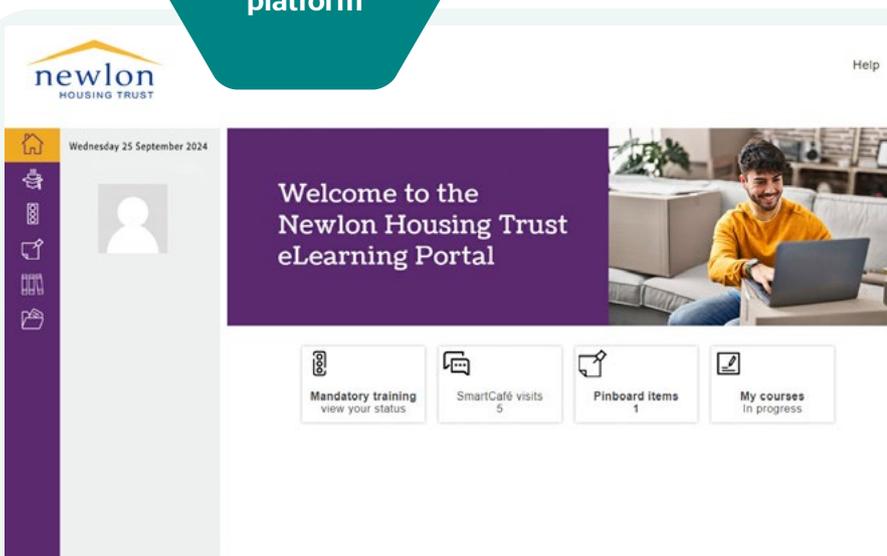
## C46

### How is sustainability considered when procuring goods and services?

As part of our approach to procurement we assess suppliers against a range of environmental and sustainability criteria.



Newlon's online professional development platform



# Sustainability Reporting Standard

## Disclosure Against Criteria

Theme	Criteria #	Criteria	Measurement Unit	Response
Climate Change	<b>01 Environmental</b>			
	<b>C1</b>	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of Homes rated A % of Homes rated B % of Homes rated C % of Homes rated D % of Homes rated E or worse % of Homes without an EPC rating	The distribution across different EPC bands for our the 6,192 rental properties is as follows: EPC Band A: 11 properties, 0.18%. EPC Band B: 2,695 properties, 43.52%. EPC Band C: 2,373 properties, 38.32%. EPC Band D: 1,032 properties, 16.67%. EPC Band E: 79 properties, 1.28%. EPC Band F: 2 properties, 0.03%.
	<b>C2</b>	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of Homes rated A % of Homes rated B % of Homes rated C % of Homes rated D % of Homes rated E or worse % of Homes without an EPC rating	21 new homes were completed. These were all EPC B.
	<b>C3</b>	Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?	Qualitative response.	<a href="#">See page 5.</a>
	<b>C4</b>	What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?	Qualitative response.	<a href="#">See page 6.</a>
	<b>C5</b>	Scope 1, Scope 2 and Scope 3 Green House Gas emissions Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home If unable to report emissions data, please state when the housing provider is expected to be able to do so.	kg CO <sub>2</sub> e kg CO <sub>2</sub> e/home	Throughout the 23/24 financial year, Newlon has emitted a total of 20,025,385.8kgCO <sub>2</sub> e, or 20,025.4tCO <sub>2</sub> e. This includes 1,661,4452.2kgCO <sub>2</sub> e, or 1,661.4tCO <sub>2</sub> e categorised as scope 2 emissions (8.30% of total emissions) and 18,363,940.53kgCO <sub>2</sub> e, i.e. 18,363.94tCO <sub>2</sub> e categorised as scope 3 emissions (91.70%). Newlon did not produce emissions categorised as scope 1 under the GHG protocol.

Theme	Criteria #	Criteria	Measurement Unit	Response
Climate Change	<b>C6</b>	How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?  How is the housing provider mitigating these risks?	Qualitative response	<a href="#">See page 8.</a>
Ecology	<b>C7</b>	Does the housing provider have a strategy to enhance green space and promote biodiversity in or near homes?  If yes, please describe with reference to targets in this area.  If no, are you planning on producing one in the next 12 months?	Qualitative response.	<a href="#">See page 9.</a>
	<b>C8</b>	Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?  If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy  If planning to develop one, when does the housing provider expect it to be established? [Date]	<a href="#">See page 10.</a>  2. We are working on developing a strategy with the aim of completing this for March 2025.
Resource Management	<b>C9</b>	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?  If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy  If planning to develop one, when does the housing provider expect it to be established? [Date]	<a href="#">See page 11.</a>  2. We are working on developing a strategy with the aim of completing this for March 2025.
	<b>C10</b>	Does the housing provider have a strategy for waste management incorporating building materials?  If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy  If planning to develop one, when does the housing provider expect it to be established? [Date]	<a href="#">See page 11.</a>  2. We are working on developing a strategy with the aim of completing this for March 2025.
	<b>C11</b>	Does the housing provider have a strategy for water management?  If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy  If planning to develop one, when does the housing provider expect it to be established? [Date]	<a href="#">See page 11.</a>  2. We are working on developing a strategy with the aim of completing this for March 2025.

Theme	Criteria #	Criteria	Measurement Unit	Response
Affordability and Security	<b>02 Social</b>			
	<b>C12</b>	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority 2) Rent compared to the relevant Local Housing Allowance (LHA)	% of PRS rent % of LHA rent	26% of PRS rent.
	<b>C13</b>	Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	% homes Number of homes	<b>Group stock numbers 2023-2024</b> <hr/> Social rent 3,957 Affordable rent 347 Low cost home ownership 1,352 Supported housing 637 Intermediate rent 1,146 Leaseholder 876 Commercial properties/other 85 <hr/> <b>Total 8,400</b>
	<b>C14</b>	Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to: - General Needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	% homes Number of homes	21 homes - all General Needs (social rent).
	<b>C15</b>	How is the housing provider trying to reduce the effect of high energy costs on its residents?	Qualitative response	<a href="#">See page 13.</a>
	<b>C16</b>	How does the housing provider provide security of tenure for residents?	Qualitative response	<a href="#">See page 13.</a>

Theme	Criteria #	Criteria	Measurement Unit	Response
Building Safety and Quality	<b>C17</b>	Describe the condition of the housing provider's portfolio, with reference to:	% of homes	<a href="#">See page 14.</a>
	<b>C18</b>	What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?	% of homes	100%
	<b>C19</b>	How do you manage and mitigate the risk of damp and mould for your residents?	Qualitative response	<a href="#">See page 14.</a>
Resident Voice	<b>C20</b>	What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?	% of residents satisfied	60% <a href="#">See page 15.</a>
	<b>C21</b>	What arrangements are in place to enable residents to hold management to account for the provision of services?	Qualitative response	<a href="#">See page 16.</a>
	<b>C22</b>	In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?	Qualitative response	16 <a href="#">See page 18.</a>
Resident Support	<b>C23</b>	What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?	Qualitative response	<a href="#">See page 19.</a>
Placemaking	<b>C24</b>	Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located. Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	<a href="#">See page 20.</a>

Theme	Criteria #	Criteria	Measurement Unit	Response
Structure and Governance	<b>03 Governance</b>			
	<b>C25</b>	Is the housing provider registered with the national regulator of social housing?	Yes/No	Yes
	<b>C26</b>	What is the housing provider's most recent regulatory grading/status?	Varies by Nation	G1 V2
	<b>C27</b>	Which Code of Governance does the housing provider follow, if any?	Name of code	NHF Code 2020
	<b>C28</b>	Is the housing provider a Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Yes/No Name % %	Yes
	<b>C29</b>	Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?	Qualitative response	<a href="#">See page 22.</a>
	<b>C30</b>	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?	Yes/No	No
Staff Wellbeing	<b>C31</b>	How does the housing provider ensure it gets input from a diverse range of people, into the governance processes? Does the housing provider consider resident voice at the board and senior management level? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?	Qualitative response	<a href="#">See page 23.</a>
	<b>C32</b>	What % of the housing provider's Board have turned over in the last two years?  What % of the housing provider's Senior Management Team have turned over in the last two years?	%  %	Board member turnover: 2023 3/14; 2024 1/11 = 30% average  Senior Management Team Turnover: NIL

Theme	Criteria #	Criteria	Measurement Unit	Response
	<b>C33</b>	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	Number and description of experience	1
	<b>C34</b>	What % of the housing provider's board are non-executive directors?	%	91%
	<b>C35</b>	Has a succession plan been provided to the housing provider's board in the last 12 months?	Yes/No	Yes <a href="#">See page 23.</a>
	<b>C36</b>	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	2 years
	<b>C37</b>	When was the last independently-run, board-effectiveness review?	Date	December 2022
	<b>C38</b>	How does the housing provider handle conflicts of interest at the board?	Qualitative response	<a href="#">See page 24.</a>
Staff Wellbeing	<b>C39</b>	Does the housing provider pay the Real Living Wage?	Yes/No	Yes
	<b>C40</b>	What is the housing provider's median gender pay gap?	% gap	119% median
	<b>C41</b>	What is the housing provider's CEO:median-worker pay ratio?	Ratio	4:1
	<b>C42</b>	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	Qualitative response	<a href="#">See page 24.</a>
	<b>C43</b>	How does the housing provider support the physical and mental health of its staff?	Qualitative response	<a href="#">See page 25.</a>
	<b>C44</b>	How does the housing provider support the professional development of its staff?	Qualitative response	<a href="#">See page 25.</a>
Supply Chain	<b>C45</b>	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?	Qualitative response	<a href="#">See page 25.</a>
	<b>C46</b>	How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?	Qualitative response	<a href="#">See page 25.</a>

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## **Newlon Housing Trust is a charitable housing association**

Group Chief Executive: Mike Hinch    Chair: Aman Dalvi OBE

Newlon Housing Trust is a Community Benefit Society - company no. 18449R, registered with the Regulator of Social Housing no. L0006, HMRC charities reference no. EW91301, VAT registration no. GB778532683.

Access Homes is a Community Benefit Society - company no. 24992R, registered with the Regulator of Social Housing SL3605

Outward Housing, trading as Outward, is a company limited by guarantee - company no. 02151434, registered charity no. 800529.

Newlon Fusion is a company limited by guarantee - company no. 04000022, registered charity no. 1119673.

NewlonBuild Ltd is a private limited company no. 07884092.

NewlonInvest Ltd is a private limited company no. 09492006.