

Environmental, Social and Governance Sustainability Report, January 2024

Taking action today for a
brighter tomorrow

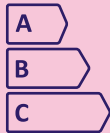


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Our ESG in numbers



85%

Existing homes at EPC C+



£8m

Secured via SHDF



30,571,177
kg CO2 e

Scope 1/2/3 emissions



5

New biodiversity sites each year



127

Air-source heat pumps installed in In the 22/23 financial year



20%

Supplier tenders based on ESG factors



83%

Customer satisfaction



450

Elderly and vulnerable people in sheltered schemes



99.99%

Homes met the Decent Homes Standard



G1/V2

Regulatory gradings



1,285

People helped via Money Support Service



82%

Homes are social rented



11%

Median gender pay gap across our colleagues



54%

female representation on our board



76.9%

White British board members vs 97.6% white demographic of customers



4.87

Average days lost to short-term sickness

Foreword

Here at LHP, sustainability is about taking action today to ensure a brighter future for our planet, our communities and our business.

We know that addressing climate change is more critical than ever.

But sustainability also means supporting our people and our communities both today and into the future, helping them to maintain a good quality of life and fulfil their potential.

Crucially, it is about the outcomes that we deliver, as well as our ability to manage risks to our business, homes and services.

How we live our lives in Lincolnshire plays into that. Lincolnshire has 50 miles of stunning coastline – but global warming means rising sea levels are a direct threat and the challenge of an increased flood risk is something we have to prepare for.

We know that our homes are responsible for 90% of our carbon footprint, which is why our customers are so important to ensuring we can deliver on our Sustainability/Net Zero goals.

We are in an area with a distinct set of social, environmental and economic challenges; north-east Lincolnshire is one of the most deprived areas in the UK – and Boston isn't too far behind. It means people in our homes are likely to be hit the hardest by the current housing and affordability and cost of living crises.

We strive to deliver the best possible service to our communities and invest in high-quality, sustainable homes – making them cheaper to run, warmer and fit for the future.



Our ESG approach is our way of showing you how we are doing. It breaks down the driving factors that are moving us towards a more sustainable future – showing how we are performing, how we are managing risks like climate change, and how we are making an impact on the lives of our customers and communities.

In 2023 we have made substantial progress on this journey, as we launched our Net Zero Roadmap, adopted the ESG reporting standard for the UK social housing sector, the Sustainability Reporting Standard for Social Housing and unveiled our new sustainability framework.

Our framework is founded on three core principles of vibrant places, greener spaces and futureproof homes, these are driven by a healthier, more sustainable business – all of which come back to the wellbeing of our customers. To help people understand what our priority areas are, we have also pinpointed seven ESG areas that act as a golden thread to bind our sustainability framework, strategy and reporting. Over the coming year we will be gathering feedback from our stakeholders, including customers, on whether these priorities are fit for purpose.

We know that sustainability is something we'll need to work on year in year out. We are proud of where we have got to so far, and delighted to share our first ever ESG report.

Anthony Read
Chair of the Board

About LHP

Lincolnshire Housing Partnership (LHP) is a local housing association proudly serving more than 20,000 people in more than 12,000 homes across northern and eastern Lincolnshire.

As a charitable community-based organisation, we channel profit back into services and projects that benefit our customers and local neighbourhoods.

Our focus is also on what LHP can do to contribute to a more sustainable future, with outcomes that benefit our customers, communities, employees and other stakeholders.

Our response to local and global sustainability challenges is to focus on the wellbeing of our people and customers, quality of our homes, and the strength of our communities.

Our commitment to being a Customer First company means that our customers are at the forefront of our decision-making. And it goes without saying we're proud to be a values-based organisation.

Our Values

We have three core values:



Customer First

We put customers at the heart of our decision-making process and develop services that are built around their needs. This emphasis will be felt by customers in every interaction with us, driving up our customer satisfaction and ensuring we invest our money where it has the greatest impact.



Together

We can achieve more by working together with our key stakeholders and by working together as one team.



Listen, Act and Learn

We create a structured opportunity for stakeholders, staff and customers to provide feedback. We value this time and insight and use it to act and learn from it. Before investing in new and existing projects, we seek the views of those set to benefit.

Our Strategic Priorities

Within our Corporate Strategy 2022-2027, we have **three strategic priorities**:



Customer First



Great Homes



Strong Communities

Our ESG approach

ESG is a way to demonstrate our commitment to protecting our planet, supporting our people and safeguarding the health of our business.

It is a channel through which we can show our resilience and risk management, alongside our impact on the world. The stronger we are as a business, and the better we manage the risks, the more impact we can have.

It also provides an envelope for all of our core strategies – our corporate plan, customer strategy, home strategy, neighbourhood strategy, independent living strategy and our communities strategy.

Our refreshed approach to ESG this year follows the creation of our ESG strategy in 2021. This has since evolved into our new sustainability framework, which has been designed by our sustainability manager, with the support of our ESG working group, executive team and the board.

At the heart of this approach is the recognition that to deliver now and into the future, we need a strong focus on sustainability in the round – and to deliver our promise of great homes and strong communities, we must ensure that sustainability is at the heart of everything we do.

Our work is community-focused, but as a provider of more than 12,000 homes, we also want to contribute to several of the Sustainable Development Goals (SDGs), ensuring LHP's ESG priorities have international relevance also.

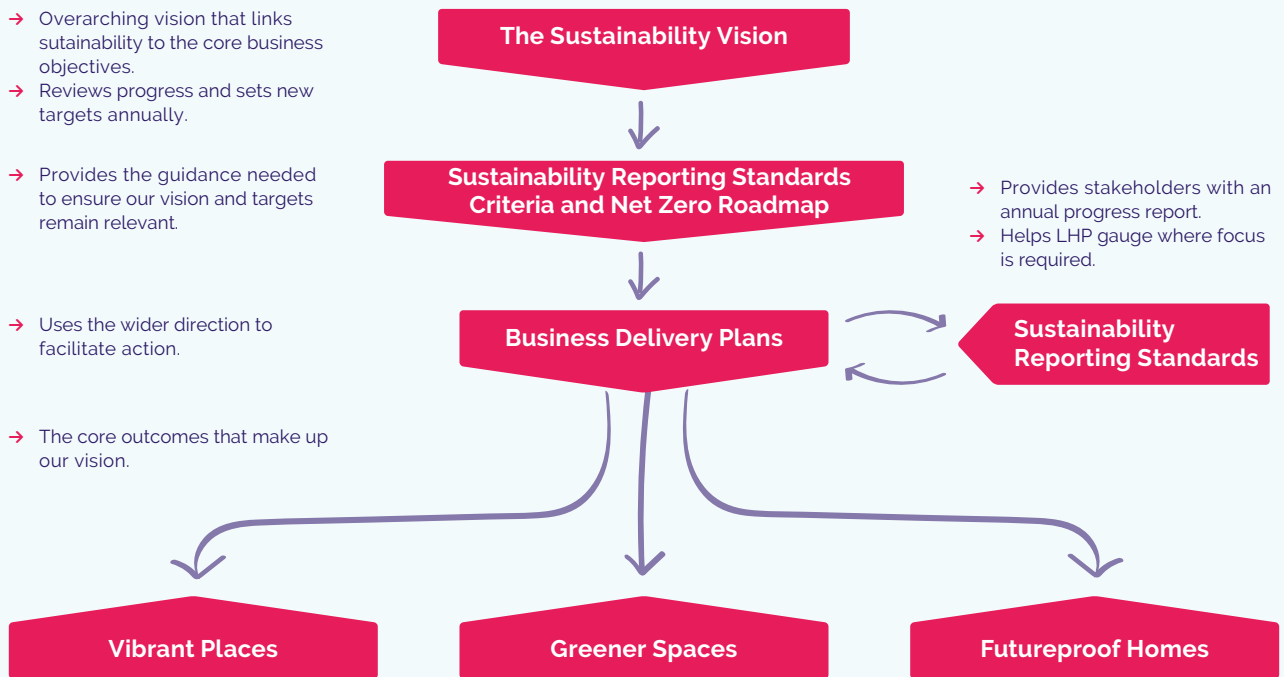
We know that our actions in these areas and how we demonstrate our performance, impact and risk management matter to our stakeholders; our people, our customers, our communities, our investors, our partners, our regulators. It is these people who this report is for.



The following chapters set out the core pillars of our ESG approach.

The Sustainability Framework

Our Sustainability Framework aims to drive action whilst encouraging **transparency** and **accountability**
The process that sits behind our vision to facilitate action



Chapter 1: Our sustainability framework

To capture our vision of a sustainable future, we have created three core outcomes that all our ESG projects will work towards.

- Vibrant Places: Empowered and engaged customers and colleagues
- Greener Spaces: Sustainable communities that are green and healthy
- Futureproof Homes: Warm, energy efficient homes for our customers

Drawing on the Sustainability Reporting Standard for Social Housing (SRS), we have then selected 7 core metrics that will act as a golden thread across our work.

We see this as our starting point, and intend to engage further with stakeholders and internal colleagues via a materiality assessment – which identifies what's material to the business – to help strengthen this selection further.

Where are we now?...



Our ESG drivers

Vibrant Places

Our ESG Drivers	Measurement	Method
Best Companies score	League table	Annual colleague surveys
Community Projects	Number delivered per annum	Collected by customer engagement
Tenant Satisfaction Measure Standards (TSMs)	Satisfaction	Quarterly reporting by performance team

Greener Spaces

Our ESG Drivers	Measurement	Method
Carbon Emissions & Environmental Impact	Carbon Output (kgCO ₂ e) Waste (% diverted from landfill and tonnes produced) Water output	CBN Expert Reconomy waste platform
Biodiversity Sites	Number of sites introduced Biodiversity Net Gain (%) developed from each project Ecological surveys	GIS Biodiversity Net Gain calculations via Excel

Future proof Homes

Our ESG Drivers	Measurement	Method
EPC Rating	Average SAP Number of homes EPC C or above	Monthly performance reports through Asset Management
Electric Heating	% of homes with electric heating	Monthly performance reports through Asset Management



Our vision of a sustainable planet (E)

How we are working to reduce our environmental impact and protect the planet

Customer first/cost of living/sheltered housing

We secured a grant of over £8 million from the Government's Social Housing Decarbonisation Fund, which we are match-funding, committing £16 million to improving homes across Lincolnshire. This huge commitment and project will target some of our least energy-efficient properties, with 93.5% of homes being below an EPC C rating.

Over the next two years, 733 properties will be retrofitted with external wall insulation, and 82 air source heat pumps will be installed.

These upgrades will result in estimated energy bill savings of up to £385 per year for LHP's customers and reduce carbon emissions by over 330,000kgs per year.

What this funding will mean for customers :

- A reduction in energy consumption.
- Increased thermal comfort.
- Improved aesthetics of the property.

We've also introduced Sava's Intelligent Energy software to allow us to gain a detailed understanding of our stock's energy efficiency. The system allows us to model retrofit measures, alongside the estimated cost savings such measures would create for customers.

Overview:

- All homes to be EPC C rated by 2030, making them more energy efficient, cheaper to run and warmer for longer.
- Reach Net Zero by 2050: this means we plan to have reduced all of our carbon emissions to zero (whilst offsetting any residual emissions).
- Measure and report our carbon footprint annually: to highlight how much carbon we consume across our business (also known as scope 1, 2 and 3 greenhouse gas emissions)
- Introduce 5 biodiversity sites every year: to bring more biodiversity and wildlife into our communities. The UK has lost half of its biodiversity since 1970. As a landowner, at LHP we recognise the responsibility we have to diversifying our green spaces. We have made a commitment to introduce 5 new biodiversity sites across our neighbourhood every year.
- Become a carbon literate organisation by March 2024: to ensure our colleagues understand the importance of our drive to achieve Net Zero by 2050.
- 100% of timber products procured through our main contractor, will be responsibly sourced.
- 10% of new builds to have renewable heating via air-source heat pumps.



Our vision of sustainable communities (S)

How we are focusing on the wellbeing of customers, colleagues and communities

Social Housing Decarbonisation Fund

Money support service

- 1285 customers supported through the Money Support Service (744 previous year 21/22, creating an increase of 73%)
- £536,432 additional income found for those households
- Team expanded in 22/23 from 5 FTE to 7 FTE to support more customers

Overview:

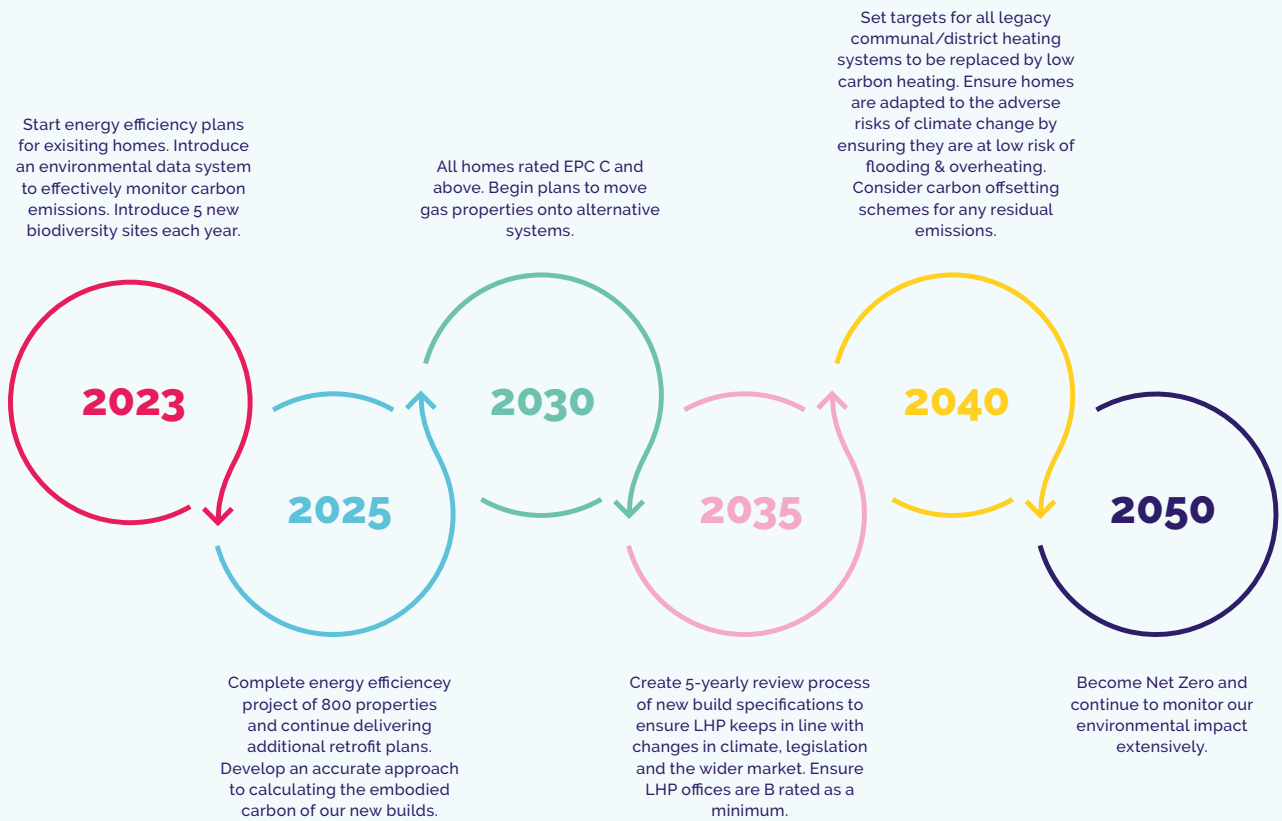
- Our local focus: addressing deprivation and supporting people into work in our communities.
- Our Money Support Service is free to all our customers.
- Winterwise Campaign to support customers over the winter months, particularly with the increase in fuel costs.
- Launched LHP Hardship fund in April 2023 and provide financial support by way of electronic vouchers for those who are struggling.
- Support service to 450 elderly and vulnerable customers living in LHP sheltered schemes.
- Delivering top quartile customer satisfaction and tenant satisfaction measures (TSMs).
- Publishing data on complaints and compliments with a "you said, we did" ethos.
- Empowering our Customer Scrutiny Panel – our resident led scrutiny board – and our YourVoice hub.
- Prioritising housing quality: providing advice on damp, condensations and mould and responding to cases in quick time.
- Customer support: providing cost of living support, financial inclusion, and other support services.
- Development pipeline for the growth of affordable rented and shared ownership homes.
- Undertaking sheltered homes appraisals.
- Digital Transformation Journey, seeing us launch our new customer portal and app – MyLHP, and a new corporate website.

Our Net Zero Roadmap

Net Zero is the balance between the amount of greenhouse gases that are produced and the amount that are removed from the atmosphere. Becoming a Net Zero business by 2050 is an ambitious target, that requires bold thinking and decisive action. We've put together our new Net Zero Roadmap, which shows the path we'll take to achieve this goal.

We started to calculate our carbon footprint from 2019. Since then, we have continued to improve the quality of our environmental data and have now introduced an environmental data system that allows us to track these emissions in even greater detail.

We are committed to continuously improving this data, to ensure that we are setting ambitious targets to reduce our impact.





Our vision of a sustainable business (G)

How we are committing to being a diverse, transparent, caring and accountable business

Staff wellbeing/supply chain management

As part of our commitment to continually engage colleagues and increase staff wellbeing, we host a variety of events for colleagues to get involved in.

One excellent event took place in Partnership with James Elliot, the Canoe River Cleaner in Grimsby. Colleagues were invited to take some time out and join a wellbeing walk and litter pick out in nature. James provided an excellent insight into the local landscape and wildlife, allowing colleagues to recharge and take part in something different from their day to day.

For colleagues that wish to stay within the comfort of their own home whilst still learning about Sustainability, we have hosted a number of webinars with local charities, allowing staff to develop their knowledge and feel inspired by some fantastic organizations:

- The Bumblebee Conservation Trust
- Lincolnshire Wildlife Trust
- And Climate Outreach have all attended to speak with our colleagues.

We delivered our first Carbon Literacy Training course in November 2022 and are on track to become a Carbon Literate Organization in 2024!

Our commitments

- Board approved its EDI Vision to set the Board's ambition and commitment for LHP to further embed EDI principles through the organisation and our policies and services. The Chair also signed up to the NHF 'Chair's Challenge' and the action plan to secure Investors in Diversity accreditation is ongoing. More info here: [The importance of diversity and inclusion in the boardroom - LHP \(lincolnshirehp.com\)](https://www.lincolnshirehp.com)
- Wellbeing Group meets on a monthly basis to look at ways to support and improve the wellbeing of all colleagues
- We are heavily invested in board recruitment and diversity training
- We provide a trainee board member programme
- We provide a significant trainee and apprenticeship programme offering a National Living wage for at least 50 local people
- We apply a 20% weighting on ESG criteria in our procurement process
- We intend to maintain a G1/V2 grading from the Regulator of Social Housing
- We intend to achieve Equality & Diversity recognition through the National Centre for Diversity

Equality, diversity and inclusion

We're committed to creating great homes and strong communities. Our vision for Equality, Diversity and Inclusion is to be an open, inclusive organisation that recognises and respects all our communities and supports everyone to thrive.

- Equal opportunity
- Accessibility for all
- Inclusive workplace
- Continuous improvement

Financing a sustainable business

We believe that ESG must run right through the business, which is why we have opted to link some of our financing to ESG objectives.

In 2023, we arranged a £30m seven-year revolving credit facility with Danske Bank. The facility also includes a 15-year term option, providing further flexibility.

The loan incorporates targets around our suppliers' apprentices, sustainable sourcing and low carbon

heating in new homes. We intend to go further, and are now exploring the benefits of a sustainable finance framework which links all our funding to sustainability objectives.

Our aim is for all stakeholders to be able to assess our performance. And a key objective is to establish a comprehensive record of our impact ready for when we return to the market for investment in the years to come.



Chapter 2: The Sustainability Reporting Standard for Social Housing (SRS)

We recognise the value of initiating the Sustainability Reporting Standard (SRS) process to enhance transparency and galvanise our ESG efforts.

The SRS focuses on 12 core themes and 48 criteria for ESG reporting. Along with the 7 criteria that form our golden thread, we are also reporting in full against the Standard.

The criteria are being reviewed regularly, and are set to be updated in 2023 with SRS version 2.0.

The current standard has been mapped to the following global approaches and reporting standards, many of which are evolving themselves and are being used to help integrate sustainability across the worlds of finance and business:

- Sustainable Development Goals (SDGs) – all themes and criteria have been aligned to specific SDG goals and indicators
- International Capital Market Association (ICMA) and the Loan Market Association (LMA)
- Sustainability Accounting Standards Board (SASB)
- Global Reporting Initiative (GRI)
- Task-Force on Climate Related Financial Disclosures (TCFD).

While we value the opportunity that the SRS provides – for our sector to tell its own story – we also recognise the need for as much standardisation and simplification of reporting as possible.

We will continue to closely monitor the changing ESG and sustainability reporting landscape, including the merits of reporting directly against global frameworks and standards such as TCFD and the International Sustainability Standards Board (ISSB).



Our responses to the Sustainability Reporting Standard for Social Housing (SRS)

Criteria	2022/23 response		
C1 What is comparison average rent % LHP charges compared to the PRS or LHA?	80% LHA	66% PRS	
C2 What is the breakdown by type of LHP's % share and number of existing homes (homes completed before the start of the previous financial year)?	12, 142 in total		
	General needs (social rent)	9658	79.5%
	Intermediate rent	218	1.8%
	Affordable rent	185	1.5%
	Supported Housing	20	0.2%
	Housing for older people	1722	14.2%
	Low-cost home ownership	329	2.7%
	Care homes	30	0.2%
	Private Rented Sector	0	0.0%
	Other	0	0.0%
C3 What is the breakdown by type of LHP's % share and number of new homes (homes completed during the past financial year)?			
	General needs (social rent)	0	0%
	Intermediate rent	0	0%
	Affordable rent	50	64.9%
	Supported Housing	1	1.3%
	Housing for older people	0	0%
	Low-cost home ownership	26	33.8%
	Care homes	0	0%
	Private Rented Sector	0	0%
	Other	0	0%

Criteria	2022/23 response
<p>C4 How is the housing provider trying to reduce the effect of fuel poverty on its residents?</p>	<p>Our Winterwise Campaign was launched in October 22 to support customers over the winter months, particularly with the increase in fuel costs. The campaign included:</p> <ul style="list-style-type: none"> → Advice on how to use their heating system effectively → Energy saving tips → Highlighting our internal Money Support Service <p>During this period, our Money Support Service was re-launched and we communicated this to customers advising that the service was available to all LHP customers, allowing them to gain support and knowledge on:</p> <ul style="list-style-type: none"> → Budgeting and managing bills and outgoings → Benefit checks to help maximise income → Energy saving tips → Access to Support fund, charities and grants <p>Our Money Support Service also works with the gas engineers to identify customers who are struggling to pay their heating bills. Our gas engineers will then visit the customer to show them how they can get the best out of their boiler to make the most savings. Furthermore, we are partners with the NELC and make applications to the their Housing Support Grants, successful applicants get electronic vouchers to use, some of which will be for fuel/utilities.</p> <ul style="list-style-type: none"> → 1,285 customers supported through the Money Support Service (744 previous year 21/22, reflecting an increase of 73%) → £536,432 additional income found for those households (£531,211 previous year 21/22) → Team expanded in 22/23 from 5 full time equivalents (FTE) to 7 FTE to support must customers
<p>C5 What % of rental homes have a 3-year fixed tenancy agreement (or longer)?</p>	<p>44 properties. 0.38%</p> <p>The fixed-term properties are either empty homes or Speedwell properties – which are private homes managed by our subsidiary. They remain fixed term as they are privately owned and not LHP stock (although some may well be transferred if legally allowed to where LHP does own them), and as we only have the property on a set timescale.</p> <p>The others are stock that is specially adapted or limited stock (such as 4 or 5 beds) mainly in the Grimsby area. Because these are required for specific people or family sizes we keep them on a fixed term so if they no longer meet the needs we can look to re-allocate to a family/person with a need. This enables us to utilise the stock and assist with the housing register.</p>
<p>C6 What % of homes with a gas appliance have an in-date, accredited gas safety check?</p>	<p>99.9%.</p> <p>10 properties classed as overdue resulting from challenges accessing the properties. These 10 are now sat with legal and are therefore classed as compliant with policy.</p>
<p>C7 What % of buildings have an in-date and compliant Fire Risk Assessment?</p>	<p>100%.</p>
<p>C8 What % of homes meet the Decent Homes Standard?</p>	<p>99.99%</p> <p>One property failed due to thermal comfort, meaning the loft insulation required a top up. We raised a job to have this installed. This process is completed weekly to ensure any failures are addressed immediately.</p>

Criteria	2022/23 response
<p>C9 What arrangements are in place to enable the residents to hold management to account for provision of services?</p>	<p>Our Customer Scrutiny Panel is our resident led scrutiny board, responsible for oversight of our engagement service, and carrying out regular scrutiny of our services. They complete an average of 4 reviews per year, topics are selected based on either performance information, manager request, group interest in the topic or more recently, a customer suggestion on our new YourVoice hub.</p> <p>Our Panel has unrestricted access to policy, performance and insight information relating to the scrutiny review and have the ability to request evidence from colleagues, managers or leadership during their review. Their recommendations are reviewed by our Corporate Leadership Team and approved recommendations are added to our corporate risk management system for tracked implementation. We actively encourage customers to give their views on policy changes. We have involved customers in updating our Anti-Social Behaviour policy, Succession and Tenancy Policies and as policies are due for review, customer facing policies now all face customer approval before final approval by Board. This ensures that the customer voice is considered when writing policies and that our customers have the opportunity to challenge any elements of the policy before it is implemented. As part of this, we also review any customer communications or publications relating to this policy, such as website content or associated leaflets or downloads.</p> <p>Our newly launched YourVoice hub complements our traditional involvement methods by allowing for a broader scope for feedback from a wider range of customers - allowing our customers to get involved from their mobile device at a time that suits them.</p> <p>We also have a customer member of our Operations Committee, which oversees the framework for customer engagement, insight and scrutiny to ensure that the Board's decisions are influenced by the needs, experience and concerns of customers.</p>



Criteria	2022/23 response
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C10 How does LHP measure Resident Satisfaction, how has Resident Satisfaction changed over the last three years?

Year Satisfaction
 2020/21 80%
 2021/22 80%
 2022/23 83%

The main method for gaining customer feedback and assessing satisfaction is via a suite of both transactional and perception-based surveys completed on our behalf by our partner, Acuity. The surveying aims to help us better understand how our services are viewed from the initial lettings process and home visits, to when things go wrong including ASB and complaints.

We assess our performance for other activities that impact on our customers experiences such as gas servicing, maintenance of our green spaces, our major works programme, responsive repairs, new shared owners and our Money Support Service. These transactional activity surveys are also supported by the perception surveying (Tenant Satisfaction Measures (TSM)) which aims to obtain a broader understanding of how our services are perceived.

The mix of surveying provides a vast degree of valuable customer insight that helps guide service development and improvement. Both the statistical and narrative based results are shared with the respective services leads, on either a monthly or quarterly basis depending on the survey type, so they can complete their own analysis and address any arising issues. For example, the ASB team will contact all customers who have provided negative feedback to better understand why and address any concerns. For the TSMs, green space and gas servicing surveys, bespoke analysis reports are produced quarterly to provide a more detailed overview and enable further scrutiny. In addition to this, all members of LHPs Corporate Leadership Team and nominated operational leads have access to a portal where all satisfaction data is available. Within the portal there is functionality that enables them to dive deeper into the data to better understand any trends or arising themes.

Targets are set across all key measures, which are in line with corporate priorities and either HouseMark upper or median quartiles. These measures are reported via multiple channels to senior management and the Board. Furthermore, transactional survey performance is reviewed monthly/quarterly at service Performance Health Checks so further assurances can be given as to how the data is being used to support service development.

Due to the broad nature of the surveying completed and variety of questions asked, it is hard to provide a generalised view of how satisfaction has changed over the last three years. However, if we chart tenant satisfaction with the overall services provided by LHP over the last three full years we can see a small increase. When the data is viewed quarterly there are small fluctuations but overall this measure has seen positive improvement.

C11 In the last 12 months, how many complaints have been upheld by the Ombudsman?	2
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Criteria	2022/23 response
<p>C12 What support services do the housing provider provide to your residents? How successful are these services in improving outcomes?</p>	<p>Provides support service to 450 elderly and vulnerable customers living in LHP sheltered schemes. There is a dementia day care service team delivered in partnership with Age UK (Lincoln & South Lincolnshire) providing support and activities for those living with Dementia and their carers. At our extra care scheme we deliver a meals service for over 40 residents. Also at Mayfields, the service also includes a domestic support service that provides assistance with cleaning, laundry and ironing. The service also works with partner organisations to deliver services such as the out of hours response and falls recovery service for LHP alarm users and to facilitate access to services provided by others.</p> <p>Money Support Team offer the following to our customers:</p> <ul style="list-style-type: none"> → Liaise with Local Authority Housing Benefit departments and Department of Work and Pensions. → Home visits to customers to completion income & expenditure forms and welfare benefit claims → Will look into availability of any appropriate benevolent & charitable grants and any other relevant support. <p>In June 23 number of customers supported rose to 144 from 120 in May. Customer satisfaction results in June 23 showed that 86.4% of customers felt that the support and advice provided had helped improve their situation which was an increase from 80% in May.</p>
<p>C13 Provide examples of case studies of where the housing provider has been engaged in placemaking or place-shaping activities.</p>	<p>We have committed to delivering 5 biodiversity sites each year. Our first three were completed in Donington, Boston and Grimsby.</p> <p>Cowley Road, Donington. Our first project started in Donington, where a strip of unused grass has been turned into a wildflower patch.</p> <p>We visited the site this month and our customer shared that the site is "absolutely full of life and buzzing with butterflies, moths and bees".</p>
<p>C14 Distribution of EPC ratings of existing homes (those completed before the start of the previous financial year)</p>	<p>EPC A = 4% EPC B = 5.5% EPC C = 74.4% EPC D = 13.8% EPC E = 1.3% EPC F = 0.06%</p> <p>No specific annual targets in place at this time.</p>
<p>C15 Distribution of EPC ratings of new homes (those completed in the previous financial year).</p>	<p>EPC B = 100% (76 homes)</p>
<p>C16 Scope 1, Scope 2 and Scope 3 greenhouse gas emissions</p>	<p>Scope 1: 2,017,572 kg CO₂ e Scope 2: 275,038 kg CO₂ e Scope 3: 28,278,567 kg CO₂ e</p> <p>Our carbon data has been reviewed by two external bodies. We are continuously working to improve the accuracy and quality of our carbon data across the business, particularly Scope 3.</p>

Criteria	2022/23 response
<p>C17 What energy efficiency actions has LHP undertaken in the last 12 months?</p>	<p>We introduced Sava's Intelligent Energy software to allow us to gain a detailed understanding of our stock's energy efficiency. The system allows us to model retrofit measures, alongside the estimated cost savings such measures would create for customers.</p> <p>We secured £8m in government funding to install external wall insulation to 733 homes and air source heat pumps to a further 81 properties, this project is running from August 2023 to March 2025. In the 2022/23 financial year, we installed 127 air source heat pumps (all of which replaced solid fuel systems such as oil), 904 windows, 38 roofs.</p>
<p>C18 How has LHP mitigated the following climate risks: - Increased flood risk - Increased risk of homes overheating</p>	<p>Our GIS system allows us to identify where previous floods have occurred within the vicinity of our stock. This allows us to understand the homes at most risk of flooding. We are aiming to review the climatic risks to our properties by April 2025.</p>
<p>C19 Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.</p>	<p>Our website has information on energy efficiency and the correct approaches to recycling. We also provide information on biodiversity and ways in which customers can incorporate wildlife friendly practices into their gardens. We have extensive information surrounding damp and mould, allowing customer's to learn how to identify the different types of damp & mould that could appear within their property, tips on how to prevent this occurring and also how they can inform LHP if damp is identified and the support LHP are able to offer.</p>
<p>C20 How is LHP increasing Green Space and promoting Biodiversity on or near homes?</p>	<p>LHP has made the commitment to introduce 5 new biodiversity sites across our neighbourhoods every year.</p>
<p>C21 What is LHP's strategy to actively manage and reduce all pollutants? What is our target and how do we measure performance?</p>	<p>We are currently retendering our material suppliers, and will ensure those being onboarded have sharable knowledge on the pollutants produced across the contract. Nothing else is currently in place.</p>
<p>C22 What is LHP's strategy to use or increase the use of responsibly sourced materials for all building works? What is our target and how do we measure performance?</p>	<p>Our planned works contract has a target for 100% of timber products to be sustainably sourced.</p>
<p>C23 What is LHP's strategy for waste management incorporating building materials? What is our target and how do we measure performance?</p>	<p>We baselined our waste output in 2021 through SHIFT Environment.</p> <p>This increased our understanding of our waste streams and provided us with recommendation for how we can reduce the levels of waste going to landfill.</p> <p>Through our contract with Buildbase, we have access to their Reconomy portal which provides us with in depth information about our % of waste diverted from landfill, and the amount of waste being produced at our different sites. We are moving towards a partnership with NELC in the coming months for our North waste, which will allow us to benefit from the waste strategies held by the local authority. Nothing else is currently in place.</p>

Criteria	2022/23 response
<p>C24 Does the housing provider have a strategy for good water management?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>We have water saving appliances at our offices, however we do not have a specific strategy at present.</p> <p>We are aiming to calculate this as a target through the ESG framework in the 2023/24 reporting year.</p>
<p>C25 Is LHP registered with the Regulator of Social Housing (RSH)?</p>	<p>Yes</p>
<p>C26 What is the most recent viability and governance RSH grading?</p>	<p>G1 V2</p>
<p>C27 What Code of Governance does the housing provider follow?</p>	<p>NHF Code of Governance 2020</p>
<p>C28 Is LHP Not-For-Profit?</p>	<p>Yes not for profit</p>
<p>C29 How does the housing provider manage organisational risks?</p>	<p>LHP has an agreed Risk Policy which was last reviewed and approved by ARC on 21 February 2023 and by Board on 29 March 2023.</p> <p>A working group was brought together during January/ February 2023, consisting of Board/ARC members and undertook a deep dive review of the risk register and the agreed on the onwards approach to risk at LHP. The definition of a Strategic Risk was also agreed.</p> <p>The Board carries out an annual review of its risks in December each year, when it also sets the organisation's risk appetite, which feeds into the business planning process.</p> <p>There is a Strategic Risk Register in place that holds top level organisational risks, along with the target risk level and the inherent and residual risk scores. This is underpinned by operational risk registers.</p> <p>The Audit & Risk Committee review the strategic risks at each meeting, committees review in the depth the risks within their areas of responsibility at each meeting, with the Board seeing top strategic risks as each meeting.</p>
<p>C30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices) - that resulted in enforcement or other action?</p>	<p>No</p>

Criteria	2022/23 response																																				
<p>C31 What are the demographics of the board? And how does this compare to the demographics of LHP's residents, and the area that they operate in?</p>	<p>Board Diversity against our communities is published on our website.</p> <p>The main demographic areas that we take positive action around when recruiting are encouraging those with disabilities and from an eastern European background to be more representative of the communities that we serve.</p> <table border="1"> <thead> <tr> <th>Sex and gender</th> <th>LHP board</th> <th>LHP communities</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>53.85</td> <td>51.22</td> </tr> <tr> <td>Female</td> <td>38.46</td> <td>48.78</td> </tr> <tr> <td>Prefer not to say</td> <td>7.69</td> <td>-</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ethnicity</th> <th>LHP board</th> <th>LHP communities</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>76.92</td> <td>97.58</td> </tr> <tr> <td>Mixed/multiple</td> <td>0.56</td> <td>7.69</td> </tr> <tr> <td>Asian/Asian British</td> <td>1.28</td> <td>0.00</td> </tr> <tr> <td>Black/African</td> <td></td> <td></td> </tr> <tr> <td>Caribbean/Black British</td> <td>0.3</td> <td>7.69</td> </tr> <tr> <td>Other ethnic group</td> <td>0.27</td> <td>0.00</td> </tr> <tr> <td>Prefer not to say</td> <td>n/a</td> <td>7.69</td> </tr> </tbody> </table> <p>You can find further tables for age, sexual orientation, religion and disability here: https://www.lincolnshirehp.com/governance/board/board-diversity/</p>	Sex and gender	LHP board	LHP communities	Male	53.85	51.22	Female	38.46	48.78	Prefer not to say	7.69	-	Ethnicity	LHP board	LHP communities	White	76.92	97.58	Mixed/multiple	0.56	7.69	Asian/Asian British	1.28	0.00	Black/African			Caribbean/Black British	0.3	7.69	Other ethnic group	0.27	0.00	Prefer not to say	n/a	7.69
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<p>C32 What % of the board AND management team have turned over in the last two years?</p>	<p>20%</p> <p>At the start of 2022/2023, Board consisted of 8 Members following 2 resignations in the previous year. One further Board Member resigned in 2022/2023. Recruitment campaign resulted in 3 new Board Members and 2 new Trainee Board Members. Two leavers from the Management Team included 1 x retirement and 1 x resignation. Both positions were replaced, including 1 x internal promotion</p>																																				
<p>C33 Is there a maximum tenure for a board member? If so, what is it?</p>	<p>Yes - 6 years</p>																																				
<p>C34 What % of the board are non-executive directors?</p>	<p>100%</p>																																				
<p>C35 Number of board members on the Audit Committee with recent and relevant financial experience</p>	<p>3</p>																																				
<p>C36 Are there any current executives on the Remuneration Committee?</p>	<p>No</p>																																				

Criteria	2022/23 response			
C37 Has a succession plan been provided to the board in the last 12 months?	Yes			
C38 For how many years has the housing providers current external auditor been responsible for auditing the accounts?	3 years			
C39 When was the last independently-run, board-effectiveness review?	2021. We complete reviews every 3 years, the next one is due in 2024			
C40 Are the roles of the chair of the board and CEO held by two different people?	Yes			
C41 How does LHP handle conflicts of interest at the board?	LHP has applied the NHF Code of Conduct to Board Members and employees which sets out expectations to ensure that there no undeclared conflict arises between their duties and personal interests. Declarations are captured at recruitment for all colleagues and refreshed annually. Board Members also review six-monthly as well as have the opportunity to declare any conflicts of interest at the beginning of each Board or Committee meeting. A Declarations of Interest Register is held by the Company Secretary and is published on the LHP website			
C42 Does LHP pay the Living Wage?	No, LHP does not currently pay the Real Living Wage			
C43 What is the gender pay gap?	<table border="1"> <tr> <td>2021 - 2.7% (All employees)</td> </tr> <tr> <td>2022 - 11% (All employees)</td> </tr> </table>		2021 - 2.7% (All employees)	2022 - 11% (All employees)
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2022 - 11% (All employees)				
C44 What is the CEO-worker pay ratio?	7.5 : 1			
C45 How does LHP support the physical and mental health of their staff?	LHP has a Wellbeing Group who meet on a monthly basis to look at ways to support and improve the wellbeing of all colleagues. Many of our colleagues are trained as mental health first aiders. LHP provide all colleagues with access to Westfield Health who provide access to and financial support towards mental health and other wellbeing providers. We have a dedicated area on our intranet which is open to all colleagues and provides information on internal and external support services. LHP have a generous sickness policy which allows colleagues to be absent without additional financial pressure.			
C46 Average number of sick days taken per employee?	Average number of working days lost due to long term sickness	3.2 days		
	Average number of working days lost due to short term sickness	4.87 days		

Criteria

2022/23 response

C47 How is Social Value creation considered when procuring goods and services?

We have allocated 20% of the tender evaluation process to ESG elements.

LHP operate a self-serve procurement model where managers are responsible for the delivery of their own procurement projects. To ensure regulatory compliance a 'requisition' form is required to inform procurement of the intention to run a procurement process for contracts where the total value exceeds £25k. The requisition form allows the project manager to plan their procurement process and includes a question on social value, which asks 'Social Value- what ESG elements have you considered for this contract?', this ensures LHP comply with the obligations of the Public Services (Social Value) Act 2012 and keeps the ESG themes in the forefront of the project managers planning process. At the conclusion of the procurement process a project manager needs to complete a 'Request for Executive Approval (RFEA)' form, this form is to ensure all contracts are approved in line with LHP's financial standing orders, however this form also requests confirmation of the social value objectives achieved within the contract. This allows LHP to monitor delivery of ESG objectives across the contracts in place.

C48 How is Environmental impact considered when procuring goods and services?

We have allocated 20% of the tender evaluation process to ESG elements.

This is for contracts procured directly, where the value exceeds £25k. The standard procurement documents include a number of standard questions which include topics such as environmental impact of operations, approach to net zero, waste disposal, modern slavery and wider social benefit. By taking this approach we are highlighting the importance of the topics to organisations bidding for LHP contracts and allows LHP to consider the various elements within an overall value for money approach.



In Conclusion

This year marks a new beginning for our ESG approach – bringing together our contribution to a more sustainable planet, more sustainable communities and to becoming an even more sustainable business.

We have made substantial progress as we launched our sustainability vision, new sustainability framework and Net Zero Roadmap.

We have even more planned for the year (s) ahead.

- We have started work on forward-looking KPIs which we plan to introduce next time
- We'll be engaging with stakeholders, with plans to undertake a materiality assessment that will further shape and hone priorities and commitments
- Recalculate our waste footprint and form a plan to map reductions
- Gauge interest for a customer net zero group
- Complete a climate risk assessment for LHP properties
- Re-baseline scope 3 supply chain and waste emissions
- Ensure retrofit measures are built into 30-year plan continued
- Calculate our water footprint

We are looking forward to working with our colleagues, customers, suppliers, investors and partners on reaching our sustainability goals.



To comment on this ESG report or ask questions, please:

Email: info@lincolnshirehp.com

Or

Call: [0345 604 1472](tel:03456041472)

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Data Protection registration number: ZA345449

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