



ESG report 2024-25

Helping people, communities
and the planet



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Introduction

Why supporting the environment, having social impact and good governance can benefit our customers.



The Covid-19 pandemic was a huge global event that disrupted millions of lives. I'm sure that many people got through it in part by focusing on the idea that things would eventually 'get back to normal'. But even though the fear of the virus and all the restrictions that it brought have mostly gone away, the world feels forever changed. If anything, other factors such as conflicts and major political and economic changes continue to make life very unpredictable. These remain turbulent and challenging times.

Our customers and the communities they live in are very diverse but many people are finding life increasingly difficult. Against that background, our role as a 'force for good' becomes ever more important.

We can't tackle all our customers' problems – but we can do our bit by making sure that the homes we offer are affordable, safe and comfortable. We can help ensure that the money our customers give us through their rent and other payments delivers real value for money and is spent where it can have the biggest impact. And we can also do our bit to make communities more sustainable and to help reduce our negative impact on the environment.

This ESG report sets out some of our progress this year in terms of our social and environmental impact and in running our organisation well. It uses the well-established Sustainability Reporting Standard for Social Housing to allow our achievements to be measured and benchmarked against others. While this is just a high-level overview, we also know that behind each statistic is a huge amount of work – often at an individual or household level – to give people an extra helping hand.

There is clearly still much more to do – long-term and systemic problems in society can't be tackled with quick fixes. But we remain committed to doing all we can to help make life in this often scary and challenging world a little bit easier for our customers and the communities where they live.

Helena Thompson,
Group Director,
Customer Experience



About the Sustainability Reporting Standard

This report adopts Sustainability for Housing's Sustainability Reporting Standard for Social Housing (version 2.0). It's used by more than 100 housing providers and funders in England and Wales and we're proud to be reporting again for the fourth year running.

The standard helps to explain our ESG performance transparently and consistently and allows for easy comparison with other organisations. It was designed with housing associations and aligns with the **United Nations' (UN) Sustainable Development Goals** (see sdgs.un.org/goals for more information).

Sustainability and energy efficiency are important to us and many of our customers too. We hope this report shows how seriously we take these issues. We're aiming to be a net zero organisation by 2050 and we're making good progress.

The standard has 46 core criteria across 12 themes under the three umbrella topics of **environment, society** and **governance**. As well as reporting against the core criteria we also address many of the 19 optional enhanced criteria.

1. Environmental

Homes and construction are major sources of greenhouse gases and both are integral to our work. Anything we can do to reduce our carbon impact in these areas is clearly important. One of the key things we are doing is investing in the energy efficiency of our customers' homes – improving the performance of older ones and ensuring that new ones are built to higher standards to make them both more comfortable and cheaper to live in.

We're also reducing the environmental impact of other areas of work such as improving the energy efficiency of our workspaces, supporting lower carbon transport and recycling more.



	Theme	Description	Relationship to UN Sustainable Development Goals
1.	Climate change	Prevents and mitigates the risk of climate change	Climate action
2.	Resource management	Sustainable management of natural resources	Life on land
3.	Resident voice	Listens to residents' voice	Responsible consumption and production



2. Social

Providing good, affordable homes is our number one job. But our work doesn't stop there. We also support customers to live well in their homes and invest in creating more vibrant and sustainable communities.

	Theme	Description	Relationship to UN Sustainable Development Goals
4.	Affordability and security	Provides affordable and secure housing	Sustainable cities and communities
5.	Building safety and quality	Resident safety and building quality are well managed	Reduce inequality
6.	Resident voice	Listens to residents' voice	Sustainable cities and communities
7.	Resident support	Supports residents and the local community	Sustainable cities and communities
8.	Placemaking	Supports residents and the wider local community through placemaking	Sustainable cities and communities

3. Governance

Like all housing associations we're regulated by the Regulator of Social Housing and subject to regular checks to make sure we're well run. We believe in doing the right thing, working efficiently and to the highest standards, being open and transparent and getting the best value out of every penny our customers contribute through their rent and charges.



	Theme	Description	Relationship to UN Sustainable Development Goals
9.	Structure and governance	Legal structure of the organisation and its approach to governance	Peace, justice and strong institutions
10.	Board and trustees	High quality board of trustees	Peace, justice and strong institutions
11.	Staff wellbeing	Supports employees	Decent work and economic growth
12.	Supply chain management	Procures responsibly	Responsible consumption and production

The environmental standards

The following pages present a detailed breakdown of how we meet the environmental standards. Standards that are 'enhanced' and not core criteria are clearly signposted.

Information provided covers the financial year
1 April 2024 to 31 March 2025, unless otherwise stated.



Theme 1: Climate change

Prevents and mitigates the risk of climate change

Criteria within this standard: *(Enhanced criteria shown in italics.)*

- ▶ Distribution of EPC ratings of existing homes (those completed before the last financial year).
- ▶ *Average SAP rating of existing homes (completed before the last financial year).*
- ▶ Distribution of EPC ratings of new homes (those completed in the last financial year).
- ▶ *Average SAP rating of existing homes (completed before the last financial year).*
- ▶ 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?
- ▶ *Does the housing provider have a costed transition plan?*
- ▶ 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?
- ▶ *Number of homes that have been retrofitted in the last financial year.*
- ▶ *Homes that have been retrofitted in the last financial year as a percentage of the total homes the housing providers is aiming to retrofit.*
- ▶ Scope 1, 2 and 3 greenhouse gas emissions and emissions per home.
- ▶ *Does the housing provider qualify for SECR reporting?*
- ▶ *SECR intensity ratio for total emissions (Scope 1-3).*
- ▶ 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?

How we meet this standard:

The climate emergency is a global issue that needs global solutions. But we all can and should contribute individually and through the organisations we are part of. We're reducing our environmental impact through a wide range of projects and initiatives, with a particular focus on our customers' homes, our workspaces and how we work.

We aim to achieve net zero by 2050 and our sustainability strategy sets out how we will do it. You can read it on our website at futureshg.co.uk/media/3185/sustainability-strategy-final.pdf



EPC performance of existing homes

This table shows what proportion of our existing properties fit into which energy performance certificate (EPC) band by year. We have ongoing projects and programmes designed to increase the banding of all our homes where possible.

	2024-25	2023-24	2022-23	2021-22
Band A	0.1%	0%	0%	0%
Band B	14.9%	15%	16.9%	15.2%
Band C	54.7%	44%	37%	36.6%
Band D	29.1%	39%	41.5%	42.7%
Band E or below	1.2%	2%	4.6%	5.5%

Average SAP rating of existing homes: 71

EPC performance of new homes

Shows what proportion of new properties that we build and acquire fit into which energy performance certificate (EPC) band by year. We focus on achieving the best ratings possible while at the same time trying to ensure strong value for money in our development programme.

	2024-25	2023-24	2022-23	2021-22
Band A	37.2%	6%	0%	0%
Band B	61.7%	94%	96.5%	98.7%
Band C	1.1%	0%	3.5%	1.3%
Band D	0%	0%	0%	0%
Band E or below	0%	0%	0%	0%

Average SAP rating of new homes: 84

Our CO² emissions

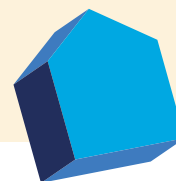
This is a calculation of how much CO² our business creates year-by-year.

	2024-25 (new method)	2024-25 (old method)	2023-24	2022-23	2021-22
Scope 1 (direct emissions)	794.5	794.5	557.2	648.7	647.9
Scope 2 (indirect emissions from purchased electricity)	378.0	378.0	246.6	168.2	247.3
Scope 3 (all other indirect emissions)	30,931.5	27,025.6	27,791.8	27,504.3	27,890.7
Total	32,103.9	28,198.0	28,595.7	28,321.2	28,785.9

This year, SHIFT has changed how it calculates emissions from independently heated homes and this has affected the Scope 3 figures shown in the table above – resulting in an apparent increase compared to last year. However if we make a like-for-like comparison using the previous method, emissions have actually gone down which shows that we have continued to reduce our environmental impact.

Looking at emissions per home:

-  **2024-25 (new methodology): 3.09 tonnes CO₂e per independently heated home**
-  **2024-25 (old methodology): 2.70 tonnes CO₂e**
-  **2023-24 (old methodology): 2.82 tonnes CO₂e**



Again, this shows a per-home reduction using the calculation method from previous years, reinforcing that our operational and strategic efforts are having a measurable impact.

Note: The increase seen under the new method reflects a more comprehensive and refined calculation process adopted by SHIFT, not a deterioration in performance. We welcome this improvement as it enhances the accuracy and robustness of our carbon reporting.



'CO₂e' stands for 'CO₂ equivalent' – which helps us to express the impact of different greenhouse gases in terms of the warming effect of carbon dioxide (CO₂).

EPC performance of existing homes

This gives an overview of some key energy efficiency upgrades made to existing homes during the year. Measures like these will reduce carbon consumption and often reduce energy costs for people living in these homes.



The 10,700 homes we own were built at different times and in different ways. So their ‘built-in’ energy performance can vary a lot, as can the opportunities to make them perform better as well as the cost and viability of upgrading them.

Our current focus is ‘fabric first’ improvements designed to reduce heat loss. Lower carbon heating and other technologies have a role to play in some homes but the benefits will be lower if we don’t have better insulation and other heat retention measures in place. We are also targeting our least energy efficient homes first as they offer the biggest opportunity for gains and quality of life improvements for the people living in them.

Retrofit works such as these can be expensive so we actively pursue grant funding where we can to help support and accelerate our programme.

This year we have assessed our homes for flood and overheating risks. We’re now analysing the findings to understand the scale, location, and overlap of risks and how best to use this data going forwards.

We consult with the Lead Local Flood Authority at the planning stage for all new developments and incorporate sustainable drainage systems where necessary. Ventilation strategies are a central part of our new build and retrofit programmes.

Alongside smart thermostats, we have recently begun installing a range of smart sensors in some new build and retrofit properties. These send data about conditions such as temperature and humidity in individual rooms to a central portal, giving us real-time data to better understand the internal environment within customer’s homes and how we can do more to reduce overheating and damp risks.



Theme 2: Ecology

Promotes ecological sustainability

Criteria within this standard:

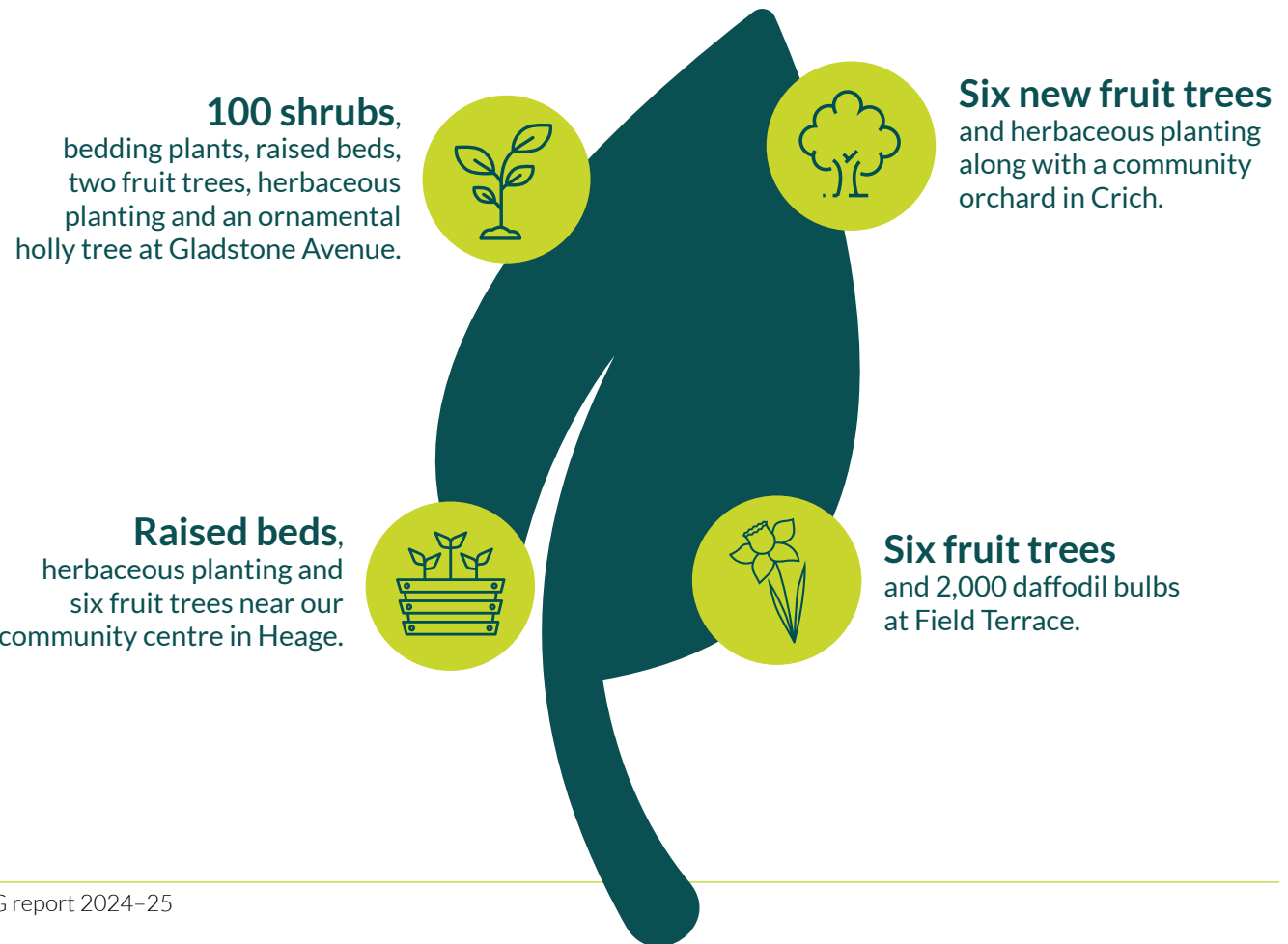
- Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area.

If no, are you planning on producing one in the next 12 months?
- 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?

How we meet this standard:

We published our first green space strategy this year. It sets out our vision to enhance biodiversity and improve the quality and accessibility of green spaces for our customers. It focuses on reducing how often we mow grassed areas, increasing planting for pollinators, supporting resident wellbeing and encouraging community engagement. We aim for 30% of our green spaces to support Biodiversity Net Gain.

This year our grounds maintenance team planted:





We also manage several wildflower meadows as part of a rolling programme, with ongoing expansion and maintenance each year.

We have several pollution management strategies. Our vehicles carry kits to deal with petrol or diesel spills. We are significantly increasing the use of water-based paints which contain fewer harsh chemicals. We also use specialist contractors to collect and segregate waste. For example, teams from our depot near Ripley work with a local company to ensure that all surplus paint is safely disposed of as hazardous waste.

We have stopped using glyphosate weedkiller and have switched to a new heat-based system – FoamStream. We have also replaced petrol in our machinery with 'Alkylate' fuel which significantly reduces harmful emissions.





Theme 3: Resource management

Sustainable management of natural resources

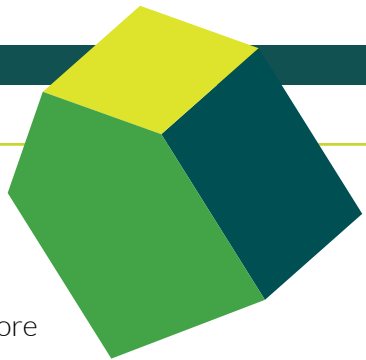
Criteria within this standard: *(Enhanced criteria shown in italics.)*

- 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?
- % of materials from responsible sources.*
- Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?
- % of materials that are recycled and/or diverted from landfill.*
- Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?



How we meet this standard:

We use a lot of materials to build new homes and maintain existing ones - from sand to switches and from taps to tiles. Using local suppliers and making greener choices in the products we choose can help us be more sustainable and have a lower impact on the environment.



93% of the materials we bought in 2024-25 were responsibly sourced.



Our Procurement team works hard to ensure that we have high quality supply chains that deliver value for money. They also support local businesses and those with a more robust approach to reducing their environmental impact wherever possible. Our teams working in homes, repairing and upgrading them and designing new ones, choose products that are better for the environment where it's possible and cost effective to do so.



We have strategies for both waste and water management. Our waste management strategy incorporates building materials.

This table sets out how much waste we have needed to dispose of annually as well as the financial cost.



In 2021, we spent **£26,337** to dispose of **319 tonnes** of waste.

In 2022, we spent **£31,358** to dispose of **311 tonnes** of waste.

In 2023, we spent **£38,854** to dispose of **294 tonnes** of waste.

In 2024, we spent **£42,986** to dispose of **306 tonnes** of waste.

The social standards

The following pages present a detailed breakdown of how we meet the social standards. Standards that are 'enhanced' and not core criteria are clearly signposted.

Information provided covers the financial year
1 April 2024 to 31 March 2025, unless otherwise stated.



Theme 4: Affordability and security

Provides affordable and secure housing



Criteria within this standard:

- ▶ 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).
- ▶ 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.*
- ▶ 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.*
- ▶ How is the housing provider trying to reduce the effect of high energy costs on its residents?
- ▶ How does the housing provider provide security of tenure for residents?

How we meet this standard:

Housing affordability is a huge issue for a lot of people – including many of our customers. Our number one priority is providing safe, comfortable and affordable homes that give people a secure, long term place to live.

As a regulated provider of social housing the rent we charge for most homes is tightly controlled by government rules. We have a little more flexibility on rent and other charges with some tenures. We need to strike a balance between keeping costs as low as possible for customers while keeping on top of the substantial running costs for more than 10,700 properties in a frequently economically challenging environment.

As a not-for-profit, any surplus we do generate is reinvested in homes and services.

Our average rents compared to Local Housing Allowance:

Across our entire portfolio of homes subject to the rent regulation regime, our rents average 76.1% of the relevant Local Housing Allowance.





Existing tenure types:

This table breaks down all the existing homes we own into different categories of tenure. Rent setting controls (and therefore affordability) vary by tenure.

Tenure type	Number of existing homes on 31 March 2025 completed before 1 April 2024	Share of existing homes on 31 March 2025 completed before 1 April 2024
General needs (social rent)	5,568	53%
Intermediate rent	69	0.7%
Affordable rent	819	7.7%
Supported housing	24	0.2%
Housing for older people	3,067	29%
Low-cost home ownership	660	6.2%
Fixed term: Rent to Buy	108	1%
Care homes	0	0%
Private rented sector	269	2.5%
Total	10,584	

Completed-this-year tenure types:

This table is similar to the one above but just gives data for the new homes we completed and acquired during the year.

Tenure type	Number of new homes completed between 1 April 2024 and on 31 March 2025	Share of new homes completed between 1 April 2024 and 31 March 2025
General needs (social rent)	102	38%
Intermediate rent	0	0%
Affordable rent	70	26%
Supported housing	0	0%
Housing for older people	0	0%
Low-cost home ownership	99	37%
Fixed term: Rent to Buy	0	0%
Care homes	0	0%
Private rented sector	0	0%
Total	271	

Building new homes can be financially challenging and is also subject to planning controls which may specify the tenures we have to offer those homes under. So while we know that social rent homes are hugely important, new schemes may include a mix of tenures to meet controls or to make schemes financially viable. Despite these potential constraints we had a strong year for delivering general needs (social rent) homes as well as other forms of low-cost home ownership.

Looking at our overall portfolio, we still offer more than half of our homes (53%) at social rent levels which is the most affordable tenure. The second most common type of tenure we offer is older people's housing which is designed to meet the more specific needs of older generations and will also be subject to rent controls. We recognise the evolving needs of our ageing population so this year we began a major project to review our older people's housing offer.

We're absolutely committed to keeping costs as low as possible for our customers but at the same time we have to be financially responsible and make sure we have the money we need to keep homes in a good, safe

and comfortable condition. Currently inflation and other economic changes are making this challenging. Programmes such as our retrofitting of the least energy efficient homes and our tenancy support service – both described in more detail elsewhere in this report – have a direct and positive impact on some of our least well-off customers.

We also have to comply with ever more stringent legislation and regulations – which we welcome where they provide more safeguards for customers – but at the same time this adds further cost pressure.

We're not alone in this – these are issues that affect all housing associations. But our starting point will always be ensuring that affordability for customers is front and centre when setting rents and other charges.

Recent government announcements giving long term security on annual rent increases for our sector will benefit our long-term planning and give our customers more certainty over their living costs.



Theme 5: Building safety and quality

Resident safety and building quality are well managed

Criteria within this standard: *(Enhanced criteria shown in italics.)*

- Describe the condition of the housing provider's portfolio, with reference to:
 - % of homes for which all required gas safety checks have been carried out.
 - % of homes for which all required fire risk assessments have been carried out.
 - % of homes for which all required electrical safety checks have been carried out.
- % of homes for which all required asbestos management surveys or re-inspections have been carried out.
- % of homes for which all required *Legionella* risk assessments have been carried out.
- What % of homes meet the national housing quality standard?
- How do you manage and mitigate the risk of damp and mould for your residents?

How we meet this standard:

Nothing can be more important for any landlord than making sure that the homes they offer are safe to live in. We work hard to make sure that all our homes meet all required safety standards and are comfortable to live in.





100%
of homes have a current gas
safety certificate.



98%
of required homes had an
asbestos survey.



100%
of required homes had a fire
risk assessment.



100%
of communal schemes with
shared water services had
Legionella risk assessments.



99.9%
of required homes had an
electrical safety check.



100%
of homes met the
Decent Homes Standard.

High profile building safety tragedies of recent years have focused our sector's attention on doing even more to avoid risks to customers. One example of how we have been doing more is our renewed focus on treating and preventing mould and damp in customers' homes.

This year we had 2,010 reports of damp, mould or condensation from customers and responding to these effectively has been a top priority. We see the significant number of reports as positive as we can only deal with issues when we are aware of them. We also continued to actively look for mould, damp and condensation issues as part of our routine visits to customers' homes. None of the damp and mould cases we have identified this year fall into the most serious categories.

As well as setting up a task force to quickly address issues we've run communication campaigns for customers to raise awareness and given staff an online tool to allow faster reporting of problems they encounter. This is just one example of how we work flexibly to prioritise health and safety.



Theme 6: Resident voice

Listens to residents' voice

Criteria within this standard:

- ▶ What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?
- ▶ What arrangements are in place to enable residents to hold management to account for the provision of services?
- ▶ 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?

How we meet this standard:

We currently have three main ways for customers to hold us to account although we are actively reviewing this at the time of writing this report. We want to further broaden the ways for customers to get involved and help shape our work. The existing channels are:

- **The Insight Committee** – with a majority of customer members plus Board members, independent members and senior staff. This is a formal part of our governance structure and has delegated responsibility from the Board to oversee aspects of service provision among other things.
- **MyVoice** – a growing online community for customers where people can take part in surveys and discussions to share their point of view.
- **Research and surveys** – which include the government-mandated Tenant Satisfaction Measures (TSMs). Our TSM results are available on our website at futureshg.co.uk/about-futures/our-performance/

This year we published a new booklet setting out clearly how customers can have a greater voice including a set of commitments and plans to increase access and transparency. We started to review our online customer community, MyVoice, to understand how we can make it more attractive to more people. We instigated a bigger programme of estate walkabout events for customers to meet us close to home and give us direct feedback on their neighbourhood. And we pledged to do more to help customers see how their input continues to shape what we do and how we do it. Publishing follow-up notes of estate walkabouts on our website is just one example of improvements we've made.

We have also restructured and created new roles this year to further strengthen the customer voice including a new Customer Experience Group Director as part of a new Executive Team.

We have a broad programme of research into the customer experience which includes transactional surveys. This year that programme expanded to include a transactional complaints survey and an anti-social behaviour survey to complement our repairs, contact centre, and moving in experience surveys.



Learning from complaint findings and repairs performance helps us to improve our services in line with what customers want and need. Insights like these help operational leads to make improvements. Examples include improving our communication processes during repairs after a significant number of complaints on this topic.

Other changes we made during the year to reflect what customers told us include:

- Replacing our customer e-magazine with a printed copy delivered to all homes twice a year in direct response to customer feedback.
- Providing empathy training for customer service staff which has resulted in significantly improved scores.
- Further improving our ASB service and protocol.
- Introducing a new customer liaison officer to support customers when their homes are affected by subsidence, supported by a new information leaflet.
- Changing our approach to minor adaptations or plastering work.



Here we can see how we score on the standard’s metrics around ensuring that the customer voice is strongly heard and has a meaningful impact.

	2024-25	2023-24
Customer satisfaction: overall service	75.5%	74.4%
Number of customers surveyed	1,064	1,075
Percentage of customers surveyed by telephone	72.5%	69%
Percentage of customers surveyed online	27.5%	31%

Our complaints process is a clear, structured way for customers to have concerns addressed. We are committed to making this process as accessible and transparent as possible, ensuring that people can make a complaint easily and confidently.

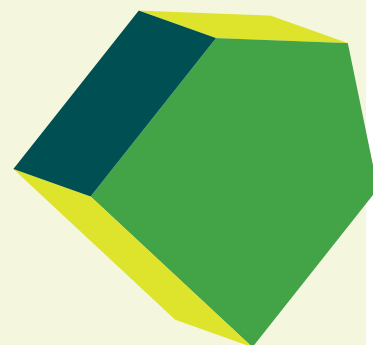
We comply with the Housing Ombudsman’s Complaint Handling Code to help make our complaints process fair, robust, and in line with best practice. If a customer is unhappy with the outcome of a complaint, we make it clear that they have the right to escalate it to the Ombudsman. This independent route reinforces our commitment to accountability and continuous improvement.

We have received four Housing Ombudsman maladministration determinations in the last 12 months.



To help further improve how we handle and learn from complaints we created a new Customer Experience team in October 2024 which involved:

- **Recruiting experienced complaint handling staff** and implementing a new complaint handling process, including home visits with a representative from the team the complaint is about.
- **Recruiting a customer feedback coordinator and a digital customer engagement officer.** They focus on what we are learning through complaints and theme these with other sources of customer feedback. Customers are invited to share their view on these themes and suggest service improvements based on what's important to them.



We also started to ask all customers about their household circumstances when they get in touch to help us meet any additional needs they may have when organising services for them.

We've run complaints training for our operational leaders and decision makers backed up by an annual e-learning module. We set up our 'customer lead change' continuous improvement project which will look at and address our top complaint themes and set up a new process for dealing with minor vehicle

incidents that customers report. These are now dealt with directly by repairs team leaders. We improved communication during repairs that are likely to take longer to resolve by sending text messages to update people still waiting for an appointment.

We have proudly held the Regulator's top G1 and V1 ratings since they were introduced and are investing heavily in how we deliver and improve customer services to underpin our aim of achieving equal top gradings for the Consumer Standards at our next inspection.

Theme 7: Resident support

Supports residents and the local community

Criteria within this standard:

- What are the key support services that the housing provider offers to its residents?
How successful are these services in improving outcomes?

How we meet this standard:

While the phrase 'more than just a landlord' is often heard in our sector, in our case we know it's true. Providing an affordable, safe and comfortable home is our number one job. But we know we can do much more to support people to thrive in their home when times get tough.

We run a range of support services for those who need them. These include:

- Help to tackle antisocial behaviour in communities.
- Support for people experiencing domestic abuse. This year we began work to further improve this service by seeking Domestic Abuse Housing Alliance (DAHA) accreditation.
- Help with financial and employment problems – which we have now merged into a single tenancy support service which offers holistic and tailored support to customers facing the most severe challenges.
- Ad hoc financial help through our hardship fund which can help with emergency situations by, for example, providing furnishings for people who can't afford to fit-out their new home.



Supporting customers in need

This year our new Tenancy Support team had:

1,327 referrals

Our action plans for these customers were evaluated as having delivered

100% effective outcomes

which resulted in:

1,092
customers being supported

521
intensive support cases being raised

We also helped:

303 customers
with one-off support

184
received over-the-phone advice

84
more were directed to self-help

Over the year the team's interventions helped customers to receive a total of **£1.52m in additional income they were entitled to** such as unclaimed benefits and grants.

Our hardship fund is used to help customers in particularly difficult financial situations. This year the fund distributed over **£150,000** to help people through times of crisis. This included:

£3,708 to help people with the cost of moving home.

£87,742 on providing flooring.

£8,050 to clear overgrown gardens.

£47,000 in emergency shopping vouchers, comprising:

- ▶ **£22,916** to help 154 households buy essential items such as white goods.
- ▶ **£4,519** in food vouchers for 109 customers.
- ▶ **£1,373** towards 74 customers' energy bills.
- ▶ **18** prepaid cards worth £915.
- ▶ Other essential items and white goods worth almost **£5,000**.

Our Beep Assist team was restructured into a new independent living service that helps to support people with limited mobility, disabilities, and long-term health problems to live independently and safely. This sometimes includes telecare. We also started a major, long-term project during the year to review our general housing and support offer for older people, who occupy almost a third of our homes.



Theme 8: Placemaking

Supports residents and the wider local community through placemaking

Criteria within this standard:

- 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 place shaping activities.



How we meet this standard:

Some of our homes are grouped together and include public green spaces and other facilities such as community centres. So we invest in those areas not just to maintain a pleasant and sustainable environment but to ensure that the people who live there can enjoy these community spaces.

We run events, partner with a wide range of community groups and other organisations, and offer community services to help create richer and more engaging communities.

Thanks to new funding, we have continued to work with the local police, West Northamptonshire Council and a range of other partners and community groups on Operation Fragment around the Grange estate in Daventry. Focused on community safety, the project has shared knowledge, identified hotspots, increased visibility and shone a light on how local people think the area can be improved. Related events include a day of action with the local fire service in response to a spate of arson attacks on the estate and an estate tidy-up day as part of the Great British Spring Clean in March.

We have been part of the Daventry Partnership Pioneers group, working with large local businesses to understand gaps in community provision in the town and how shared local knowledge could support each other and the wider community. This work is still ongoing.

In our northern region we also held 'spring cleans', working with local agencies to promote outdoor health and wellbeing as part of 'walking litter picks'.

In September we held five events under the umbrella theme of 'Futures in the Community Week' with a range of activities based around customer feedback on gardens and communal areas. Team members and local people jointly took part in community clean-ups, gardening and planting and social events.

This year we have set up regular drop-in surgeries across our communities where customers could get to know our teams, address concerns and build relationships with local services such as food larders, community centres and libraries.

In summer 2024 we attended Pride events in Daventry and Belper for the first time. This encouraged inclusivity and community cohesion while showing people that we are an organisation that values equity, diversity and inclusion.

We have supported several Derbyshire-based startup community groups to grow, develop and network. And we helped an existing group to continue its work by providing them with a community centre space. Also in Derbyshire, we partnered with the county council public health teams and NHS Trusts to run regular events promoting access to remote GP services and preventive health measures, such as health checks, exercise and smoking cessation. We worked with other agencies to help set up a social supermarket in the area giving a whole community access to low-cost groceries, and wraparound support services to help reduce food poverty.

Some of the community projects and initiatives we ran this year include:



Tackling crime and disorder together.

Partnership work is making a difference in Daventry.



Feeling festive in Belper.

We joined Blue Box Belper for their Christmas celebration.



Final festive foodbank donation of the year:

Joining forces with over 60 East Midlands businesses.



Santa sacks filled for domestic abuse refugees.

Thanks to kind donations from our contractors.



The rain won't stop us!

Building community in Ripley.



Sprucing up the place.

Creating a community garden with customers.



Futures in the community week.

Making a positive impact where our customers live.



Joining forces to stop anti-social behaviour.

Helping make safer communities.



Showing our Futures Pride.

Celebrating across our communities.



Litter heroes assemble for the Great British Spring Clean.

As part of Keep Britain Tidy's nationwide campaign.

The governance standards

The following pages present a detailed breakdown of how we meet the governance standards. Standards that are 'enhanced' and not core criteria are clearly signposted.

Information provided covers the financial year
1 April 2024 to 31 March 2025, unless otherwise stated.



Theme 9: Structure and governance

Legal structure of the organisation and its approach to governance

Criteria within this standard:

- ▶ Is the housing provider registered with the national regulator of social housing?
- ▶ What is the housing provider's most recent regulatory grading/status?
- ▶ Which Code of Governance does the housing provider follow, if any?
- ▶ Is the housing provider a not-for-profit?
- ▶ Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?
- ▶ 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?

How we meet this standard:

The Regulator of Social Housing confirmed our G1/V1 ratings again in December 2024. We're proud to have retained our top ratings since the current regime was introduced. We have not yet been assessed against the new Consumer Standards but are working hard to ensure that

we are fully compliant with them in the hope of securing a comparable C1 rating at our next review.

We're a not-for-profit housing association and have adopted the National Housing Federation's 2020 Code of Governance. We assess and report on our compliance every year.

ESG risk runs through both our operational and strategic risk registers, where our Audit & Risk Committee will consider risks around:

- **Sustainability, supply chains and the economic climate.**
- **Customer voice, customer services and government policy.**
- **Governance and regulation, data and resource planning.**

Our assurance framework includes cyclical reviews of compliance with all relevant law and regulation. We're pleased to report that we again received no regulatory notices or enforcement actions during the year.

Theme 10: Board and trustees

High quality board of trustees

Criteria within this standard:

- ▶ 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?
- ▶ 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?
- ▶ Number of board members on the housing provider's audit committee with recent and relevant financial experience.
- ▶ What % of the housing provider's board are non-executive directors?
- ▶ Has a succession plan been provided to the housing provider's board in the last 12 months?
- ▶ For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?
- ▶ When was the last independently-run, board-effectiveness review?
- ▶ How does the housing provider handle conflicts of interest at the board?

How we meet this standard:

We are a customer-centric organisation – customers and their needs are at the heart of our values and our corporate plan. This extends to our Board through our reporting of TSM and transactional surveys.

Every Board meeting starts with a presentation and discussion around an individual customer story.

Board papers specifically ask how proposals will affect our customers, ensuring that this impact is fully considered by the business.

Our Board recruitment & succession policy includes robust consideration of equity, diversity and inclusion (EDI). We have partnered with a new agency for Board recruitment over the next three years with a brief to ensure that our recruitment is inclusive and will attract more diverse candidates.

Our customer-centric Insight Committee regularly reviews and comments on issues which affect customers. The Insight Committee attended the Board away day in December 2024 and presented a proposal for further strengthening links between customers and the Board. The Board accepted the Committee's recommendations and work to implement them is underway.

These numbers help illustrate the make-up of our Group Board.

44%
are female

0%
are currently
BAME

0%
are currently
residents

5%
have a
disability

Average
age of Board
members:
56 yrs

Average
tenure of Board
members:
6 yrs

Our Board has up to 12 board directors, one of which, the Chief Executive, is an executive appointment. 91% of Board members were non-executive during the year. A third (31%) of board directors left the Board over the last two years and 50% of the Executive Team left during this time through restructuring.

Three Board members sit on the Audit & Risk Committee. All have recent and relevant financial experience, including:

- **A background in senior management of large housing related organisations.**
- **Significant experience in commercial banking and residential property together with a Masters degree in Business Administration and Fellow of the Chartered Institute of Bankers**
- **A qualified accountant with a substantial knowledge of both the public and private sectors.**

A Board member is also Chair of the Insight Committee and holds responsibility for complaints.

Our Chair and Senior Independent Director & Vice Chair track Board terms of office and undertake succession planning for future turnover. There are regular reports to the Board to plan for forthcoming vacancies and recruitment.

External audit services are subject to tender every three years (with a two-year contract extension option). The current external auditor has been in contract for seven years and a new external audit partner was appointed on 1 April 2024.

The last independently run Board effectiveness review was on 1 July 2024.

The code of conduct for Board members sets out how we manage conflicts of interest. Board members must declare any actual, potential, or perceived conflicts of interest and these are formally recorded and managed accordingly. Declarations of interest are published on our website along with the profiles of all Board members. The Governance team checks that these declarations are renewed at least annually.

All Board members are invited to declare any conflict of interest at the start of every Board and Committee meeting. If the Chair of the meeting deemed that there was a material conflict of interest the individual concerned would withdraw from the relevant discussion and any decisions.





Theme 11: Staff wellbeing

Supports employees

Criteria within this standard:

- Does the housing provider pay the Real Living Wage?
- What is the housing provider's median gender pay gap?
- What is the housing provider's CEO: median-worker pay ratio?
- How is the housing provider ensuring equality, diversity, and inclusion (EDI) is promoted across its staff?
- How does the housing provider support the physical and mental health of its staff?
- How does the housing provider support the professional development of its staff?



How we meet this standard:

We want our customers to have great, affordable homes that they can thrive in. We want their experience of dealing with us to be as easy as possible. These and many other aspects of our work totally depend on our people. So we value, support and invest in our employees and our culture. We're proud to have held the prestigious Investors in People Platinum standard since 2021.

We've paid the Real Living Wage since April 2021 and continue to review our wages each year to compare them to other jobs in the same sector. Alongside this we collect data on our staff and use this in reporting people metrics (such as our staff survey) to understand how diversity might affect different groups of people.

Key people statistics:

	2024-25	2023-24	2022-23	2021-22
Median gender pay gap	-1.37%	-4.15%	-6.9%	-5.3%
CEO: median-worker pay ratio	7.5:1	8.6:1	8.1:1	7:5:1

Our employees are critical to our success, and we focus heavily on our culture and the wellbeing of our people. Some of the diverse measures we have in place to support this include:

- ▶ **A dedicated health and wellbeing group on our intranet with workforce champions and online campaigns.**
- ▶ **An active Mental Health First Aider training programme with 81 people currently qualified across the organisation.**
- ▶ **All line managers receiving neurodiversity training and supported by 16 neurodiversity mentors.**
- ▶ **A 24/7 employee assistance programme.**
- ▶ **A health cash plan, Medicash, face-to-face counselling and optional private medical insurance.**
- ▶ **A cycle to work scheme.**
- ▶ **Financial support to employees through CFED financial advisors.**
- ▶ **Mental health training for all line managers and drop-in presentations on mental health for wider team members.**

We're keen for colleagues to develop themselves both professionally and personally. Since 2017, 223 team members have gone through our in-house Leadership Academy. Another 25 people are currently on the waiting list. The sessions focus on four leadership competencies: leading self, leading potential, leading change and leading the organisation. The programme is available to all employees at any stage of their career, regardless of job title or status. Each participant has their own mentor and takes part in coaching sessions run by an external company.

Futures is a member of Generation Next, a network for 18–35 year-old professionals in the East Midlands. We had 16 members as of April 2025, and we're taking on more this year. We support our members by allowing them time within working hours to attend webinars and social and networking events. We also sponsor the East Midland Chamber's Enterprising Women networking group.





Theme 12: Supply chain management

Procures responsibly

Criteria within this standard:

- ▶ How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this social value?
- ▶ What is the relative weighting of social value considerations in procurement policies? How much social value has been delivered from the housing provider's supply chain in the last 12 months?
- ▶ 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?
- ▶ What is the relative weighting of environmental impact considerations in procurement policies? How does the housing provider monitor supply chain risks, and what initiatives has the housing provider taken to drive higher sustainability performance across its supply chain?

How we meet this standard:

We have expanded our social value framework to focus on six key themes, with bidders required to provide detailed plans, KPIs and quantifiable social value estimates for:



We've introduced a social value toolkit for suppliers to help them develop meaningful social value propositions that support our strategic objectives. We've significantly strengthened our social value monitoring through:

- **Integrating social value KPIs into our contract management system with monthly and quarterly reporting.**
- **Investigating the use of Kaleida to identify opportunities to work with suppliers matched to specific demographics.**
- **Introducing regular social value review meetings with key suppliers.**

These have improved compliance with social value commitments and the quality of initiatives delivered.

Sustainability is embedded throughout our procurement lifecycle, starting with our procurement scoping documents which establish sustainability requirements for each contract. We apply appropriate evaluation weightings to sustainability criteria and develop bespoke questions relevant to the goods, services or works being procured, moving beyond generic sustainability assessments.



Recent tender examples include requirements for suppliers to demonstrate continuous environmental improvement strategies, and evaluation of whole-life carbon assessments for major works. We've also introduced sustainability as part of our supplier engagement during pre-tender engagement on our largest tenders to identify innovative approaches before formal procurement begins. Our comprehensive evaluation framework now includes:

- **Percentage of the supplier's total carbon emissions directly attributable to our contracts.**
- **Total mileage generated as a direct result of their work with us with carbon calculation.**
- **Percentage of the supplier's water usage directly attributable to their work with us.**
- **Percentage of the supplier's landfill waste directly attributable to their work with us.**
- **Progress against the supplier's documented targets for reducing energy consumption, water usage, and landfill waste.**
- **Current sustainability accreditations held or in progress (eg ISO 14001, PAS 2060, Science Based Targets).**
- **Percentage of local and SME suppliers within their own supply chain for their work with us.**
- **Quantifiable added value contributions to our sustainability objectives.**
- **Performance against training, development and apprenticeship targets.**
- **Progress against the supplier's published sustainability targets and objectives.**

We've also implemented a supplier sustainability dashboard that provides real-time monitoring of our key performance indicators across the supply chain.



Looking ahead

In the introduction to this report, my colleague Helena references how increasingly unstable the world is feeling. And unfortunately the world of affordable housing – our world at Futures – isn't immune from many of the political, economic, social and technological transformations taking place on the planet.

However one thing doesn't change – our passion for doing all we can for our customers. So we will do everything we can to plan, work more efficiently and more effectively to try to keep delivering for the people who count on us, and whose rent pays our bills.

The three themes in this report all have an impact on our customers. Doing our bit to look after the planet will hopefully not just help preserve it for generations to come. Making our customers' homes more energy efficient will make them cheaper to heat and more comfortable to live in. Investing in communities is a huge part of our work in the social arena. What happens outside someone's door is often just as important as what happens behind it. So supporting communities can help our customers and their families

to thrive. And of course we have a big responsibility to provide safe homes, to comply with the law and to get the very best value out of every pound we spend. So having strong governance is extremely important.

This report is just a snapshot of where we are this year – with a few highlights of some of the changes we've made. In a changing world with volatile resources we will have to continue to adapt. But we are on a long journey here and the most important thing to know is that our commitment to doing more, and better, across all these areas runs strong and deep.

Tim Mulvenna,
Chief Executive



Thank you



Futures
Housing Group



0300 456 2531



Futures House, Building 435,
Argosy Road, Castle Donington,
England, DE74 2SA



futureshousing



Futures Housing Group



www.futureshg.co.uk

