

# Environmental, Social and Governance (ESG) Report

2023



## About Moat Homes

Moat is a leading housing association providing secure, affordable homes for rent and shared ownership to those in housing need. From our inception in 1966, managing a single block of flats, we now house over 58,000 customers across Kent, Essex, Sussex and London.

Moat Homes Limited is a charitable registered provider of social housing. We are registered with and regulated by the Regulator of Social Housing (RSH) and our current grading is G1/V1, the highest available rating. We are a not-for-profit organisation funded by a mixture of private finance and government grant. We reinvest any surplus we make to maintain and improve our existing homes and build new ones where they are most needed. We are proud of the great homes and communities we've helped to build, and we have more in the pipeline as we tackle the current housing shortage.

Our homes are more than just bricks and mortar. We partner with local authorities to put roofs over the heads of those who might not otherwise have one. Through Moat Foundation, we work in our communities to improve employability, empower local youth, tackle isolation, and create thriving places that people love to live in. We provide retirement housing for the over 55s, and we work with managing agents to provide specialist care and support to people with learning difficulties, physical disabilities and those fleeing domestic violence. We also work with local authorities to offer temporary accommodation.

We're playing our part and we're also leading the way. As one of the pioneers of shared ownership, we've given thousands of households a boost into affordable home ownership. Our strong history of development is an important part of our DNA. Just as importantly, we invest in our existing homes to make sure they are safe and well maintained.

Over 90% of the homes we build are for affordable rent and shared ownership. We have a development pipeline of over 1,500 homes, with an aim of completing over 650 homes in 2023/2024. In 2022/23, we completed 436 affordable homes and had a further 1,058 affordable homes under construction.

## Our progress since 2022/23

During the year Moat applied for and was awarded £6.4 million via the Social Housing Decarbonisation Fund to carry out retrofit works to over 600 homes that have an Energy Performance Certificate (EPC) rating of D or below. Moat will invest an estimated £13.7m to supplement this grant.

## About the ESG report

**This report is intended to help investors form a view about our ESG credentials.**

Our work is described according to each of the themes in the Sustainability Reporting Standard for Social Housing. These match the key UN Sustainable Development Goals.

There are a total of 48 criteria split between 30 'core' and 18 'enhanced'. The enhanced criteria are not less important; however, there is recognition that some of these might be too challenging or time consuming for some housing providers to complete initially.

ESG Area	Theme	Theme Name	Description	Page
Social	T1	Affordability and security	Assesses the extent to which the housing provider provides long-term homes that are genuinely affordable to those on low incomes. Has five criteria, including the tenure mix of new and existing properties, the security of tenure and fuel poverty.	6
	T2	Building safety and quality	Assesses how effective the housing provider is at meeting its legal responsibilities to protect residents and keep buildings safe. Has three criteria: disclosing gas safety checks, fire risk assessments and meeting Decent Homes Standards.	10
	T3	Resident voice	Assesses how effective the housing provider is at listening to and empowering residents. Has three themes that cover board scrutiny, complaint handling and resident satisfaction.	11
	T4	Resident support	Assesses the effectiveness of the initiatives that the housing provider runs to support individual residents. Has two criteria that cover the support provided and the success of that support?	14
	T5	Placemaking	Highlights the wider set of activities that housing providers undertake to create well-designed homes and environments that meet local needs and provide great places for people to live and enjoy. Has one criterion, a space for the housing provider to give examples of their placemaking or placeshaping work.	16
Environmental	T6	Climate change	Assesses how the activities of the housing provider are impacting on climate change, and how they are mitigating the physical risks of climate change. This theme considers current practice, as well as the changes being made to improve performance in the future. Has six criteria, including the distribution of EPC ratings, emissions data, climate risk mitigation plan and environmental strategy.	19
	T7	Ecology	Assesses how the housing provider is protecting the local environment and ecology. Has two criteria around managing pollutants and increasing biodiversity.	22
	T8	Resource management	Identifies the extent to which the housing provider has a sustainable approach to materials in both the construction and management of properties. Has three themes that cover sourcing materials, water management and waste management.	23
Governance	T9	Structure and governance	Assesses the housing provider's overall structure and approach to Governance. Has six criteria covering the regulator, code of governance, risk management and ownership.	25
	T10	Board and Trustees	Assesses the quality, suitability and performance of the board and trustees. Has eleven criteria including demographics of the board and the experience and independence of the board.	26
	T11	Staff Wellbeing	Assesses how staff are supported and how their wellbeing is considered. Has five criteria including salary information, additional support for staff and average sick days.	28
	T12	Supply chain management	Assesses if the housing provider procures responsibly. Has two criteria assessing how social value and environmental impact are considered.	29





Social Impact

## Theme 1

### Affordability and Security

Moat is committed to providing long-term homes that are genuinely affordable to those on low incomes.

C1 (Core): For properties that are subject to the rent regulation regime, report against one or more Affordability Metric

a. Rent compared to Median private rental sector (PRS) rent across the Local Authority

Number of bedrooms	1	2	3	4+
Average across 37 Local Authorities	55%	54%	47%	36%

b. Rent compared to Local Housing Authority Allowance

Number of bedrooms	1	2	3	4+
Average across 37 Local Authorities	64%	64%	57%	47%

C2 (Core): Share, and number, of existing homes (homes 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

Over 90% of the new homes we provide are affordable homes to rent or to buy through shared ownership. We manage over 12,000 socially rented homes and we are the head leaseholder for over 5,500 shared ownership homes across Kent, Essex, London and Sussex. The detailed breakdown is shown in the table below.

## Residential accommodation owned and/or managed - Association

	As at 31 March 2022	Additions	Disposals	Change in Tenure/ Other	As at 31 March 2023
<b>Owned and managed</b>					
<b>Social housing</b>					
General needs	8,162	27	(3)	(8)	8,178
General needs affordable rent	2,335	218	-	-	2,553
Housing for older people	1,470	-	-	-	1,470
Housing for older people affordable rent	63	35	-	-	98
Supported housing	100	3	-	-	130
Shared ownership	5,713	153	(72)	(8)	5,786
Leasehold properties	1,095	-	(1)	(1)	1,093
<b>Non-social housing</b>					
Open market rented properties	5	-	-	-	5
<b>Total owned and managed</b>	<b>18,938</b>	<b>436</b>	<b>(76)</b>	<b>(17)</b>	<b>19,286</b>
<b>Owned not managed</b>					
<b>Social housing</b>					
General needs	1	-	-	-	1
Supported housing	139	-	(2)	-	137
<b>Non-social housing</b>					
Care homes	44	-	-	-	44
<b>Total owned not managed</b>	<b>184</b>	<b>-</b>	<b>(2)</b>	<b>-</b>	<b>182</b>
<b>Managed not owned</b>					
<b>Social housing</b>					
General needs	307	-	-	1	308
General needs affordable rent	1	-	-	(1)	-
Leasehold properties	58	-	-	-	58
Equity loan properties	1,035	-	(76)	-	959
<b>Non-social housing</b>					
Leasehold properties	15	-	-	-	15
Firstbuy loans	2	-	-	-	2
Freehold properties	1,036	-	-	19	1,055
<b>Total managed not owned</b>	<b>2,454</b>	<b>-</b>	<b>(76)</b>	<b>19</b>	<b>2,397</b>
<b>Residential properties owned and/or managed</b>	<b>21,581</b>	<b>436</b>	<b>(154)</b>	<b>2</b>	<b>21,865</b>
<b>Owned and managed non-residential</b>					
Community hubs	7	-	-	-	7
Staff housing and guest rooms	3	-	-	(1)	2
Garages	577	-	-	-	577
Commercial	26	1	-	-	26

## Theme 1

### Affordability and Security (continued)

**C3 (Core):** Share, and number, of new homes (homes 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

During 2022/23, we invested £124m in new homes and we completed 459 new homes during 2022/23 (436 of which were affordable) as detailed in the table below.

	New homes in 2022/23	Homes managed and/or owned
General needs rented	27	8,487
Affordable rent	218	2,553
Housing for older people/supported - general needs rent	-	1,701
Housing for older people/supported - affordable rent	38	98
Low cost home ownership	153	5,768
Social leasehold	-	1,151
Other social	-	959
Non social housing	23	1,121
<b>Total homes</b>	<b>459</b>	<b>21,865</b>

**C4 (Core):** How is the Housing Provider trying to reduce the effect of fuel poverty on its residents?

We're committed to reducing the impact of fuel poverty on our customers. Through our Sustainability Strategy we aim to make our homes warmer, more comfortable and more affordable. This is achieved through:

- Financial assistance – this year we expanded our financial wellbeing team to offer even more support to even more customers. Our Benefits and Income Maximisation Officers provide tailored financial support to all customers. They guide customers in need through the benefits application process and look at ways to maximise their incomes. Included in our service is a focus on helping customers to secure grants and benefits including through the Warm Home Discount Scheme, Winter Fuel Payment, Cold Weather Payments and grants to help pay off energy debts via energy suppliers. We also provide targeted support to the most vulnerable customers through a hardship fund.
- Information and advice – This year we launched our 'Better Off' campaign and through our digital calculator customers can self-determine whether they are eligible for grants and support to help them with fuel poverty. We also publicised information via our social media, on our website and in customer newsletters.

Where we identify opportunities to enhance the energy efficiency of the home, our Sustainability Team will work with the customer to review and upgrade their heating system and insulation levels, and will look to prioritise planned works within blocks.

#### Deep Retrofits

We have undertaken deep retrofits to properties in Essex during 2022/23 where customers had previously reported that their homes were hard to heat which was having an impact on the overall energy performance and comfort of their home. A contractor has completed retrofits to multiple homes and will complete the delivery of further homes over the coming months. The retrofit works undertaken on the homes have resulted in the EPC/SAP rating increasing and the heat demand for the property reducing.



Theme 1

Affordability and Security

(continued)

The measures installed to the homes included internal wall insulation to the stairwell and first floor bedrooms, triple glazed windows, underfloor insulation, roof mounted solar panels (3.12kWp) and intermittent extract ventilation (IEV) in the kitchen and bathrooms. The customers have reported their home 'feels more comfortable and the solar panels are working well, this month's bill is cheaper'. Customers felt that the most effective change to their homes was the internal insulation works on the first floor. Customers have already noticed fuel bills savings and these will become more significant in the heating season. When asked if the retrofit has been worthwhile one customer stated 'Yes, definitely. We've been here nearly 20 years. The carpets used to lift off the floor, which no longer occurs. There has been a massive positive change".

**Social Housing Decarbonisation Fund (SHDF)**

We have been awarded more than £6 million via the Social Housing Decarbonisation Fund to carry out retrofit works to over 600 homes that have an Energy Performance Certificate (EPC) rating of D or below.

The government funding will allow us to make our customers' homes warmer, safer and more energy efficient through works such as cavity wall, loft and underfloor insulation, window and door replacements, and heating system upgrades. It will also help our customers spend less on their energy bills and allow them to enjoy a more comfortable home, particularly during the colder months. The retrofit works to our customers' homes will help to reduce carbon emissions, support green jobs, develop the retrofit sector and improve the health and wellbeing of our customers living in the homes.

We're excited to get started on the initial works which are set to kick off in July on homes in London and Essex. It will be a fantastic opportunity to engage with our customers and work collaboratively with them to ensure a smooth and successful process.

**Enhanced C5 (Enhanced): What % of rental homes have at least a three-year fixed tenancy agreement?**

We have embarked on a project of converting all current fixed term tenancies to variable tenancies which are viewed as long term tenancies. At the end of March 2023, 84% of our rental homes had a three-year fixed tenancy agreement (or longer).

## Theme 2

### Building Safety

At Moat, we are committed to ensuring that our residents are kept safe. The safety and quality of our homes is paramount, and we will continue to make sure that this theme sits at the heart of the decisions that we make.

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#### **C6 (Core): What % of homes with a gas appliance have an in-date, accredited gas safety check?**

At 31 March 2023, 99.91% of our homes had an in date accredited gas safety check. There were 9 homes that we could not access despite many attempts, but we have since addressed 7 of them. We are continuing to liaise with our customers in the remaining 2 homes and we are also referring to the Courts to obtain legal entry.

#### **C7(Core): What % of buildings have an in-date and complaint Fire Risk Assessment**

We risk assess our buildings to determine the appropriate fire risk assessment cycle for each block, with the blocks rated on a one, two or three year cycle. Inspections are carried out by appropriately qualified independent fire risk surveyors and any follow-on actions are delivered by appropriate contractors or our direct staff. At 31 March 2023, 100% of blocks had in date fire risk assessments.

Fire safety in high rise buildings remains an area of national concern. We completed a total of 795 fire risk assessments across our housing stock and have eight blocks that are over 18 metres. Included in this are 3 blocks that fall under The Building Safety Act's definition of 'high risk' and we are collating all information required under the Act to submit to the Building Safety Regulator as and when requested.

#### **C8(Core): What % of homes meet the national housing quality standard?**

As far as we are aware, all of our homes (100%) meet the decent homes standard.

### Theme 3

## Resident Voice

Listening to and involving our residents is critical to our work, which is why our board have agreed five customer engagement principles that will guide our resident involvement.



**C9 (Core): What arrangements are in place to enable the residents to hold management to account for provision of services?**

Our values centre on us being proactive and ambitious for ourselves and our customers. As we developed our corporate strategy Mary Gibbons, our Chief Executive reached out to all our customers seeking their views about what we get right and how we can improve and shape services in the future. Over 3000 customers took part! We are committed to working with customers – not just to ensure that they are happy with the services we provide but that we're providing the right services in the first place.

**Our Customer Engagement Strategy centres on five core principles:**

- 1) Flexibility
- 2) Responsiveness
- 3) Inclusivity
- 4) Accessibility
- 5) Accountability

### Theme 3

## Resident Voice

(continued)

Our customers are not one homogenous group. They all live their own distinct lives and so we offer a range of ways that our customers can hold us to account:

- Our Customer Advocates programme is available to customers that want to play a more involved role in shaping services. They're passionate about helping to improve the lives of Moat's customers. They provide the link between our customers and the individual teams here at Moat. Over the past year our 161 actively involved customers have:
  - Fed into, shaped and supported the launch of 12 new policies, including those relating to damp and mould, fire safety management and lettings.
  - Participated in workshops including to review our kitchen and bathroom specifications
  - Formed part of the recruitment panels for our new Executive Director of Customer Experience and Diversity & Inclusion Manager
  - Reviewed customer communications, including our Moat Foundation volunteer pack and our sales website.
- We want customers to share their lived experiences so we also hold focus groups to help us deep dive into specific service areas. This year, our customers have given their time to share their experiences of anti-social behaviour and grounds maintenance services; two areas that we know we must get right. Their feedback has helped us to establish a set of actions for improvement in 2023/24.
- Not all customers can commit a lot of time, but their voice is still vital. Last year we received 4,673 text surveys through our Real Time Customer Feedback programme. This feedback helps us to capture a range of quantitative and qualitative information. Where we've got things wrong, we contact the customer to make things right.
- We conducted 2,400 customer satisfaction telephone and online surveys, giving customers an opportunity to share their experiences, such as asking new customers about their experience of their new home.
- We launched the Customer Repairs Oversight Committee; since the launch of our new repairs service with MSPS in April 2022, customers have played a key role in scrutinising performance. Our goal was to establish a forum through which customers could take a helicopter view of performance and hold us to account. In the 12 months since its launch, the meetings have evolved and from April 2023 the group will be known as the Customer Repairs Forum.
- It's vital that when we get things wrong, we make it right swiftly. This year we expanded the size and remit of our Customer Resolutions team. They're committed to ensuring the best possible experience for complainants. We record the lessons we have learnt and the service improvements that we make to ensure that we can avoid mistakes happening twice.
- Locally, we support customers that want to establish residents' associations and in our larger communities such as Pollards Hill, we host the Pollards Hill Community Committee. This brings together customers, local councillors and independent members to scrutinise Moat's performance and support community development activities.

Our Executive team and Customer and Communities Committee have oversight of all customer insight and engagement activities to ensure accountability and visibility by the Board.



### Theme 3

## Resident Voice (continued)

### C10 (Core): How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?

We check customer satisfaction with our services in two ways. We evaluate our overall relationship with our customers using a robust random sample telephone survey to generate results with a largest margin of error of +/-3% at the 95% confidence level in keeping with standard survey guidance. We employ an external specialist research agency to ensure the independence of our research and minimise bias.

In the past year since April 2022, we have completed 2,405 telephone interviews monthly. These interviews were split proportionally between renters (1,529) and homeowners (876). We set further quotas on gender, age and business zone to ensure that our sample is as representative as possible.

The trend for our satisfaction levels has declined this year to 64% (from 70% last year). This is the proportion of customers scoring our services overall as 6+ on a scale of 0 -10 where 0 is extremely dissatisfied and 10 is extremely satisfied. 69% of our renters reported being satisfied (compared to 76% last year). This decline is driven by issues with the repairs service and particularly the long timescales for these to be resolved. Homeowner satisfaction, although lower than for renters, was more consistent with last year (57% compared to 58% last year).

We have also developed an in-house transactional research service - Real Time Customer Feedback (RTCF) – to better understand the customer experience at a granular level. This service is based in Microsoft Dynamics integrated with a third-party SMS text service (Twilio). We have configured RTCF to text customers who have interacted with one of our services within 24 hours of the interaction completing on our system (excluding weekends).

We send two messages. The first asks them to rate their experience on a scale of 1-5 where 1 is very dissatisfied and 5 is very satisfied. The second message asks them to comment on the reason for their given rating. This feedback covers cleaning and grounds maintenance, defects, first contact resolution, wider business enquiries, complaint resolution and new customers.

As with our relationship level telephone survey, our transactional feedback results have also declined this year for many of our services. This is in line with the sector, but it is also made worse by the issues with the repairs service which is impacting other service areas. 78% of customers were satisfied with cases handled by the service centre, slightly down on last year (82%). Homeowners are positive during the lead up to moving into their Moat Home, with 89% satisfied with the new customer experience (up from 81% last year). However, only 55% are satisfied with the way we handle defects.

We also have work to do on improving the way we deal with some case types with only 46% of customers satisfied with their experience when their issue was handled outside of the service centre. These tend to be more complicated issues to resolve but clearly an area for us to focus on. This is also true for grounds maintenance (33%) and communal cleaning (46%) services.

### C11 (Enhanced): In the last 12 months, how many complaints have been upheld by the Ombudsman? How have these complaints (or others) resulted in change of practice within the Housing Provider?

During 2022/23, 12 complaints were progressed to full investigation by the Housing Ombudsman Service. During the same period, we received seven determinations for cases which were currently outstanding with the Service, which included two determinations categorised as reasonable redress, one no maladministration, one severe maladministration, one maladministration and two service failures. To ensure we are improving both our services and complaint investigations, our Executive Team review all stage two complaints as well as receiving regular reporting via Executive Team meetings, Committees and Board. We are committed to improving the quality of our lessons learned and ensuring they drive tangible changes for our customers over the next year.

## Theme 4

### Resident support

**C12 (Core): What support services does the Housing Provider offer to residents. How successful are these services in improving outcomes?**

In our day-to-day landlord activities, we provide significant support to our customers. This includes neighbourhood and estate services, tackling anti-social behaviour, providing financial wellbeing advice, and support including sensitive handling of customers' rent arrears cases. Our Income and Advice Services team provide support to any customers who have concerns about paying their rent. We have dedicated and specialist Benefits and Income Maximisation Officers who support particularly vulnerable residents to manage their rent payments, deal with benefits issues, and manage household incomes, including debt management support.

Recognising the vulnerabilities of the customers in their associated tenures, we also have a specialist Supported and Retirement Living team. Our Neighbourhood Services Managers provide dedicated onsite support for customers. The team also conduct daily welfare calls for all customers that want them. We outsource a number of our buildings to specialist providers so that we can support some of the most vulnerable people in society, including through the provision of women's domestic violence refuges, homeless shelters and young offenders' hostels.



**In 2022/23 the activities of Moat Foundation, our community investment arm, were prioritised to:**

- support young people (16 to 25) to become more employable through education, training and work experience.
- ensure communities thrive.
- support our ageing population.

Working with partners, Moat Foundation continued to play a critical role to ensure our customers were supported and safe coming out of the pandemic. Working across our 4 Community Hubs (located in Gravesham, Gillingham, Sittingbourne, and Stanhope, in Kent) we continued to deliver a core offer of essential support services including access to food parcels, information and support on benefit matters, job search and IT skills, and regular youth activities both in term time and holidays.

In addition to these we also offered access to Family support services, including domestic abuse support, to customers living within the neighbourhoods.

In Maldon, Essex, we started a number of remote region customer engagement projects (2 Hub in a Pub initiatives, Steeple Digital & Social Inclusion Group and a number of Dance & Movement projects in Retirement Living schemes), along with setting up an Employment & Training support initiative for working age young disabled customers.

In Pollards Hill, working with the Pollards Hill Community Committee (PHCC), we provided funding for a wide range of local community activities and needs based projects during 2022/23 and approved a total of £237,317 through Moat's Community Initiatives Funding (CIF). Through this we have delivered many very successful outcomes for our customers and the wider neighbourhood residents. For example, we commissioned a Customer Priorities Survey to help steer the CIF funding into key areas of needs and priority, as seen by our customers. As an outcome of this we were also able to fund and take forward a customer led Waste Champions initiative (working with Sustainable Merton) to help build awareness of recycling and up-cycling rubbish and other unwanted goods and furniture. To date this project has developed 9 local people, including a local teen as a Community Waste Champion, and the project has now gone into local schools to educate young people on how to recycle well, so that in turn they can influence their parents at home. The project has also sponsored a young people's poster design to promote recycling, and the winners are now getting their designs printed on all the recycling bins and depots across the neighbourhood.

Theme 4

Resident support

(continued)

To support our customers and communities, we spent £616,000 through our Moat Foundation activities. Across the year there were 10,396 customer engagements (up from 6,953 in 2012-22) with many customers attending regular weekly community investment activities put on by the Moat Foundation team and its key partners across Moat's regions. The Foundation team also spoke with over 1,000 customers through one-off events such as the Cost-of-Living Roadshow, Stanhope Community Event and through the Pollards Hill Customer Priorities survey.

Area of work	Actual numbers / outcomes achieved in 2022/23	Target for 2022/23
Term time and half term activities (Youth activities in our Kent Hubs and through funded projects in Pollards Hill provided opportunity and safe space for young people)	914	700
Targeted early interventions for young people (Mentoring, work placements, mental health support, 'skills night' and specialist youth programmes to develop confidence, emotional understanding and life skills)	630	129
Young Volunteers	30	22
Job advice and ET	131	150
Moat Foundation bursary (resident welfare grant)	123	10
Financial wellbeing (Benefits, food parcels, grants & vouchers)	1,429	100
Recruit and train volunteers	21	10
Outreach and Wellbeing support (mental & physical health, family support)	906	No target set – as the area of work evolved in the year due to impact of Covid.

## Theme 4

### Resident support (continued)

In Summer 2022, we held a series of eighteen events in a Cost-of-Living (COL) roadshow across our regions that recognised the challenge customers are experiencing to afford around food, fuel and finance. During these events we spoke directly with 458 customers, gave 150 food parcels providing a meal for 553 customers, referred 27 customers to MSPS for fuel vouchers, and involved colleagues from across the business to provide specialised advice and support for customers struggling with COL.

We recognise that customers build trust with Moat Foundation Officers and then ask for support with life issues such as maintaining their tenancies or their health & wellbeing.

In 2022/23 we have also:

- developed 'Moat Mornings and Afternoons' as a one-stop space where customers can speak with colleagues from across the business about their income and welfare benefits matters (with Income Officers), repairs issues (MSPS Officer), reducing household utilities costs (Sustainability Officer), neighbourhood and ASB issues problems (Neighbourhood Managers), access to food and community activities (Moat Foundation Officers).
- given 1,429 wellbeing donations to vulnerable customers in various forms, whether food parcels, fuel vouchers or welfare grants. We have adjusted our food support by giving customers a choice from our Community Larder rather than a standard food parcel which does not meet their need. Our Welfare grants have been used for the purchase of white goods and other essential household items for customers who are struggling to replace damaged cookers, beds, fridges etc. We have also supported customers who are fleeing domestic abuse to furnish their new homes.
- facilitated local agencies to provide services from our Hubs including support for Young Carers, Mentoring, Bereavement counselling, and Employment skills support.
- invested in a Community Investment Fund in the Pollards Hill area via the PHCC (Pollards Hill Community Committee). The fund has invested into priority local projects including:
  - The Youth Centre and Raising Stars football project for young people
  - The lunch club and exercise classes for our older people
  - The Step Forward programme, assisted gardening project (to help maintain their gardens), and NHS ManVan project (to provide health support) for our vulnerable customers
  - The Waste Champions Project to educate our customers to reduce littering and increase recycling
- We have sponsored Exercise and Movement groups in a number of Supported & Retirement Living schemes for our older customers with over 200 customers across our schemes engaging in activities that have improved their social and physical confidence, increased a sense of belonging and reduced the risk of falls and isolation.

In addition to all the community investment activities highlighted above, Morgan Sindall Property Services (MSPS), our supply chain partner, started a Social Value workstream in April 2022, with a commitment to providing a full-time Social Value officer to work in partnership with the Moat Foundation team. This has added further value to our community investment activities across Moat's regions. Our MSPS colleagues have calculated that the Social Return on Investment (SROI) of all their Social Value activities delivered across our regions was £696,978.00 for 2022-23.



## Theme 5

### Placemaking

**C13 (Enhanced): Provide examples or case studies of where the Housing Provider has been engaged in placemaking or placeshaping activities (enhanced)**

We have described in the previous section (C12) the activities of our Moat Foundation community arm which are focused around our 5 community hubs based in Gravesham, Gillingham, Sittingbourne, Stanhope and Pollards Hill.

In 2017 we commenced a £23m regeneration of our Pollards Hill Estate in the London Borough of Merton in South East London. Our investment at Pollards Hill was always seen as more than bricks and mortar and we continue to provide an annual contribution in the form of a community fund (£195,921 for 22/23) which is distributed by a community committee (committee members include residents, councillors, and officers from Moat).

Working with partners, the committee commissioned a community survey during year asking the community their priorities to ensure our community approach is tailored to communities' priorities and emerging needs.

Customers feedback has been used to inform and kick start the following initiatives with partners:

#### **Waste Champions**

We are working with residents and partners to lead a campaign to change behaviours within the community to increase recycling and poor waste management. During the year eight customers have been recruited and are shaping the "We R Pollards" campaign.

#### **The recruitment and appointment of a new Community Health Link Worker**

This post is funded by a multi-agency partnership (East Merton Primary Care networks, Pollards Hill Community Committee, SW London NHS Trust, and Public Health). The Health Link Worker is managed by the East Merton Primary Care Network and will operate from key community organisations across Pollards Hill. This project will address the health and wellbeing issues recently highlighted in the Pollards Hill customer priorities survey.



Environment

We are continuing to review the impacts of climate change on customers and staff to ensure social housing is fit not just for the present but future generations too. We are focused on providing comfortable, safe and affordable homes that will in turn maximise wellbeing for our customers.

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**Our Sustainability Strategy focusses on delivering improvements in a few key areas:**

- 1 Environmental education: implement and encourage green methods of conduct for our employees and for customers themselves.
- 2 Carbon footprint: reduce carbon emissions as a direct result of installing energy efficiency measures to offices and our homes whilst promoting greener living.
- 3 Fuel poverty: assist customers with the aim of reducing the level of households that are categorised as fuel poor based on the high cost, low income definition.
- 4 Environmental responsibility: promote sustainable ways of living that include waste, water, biodiversity and energy management based on a holistic approach.
- 5 Sustainable construction: combat against the detrimental effects the built environment has on natural resources by delivering higher quality construction using innovative techniques.

## Theme 6

### Climate Change

#### C14 (Core): Distribution of EPC ratings of existing homes (those completed before the last financial year)

The table shows the number of general needs, supported housing and retirement living properties that fall in the respective EPC bands:

EPC Rating	Number of homes	% of homes
A	4	0.03
B	1,477	12.10
C	7,313	59.91
D	3,178	26.03
E	218	1.79
F	7	0.06
G	1	0.01
To be assessed	9	0.07
Total	12,207	100

#### C15 (Core): Distribution of EPC ratings of new homes (those completed in the last financial year)

See table opposite.

EPC Rating	Percentage (%)
A	0.4
B	90.9
C	8.7

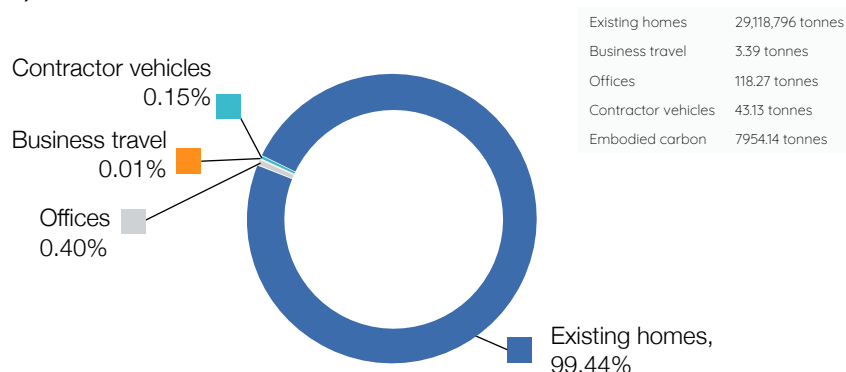
#### C16 (Enhanced): Scope 1, Scope 2 and Scope 3 greenhouse gas admissions (if you are not tracking Scope 1,2 or 3 emissions, but plan to in the future, when are you aiming to report on these emissions?)

Annual energy use from Moat's 12,207 existing homes remains the main source of CO<sub>2</sub> emissions. Though existing homes and residents have increased since the baseline year, there has been a 14% decrease in CO<sub>2</sub> emissions since the 19/20 report.

The reduction can be attributed to two initiatives. Firstly, Moat's programme of energy-efficient works to bring homes up to EPC C by 2025 and EPC B by 2030, thereby reducing the end user's energy consumption. Secondly, Moat's decision to switch Landlord electricity to a 100% renewable energy supply (thus minimising emissions).

Construction of new homes remains the most significant source of embodied carbon. This indicates that continued efforts in measuring the impact for future developments forms a critical part of our sustainability strategy

#### Scope 1, 2 and 3 emissions



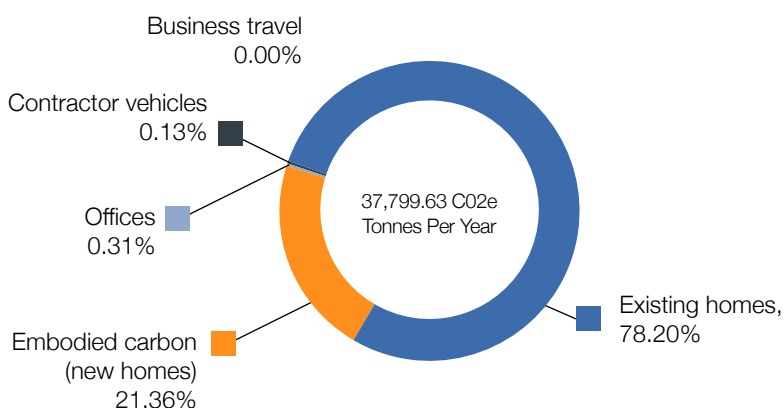


## Theme 6

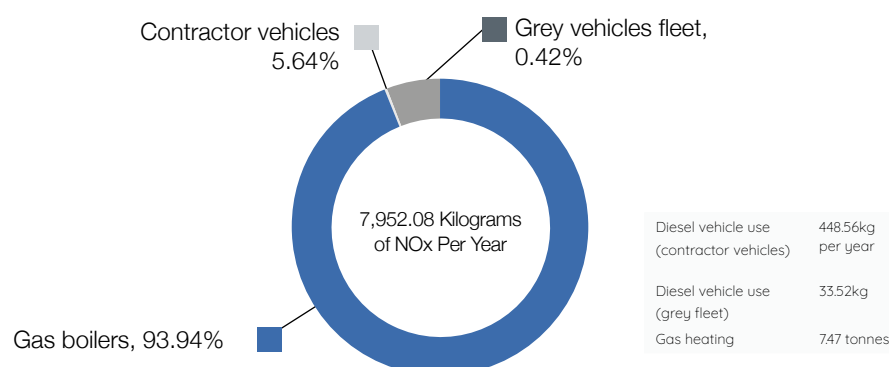
### Climate Change

(continued)

#### Scope 1 and 3 Emissions



#### Nitrogen Dioxide Emissions



#### C17 (Enhanced): What energy efficiency actions has the Housing Provider undertaken in the last 12 months?

We are using a software package that provides insight and improvement planning to help us achieve zero carbon and enhance the energy efficiency of our stock. The software uses data directly from our asset management system. We have used both in-house resources and consultants to create baseline energy efficiency data and have allocated budgets for the current and future delivery on energy efficiency works. We have provided energy efficiency advice to our customers in the following ways:

- Individual tailored energy efficiency visits
- Group sessions in Retirement Living schemes
- Over the phone advice and support
- Social media channels
- Literature in the form of handouts

We have encouraged our customer to use low energy lighting and water and energy saving products in their homes, and we have offered tariff switching advice. We have adopted a fabric first approach to improving the energy efficiency of our homes. Planned replacements of roofs, windows and doors have been completed. We have also installed

## Theme 6

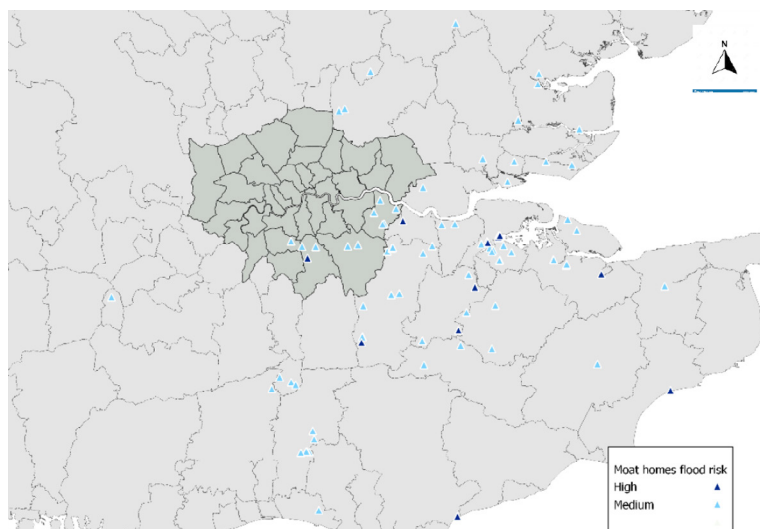
### Climate Change

(continued)

large numbers of loft and cavity wall insulation and have piloted innovative underfloor insulation methods. We have carried out large scale regeneration projects, installed new higher efficiency gas boilers, installed higher efficiency electric heating and piloted deep retrofit projects. We have installed many renewable systems such as heat pumps, solar panels and solar thermal.

#### **C18 (Enhanced): How is the Housing Provider mitigating the following climate risks: increased flood risk, increased risk of homes overheating**

We are conscious of the negative impacts that occur because of climate change. We know that with increased severe weather patterns there will be heightened flood risks in the future. Flood risk is predicted to increase this century, the UKCP18 predicts increased incidence of extreme rainfall across the seasons, as well as increased risk of sea level rise. Further, changes in land use and surface cover area can influence the flood risk of an area. Moat has 632 properties in 'medium' to 'high-risk' areas, concentrated within the South East of England. Flooding risks have significant negative impacts on our customers and our organisation which is why we are making concerted efforts to mitigate these risks.



Where homes are made airtight and heat loss is minimised there is a risk of overheating during the warmer months. To mitigate this risk, we are focusing on ensuring building services are insulated in regeneration projects and new build schemes. We are increasing the number of green spaces we hold which can provide natural shading to homes. We have also adopted mechanical ventilation to reduce overheating risk. We have engaged with consultants to help alter our Employers Requirements to address the current and improving regulations with regards to overheating.

#### **C19 (Enhanced): Does the Housing Provider give residents information about correct ventilation, heating, recycling etc. Please describe how this is done**

Resources are shared with our customers in the form of leaflets and via social media informing customers how best to operate their heating systems for maximum efficiency and reduced running costs. Front line staff, within our Technical & Building Safety Team, such as Project Managers, Project Surveyors and the Energy and Sustainability Coordinator, provide face to face advice on the benefits of appropriate ventilation. The advice helps to reduce cases of condensation, damp and mould to improve customer and property wellbeing. Our Communication Team regularly use social media channels to signpost our customers for support and advice on recycling by adopting the waster hierarchy.

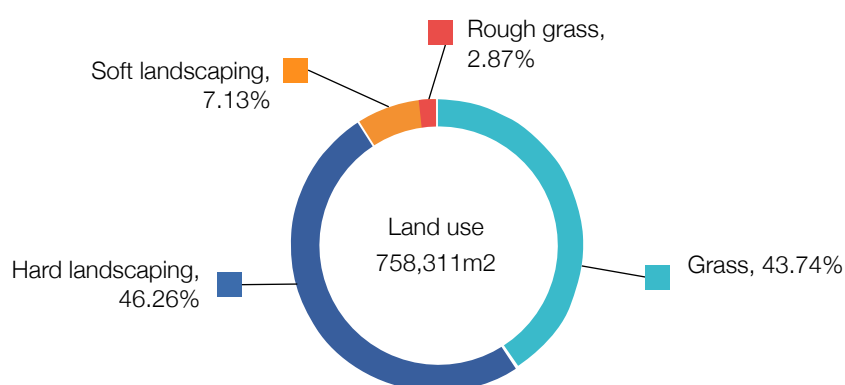
## Theme 7

### Ecology

#### C20 (Enhanced): How is the Housing Provider increasing Green Space and promoting Biodiversity on or near homes

Our green spaces asset data shows the proportion of our land that could be available for habitat creation and improved biodiversity such as wildflower meadows, tree and hedge planting and food growing. We will target these areas for improvements over the coming years. With new homes we work closely with local authority planning departments to comply with local targets relating to green space provision and the promotion of biodiversity.

#### Ecology



#### C21 (Enhanced): Does the Housing Provider have a strategy to actively manage and reduce all pollutants? If so, how does the Housing Provider target and measure performance?

We do not currently have a strategy to actively manage and reduce all pollutants. As an organisation we are considering undertaking a full ISO14001 compliant environmental audit to further understand the risks associated with pollutants. When procuring contractors, we ask them to tell us how they actively manage and reduce pollutants.

## Theme 8

### Resource Management

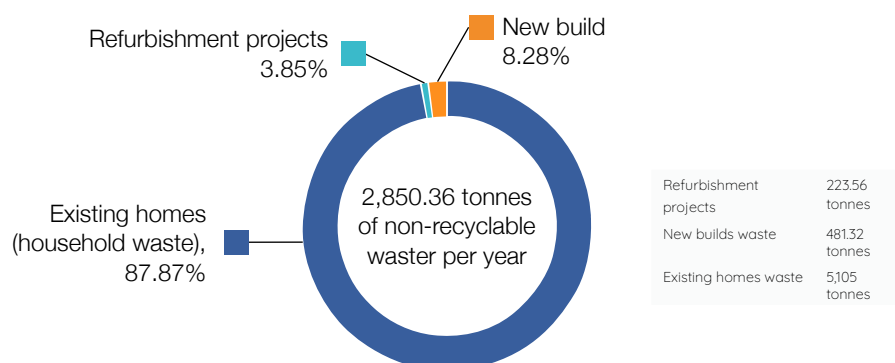
**C22 (Enhanced): Does the Housing Provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the Housing Provider target and measure performance?**

We do not currently have a strategy to increase the use of responsibly sourced materials for all building works. When procuring contractors, we ask them to provide information on material supplies, what proportion of materials are responsibly sourced and to quantify the proportion of materials that are non-toxic. We plan to request that maintenance teams collect data on where materials have been sourced for refurbishment in order to calculate the percentage of responsibly sourced materials.

**C23 (Enhanced): Does the Housing Provider have a strategy for waste management incorporating building materials? If so, how does the Housing Provider target and measure performance?**

We do not currently have a strategy for waste management incorporating building materials. Our waste comes from several sources, and we will be taking steps to work with our supply chain to develop a waste management strategy. As part of the action plan to support our sustainability strategy, we intend to measure refurbishment waste volumes and halve waste sent to landfill.

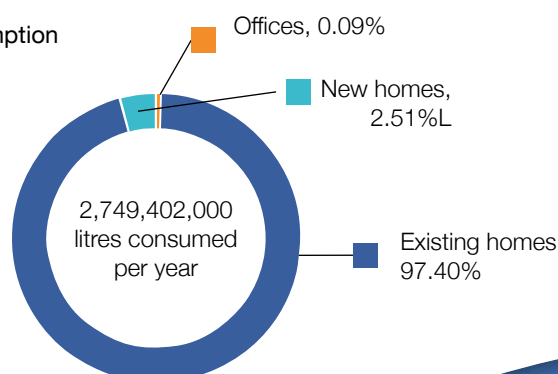
#### Waste sent to landfill or incinerated



**C24 (Enhanced): Does the Housing Provider have a strategy for good water management? If so, how does the Housing Provider target and measure performance?**

Our homes and activities are estimated to use 2.75 billion litres of water a year. The majority (97.4%) of our water consumption is from its existing homes. We are conscious that we operate in a water stressed region and with population increases combining with a warmer climate, water deficits will occur. Poor water efficiency can lead to creation of wellbeing issues for customers. An action plan to support delivery of our sustainability strategy includes measures to increase the number of water saving measures installed in our homes when they become empty, during planned kitchen and bathroom programmes and within our new build schemes. We also intend to develop a plan to achieve water neutrality in all our new homes.

#### Water consumption







# Governance

## Theme 9

### Structure and Governance

Moat is committed to good governance and recognises the importance of having appropriate decision-making and risk-management processes in place, as well as demonstrating accountability to its stakeholders for its use of resources. Our governance structure determines how Moat is governed, from the strategy set by the Board through to operational frontline delivery.

#### **C25 (Core): Is the Housing Provider registered with a regulator of social housing?**

Moat Homes Limited is a charitable registered provider of social housing. We are registered with, and regulated by, the Regulator of Social Housing (RSH).

#### **C26 (Core): What is the most recent viability and governance regulatory grading?**

Our current viability and governance RSH grading is G1 / V1.

#### **C27 (Core): Which Code of Governance does the Housing Provider follow, if any?**

The RSH's Governance and Viability Standard requires us to adopt a code of governance and we have adopted the UK Corporate Governance Code. We chose this code over other codes on the basis that the UK code is more outcome focussed. This fits well with the nature of our business and allows for innovation in achieving compliance.

Following the code is a key factor in achieving long-term sustainable success, as well as being a regulatory requirement. Moat is compliant with the code as far as it applies to registered providers of social housing and carries out a compliance self-assessment annually. The Board confirms our compliance with the code via a statement in the Annual Report.

#### **C28 (Core): Is the Housing Provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?**

Moat Homes Limited, being a charitable registered provider of social housing, is Not-For-Profit.

#### **C29 (Core): Explain how the Housing Provider's board manages organisational risks.**

We have a comprehensive risk management framework in place which is reviewed annually for effectiveness. Our board risk appetite statement sets out our attitude towards risk and the level and types of risk that we are willing to undertake in pursuit of our strategic objectives. Moat has an overarching strategic risk map and supporting operational risk registers. Organisational risk management is assessed at both a strategic and operational level using a defined risk scoring matrix and methodology. The results are recorded in risk registers which include identification of controls and additional actions we intend to carry out to strengthen controls where needed and further mitigate the risk. The Executive Team, Board and Audit Committee review the strategic risk register on a regular basis as set out in the cycle of business. Operational risks are assessed by senior leaders and their management teams on an ongoing basis and reported to relevant committees and groups. This process is reviewed quarterly as part of our internal controls assurance. To provide ongoing assurance, each quarter our senior leadership team reviews our risk registers and internal controls, testing that they remain effective, relevant and up to date. The outcomes of this process are presented to the Executive Team and any items for action followed up by the Governance and Compliance Team. An external assessment of this review programme is carried out by our internal auditors.

#### **C30 (Enhanced): 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 equivalent action?**

No, we have not been the subject of any adverse regulatory findings in the last 12 months.

## Theme 10

### Board and Trustees

We have a broad skills base across our Board and compile the areas and levels of skill into our Board skills audit.

The Board appoints new members via a competitive, merit-based process and any skills gaps form part of the essential or desirable criteria for future selection and appointment campaigns. The essential and desirable criteria are agreed by the Remuneration and Nominations Committee who review the Board succession plan annually.

**C31 (Core):** What are the demographics of the board? And how does this compare to the demographics of the Housing Provider's residents, and the area that they operate in? Add commentary if useful.

Our board are 27% female and 73% male, and 91% of board members identify as white English, Welsh, Scottish, NI or British and 9% as White and Black Caribbean. The average age of the Board is 56. Our Executive is comprised of six members of staff of whom three sit on the Board and are included in the statistics above. The roles of Chair and Chief Executive are held by two different people. We continue to work to improve the diversity of our Board in the context of Moat's customers and the areas we operate in.

13.6% of our residents identify as being ethnically diverse and this compares to 14.8% in the South East and 40.2% in London (Census 2011); there is more work for us to do.

You can find out more about our Board at [moat.co.uk/about-us/board](https://moat.co.uk/about-us/board).

**C32 (Core):** What % of the board AND management team have turned over in the last two years? Add commentary if useful.

35% of the Board and management team have turned over in the last two years.

**C33 (Core):** Is there a maximum tenure for a board member? If so, what is it?

Our Board members can serve a maximum of nine years. The initial two terms are for three years each and the final term will vary in length (up to a maximum of three years) depending on the needs of the organisation and individual.

**C34 (Core):** What % of the board are non-executive directors?

Moat Homes Limited is governed by a Board of 11, of whom eight are non-executive directors (73%) and three are executive directors (27%).

**C35 (Core):** Number of board members on the Audit Committee with recent and relevant financial experience.

Our audit committee is comprised of three Independent Board members, one of whom has recent and relevant financial experience. Our Audit Committee Chair brings over 12 years of sector experience from his time as an Independent Director and Chair of Audit and Risk at Thames Valley Housing and his career has included time as Group Finance Director of publicly listed companies with substantial housebuilding and construction businesses.

**C36 (Core):** Are there any current executives on the Remuneration Committee?

Our Remuneration and Nomination Committee is comprised of four Independent Board members. There are no executives on this committee.

**C37 (Core):** Has a succession plan been provided to the board in the last 12 months?

The Board has delegated succession planning to the Remuneration and Nominations Committee. Our Committee last discussed the succession plan in June 2021.

**C38 (Core):** For how many years has the Housing Provider's current external audit partner been responsible for auditing the accounts?

Our external auditors are BDO LLP and they have been our external auditors for the last five years.

Theme 10

Board and Trustees  
(continued)

**C39 (Core): When was the last independently-run, board effectiveness review?**

The last independent review of our Boards effectiveness was carried out in November 2019 by Campbell Tickell, an independent consultancy. Moat carries out an external board effectiveness review every three years and at the time of this report being published was in the process of an external Board review by Campbell Tickell, due to complete in September 2023..

**C40 (Core): Are the roles of the chair of the board and CEO held by two different people?**

The roles of Chair and Chief Executive are held by two different people.

**C41 (Core): How does the Housing Provider handle conflicts of interest at the board?**

The Chair and Company Secretary manage potential or actual conflicts of interests and we review Board and Executive Team declarations annually as well as recording new interests as they arise. The Chair requests for declarations to be given at the beginning of each Board and Committee meeting. Where a conflict arises, this is managed on a case by case basis. Should a conflict not be manageable, the individual would be asked to leave for that item and take no part in the discussion or decision.

## Theme 11

### Staff Wellbeing

We are committed to ensuring our employees are fully engaged, fairly rewarded and motivated. We have an Employee Forum with representatives from all directorates. We undertake regular staff engagement surveys; the results tell us our staff feel engaged and our corporate communication is strong. Our gender pay gap remains in line with the national average. We also remain confident that irrespective of gender, our people are paid the same for the roles they undertake.

We are an organisation that values and shares learning, where peer to peer support is encouraged using internal qualified coaches and focus groups. We support our people by living our values and listening to our employees – we offer flexible working in a supportive but thriving environment. Our people strategy continues to ensure our workforce is innovative, valued and agile.

#### C42 (Core): Does the Housing Provider pay the Real Living Wage?

All our eligible employees are remunerated above the real living wage. We have been accredited by the Living Wage Foundation in recognition of this.

#### C43 (Core): What is the gender pay gap?

Our mean is 21.3% and our median is 16.5%. This is based on our people's salaries as set out in our 2023 Gender Pay Gap Report: [moat.co.uk/-/media/moat/pdfs/gender-pay-gap-report/our-april-2022-gender-pay-gap-report.pdf](https://moat.co.uk/-/media/moat/pdfs/gender-pay-gap-report/our-april-2022-gender-pay-gap-report.pdf)

#### C44 (Enhanced): What is the CEO-worker pay ratio? And how does this compare?

We have used Methodology B for the purpose of the calculations (BEIS Document Template - Standard Numbering - Curve Only Cover Page Image ([publishing.service.gov.uk](https://publishing.service.gov.uk))).

- Ratio of CEO STFR to the 25th percentile: 9:1
- Ratio of CEO STFR to the Median (50th) percentile: 7:1
- Ratio of the CEO STFR to the 75th percentile: 5:1

#### C45 (Enhanced): How does the Housing Provider support the physical and mental health of their staff?

Moat provides all colleagues with free access to a 24/7 Employee Assistance Programme (EAP). The EAP provides six counselling sessions per topic in any 12-month period. Their spouse, plus children 16 to 24 years in full time education can also access free telephone counselling. In addition to counselling, colleagues are able to access free legal information and guidance on a range of issues including personal, financial and legal matters from our EAP. We also have a number of trained Mental Health First Aiders in-house that colleagues can access.

We offer all colleagues paid membership of either a Health Cash Plan or Benenden Health. Our Occupational Health provider also provides an employee wellbeing hub, accessible via their website or an app.

We host regular webinars for all staff delivered by external experts on a range of wellbeing related topics. Over the past year this has included domestic abuse, sleep, hydration and nutrition. In the past year we've also introduced health checks for colleagues to pre-empt any health issues and provide proactive advice to improve their health.

Our intranet has a dedicated wellbeing page which holds a range of resources available to all employees. This includes recordings of previous wellbeing related webinars, factsheet and signposts for further help and support.

#### C46 (Enhanced): Average number of sick days/employee

6.89 days per employee

(total number of days lost by those still in employment at the end of the period, divided by the number of employees still in employment at the end of the period. NB the length of a working day varies greatly between employees as we offer a range of flexible working patterns).



## Theme 12

### Supply Chain

Through our procurement policies we are committed to playing a part in preserving natural resources and preventing environmental pollution and we use sustainable products and services wherever possible.

We seek to incorporate sustainable procurement approaches in order to deliver tangible benefits to both our local community and to the wider community, covering all aspects of sustainability - economic, social and environmental.

#### C47 (Enhanced): How is Social Value creation considered when procuring goods and services?

Social Value is considered as an integral part of our major procurements. We do not adopt a 'one size fits all' approach as we believe that this may lead to generic responses. However, we consider our Social Value requirements based on the nature and size of the contract being procured, using the procurement to highlight any particular elements requiring support. Through this approach, we have been able to secure a range of social value commitments to be delivered by our suppliers.

- Fully expensed work placements
- Delivery of mock interviews
- Advertising of job opportunities to Moat residents
- Donations to Moat Foundation
- Cleaning services to our Community Hubs
- Support for local events and community days
- Digital workshops
- Programmes to promote understanding of energy management and reduce fuel poverty
- Volunteering hours to support our objectives such as estate regenerations or help to vulnerable residents
- Energy cafés
- Provision of fuel vouchers for customers

#### C48 (Enhanced): How is environmental impact considered when procuring goods and services?

We consider all elements of sustainability – economic, social and environmental – as part of our major procurements. At Moat we work with business areas to tailor questions and requirements linked to the particular service being procured. In addition, all of our suppliers – large and small – are required to sign up to our Supplier Code of Conduct.

Recent procurement projects have included requirements covering all elements of sustainability (economic, environmental and social), with evaluation weightings of up to 25% allocated to this area. This has included assessments of suppliers' sustainable approach to contract delivery in terms of:

- Support for the local economy; employment opportunities; use of local supply chains
- Support for vulnerable and disadvantaged residents through all elements of service delivery
- Provision of support for a supplier's own staff in terms of both mental and physical wellbeing and opportunities for career development
- Management of waste issues including items being removed as well as waste arising as a result of the service delivery
- Requiring the supplier to identify, manage and minimise the environmental impacts both locally and globally associated with the delivery of the requirements.

Moat has a community arm, Moat Foundation, which has a dedicated team responsible for co-ordinating social value activities and projects across Moat's key regions.. The aim of Moat Foundation is to: 'Relieve poverty and other charitable need amongst those in need, for the benefit of the public, in particular, but not exclusively, those in need by reason of youth, age, ill health, disability, financial hardship or any other disadvantage.' Our tender processes request and assess proposals from potential suppliers around how they will work with Moat to help others in support of these charitable aims.



## Theme 12

### Supply Chain (continued)

The recent procurement of our property repairs and maintenance service included a specific section relating to the delivery of sustainability across the term of the contract, which is up to fifteen years. The evaluation of this section was led by our Sustainability Manager and included consideration of targets to progress towards zero-carbon, PAS compliance, reduction of emissions, installation of EVCPs and decarbonisation of Moat's own office spaces. The appointed contractor achieved over 99% of the weighted score available for this section of the evaluation.