

Environmental, Social and Governance Report 2021



Because good homes
make everything possible



**Network
Homes**



Evolution, Southall

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Atrium Point, Sudbury Hill

Foreword

I am delighted to present Network Homes' inaugural Environmental, Social and Governance (ESG) report as an early adopter of the Sustainability Reporting Standard for Social Housing.

Network Homes published its Sustainability Strategy this year which outlines our journey towards becoming more environmentally sustainable as we progress towards 2050.

This ambition is inextricable from Network Homes' mission to provide safe, secure and affordable homes for as many people as possible. This requires Network Homes to become an energy-efficient housing provider which tackles fuel poverty, and which both builds and maintains increasingly energy-efficient homes for our residents and communities.

With over 20,000 homes under management this represents a significant financial, logistical and intellectual challenge – but a challenge we are committed to tackle and overcome.

ESG reporting sits alongside our Board-approved Sustainability Strategy. In addition to the residents and communities we serve, ESG reporting is of significant and increasing interest to a variety of our key stakeholders. It is therefore crucial to demonstrate investments in Network Homes are utilised responsibly and further our target of ensuring all homes reach EPC Band C by 2030 at the very latest and we attain net zero carbon status across our housing stock as well as in the ongoing operations of our business, by 2050.

The ESG reporting approach covers 12 themes and 48 criteria split across three sections: Environmental, Social and Governance. The report explains how Network Homes meets, manages, and measures its performance against each criteria. The report identifies our social values and environmental impact, as well as the governance principles we adopt and intend to strengthen further.

This debut ESG report is the first step on a long journey. With the backing of our Board, we are highly motivated to discover, consult with our residents and enact the behavioural organisational changes to put in place the enhancements required to continuously improve our ESG performance. Through this annual report we will hold ourselves accountable, monitoring progress with a consistent reporting approach.

Peter Benz
Executive Director of Finance





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Social

Affordability & Security

C1. 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 local authority. 2) Rent compared to Local Housing Allowance (LHA)

We utilise software approved by The Royal Society of Chartered Surveyors (RICS) in determining relet rents based on the latest rent data for surrounding areas with the majority of general needs rents capped at Local Housing Allowance. This is not however used in the ordinary course of business to determine the discount we offer on rents.

In determining the potential discount we offer for our general needs stock and other tenures where we do not charge full market rent, we use The Valuation Office Agency (VOA) Private Rental Market Summary Statistics for guidance. We use the median weekly rents for each local authority which are compared with the average weekly rents charged for all bed sizes for each local authority.

The analysis is restricted to 16 local authorities where Network Homes has 100 or more general needs and keyworker properties.

For the general needs stock, the average rent level is 42% (2019/20: 41%) of the market rent level. This offers an average rent discount of 58% across the 16 local authorities, tenures and bed sizes. The highest rent discount is maintained in the Royal Borough of Kensington and Chelsea at 79% (2019/20:79%) with an average rent level at 21%. The lowest rent discount is currently in the London Borough of Hounslow at 44% (2019/20: 43% previously at Haringey).

For key worker stock, there are three local authorities where we have 100 or more homes. The average rent level is 44% (56% rent discount) for all bed sizes across all local authorities. No similar exercise was conducted for 2019/20. The London Borough of Islington has the highest rent discount at 63% and the London Borough of Brent has the lowest rent discount at 51%.

On average, the general needs stock is 55%

of Local Housing Allowance and keyworker stock is 60% of Local Housing Allowance.

From the analysis, the estimated average rental discount for general needs per home equates to £10,800 per annum. This is an estimated annual total discount of circa £131 million for 12,185 units (2019/20: £11,000 per annum per home, with a total of £126 million for 11,197 units). These are estimates based on the discount between market rent data and rent charged by Network Homes, however it is considered the actual discounts are likely to be more.

A more accurate discount can be determined if all scenarios, including service charges, are fully evaluated. Network is committed to the continuous improvement of its data collection and analysis in this area.

No analysis is currently available for our shared ownership units.

C2. Share, and number, of existing homes (homes completed before the start of the previous 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 rental sector.

At 31 March 2021, Network Homes either owned or managed 20,303 social housing units out of a total of 20,896 (97.2%). This is inclusive of social rent, supported housing, housing for older people, keyworker accommodation and affordable intermediate housing units as well as shared ownership and social leasehold units. The remaining units constitute non-social leasehold units.

C3. Share, and number of new homes (homes that were completed in the previous 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 rental sector.

In the last year Network Homes developed 606 units, of which 530 were social housing units.

£141.8m was invested in property development during the year.

Network Homes has completed a Greater London Authority (GLA) funding agreement to develop 1,000 homes as part of the 2021-26 Affordable Homes Programme.

Social housing units owned and/or managed (excluding leasehold units)	Units developed or newly built units acquired
Social Rent general needs housing (exc. AR)	69
Affordable Rent general needs housing	171
Low Cost Home Ownership	175
Other Social Housing	115
Total Social Housing units owned and/or managed	530
Non-social leasehold units owned and/or managed	76
Final Total Built	606

C4. How is the Housing Provider trying to reduce the effect of fuel poverty on its residents?

Fuel poverty is generally caused by three factors: 1) homes that are inefficient, 2) high energy bills and 3) low income. We are tackling this by working on various initiatives. This includes the long-term objective to improve the efficiency of our homes by bringing all our properties up to a minimum EPC C rating.

We are piloting the retrofit of heat prepayment meters to our credit billed sites to establish whether their implementation helps residents to reduce their energy consumption and therefore reduces the amount of money they spend on heating their homes.

We will also be introducing energy consumption/fuel poverty advice on our website which will provide residents with information on how to conserve energy, switching to smart metering and how to make better use of their thermostats and timers. We believe that by taking this three-step approach, we will assist residents to reduce the amount of their income they spend on fuel bills.

We procure around £2 million worth of energy each year. This covers energy for our residents, our offices, and all other services. The process is conducted through open competition, where we aim to secure the contracts that offer good value for our organisation.

C5. What % of rental homes have a 3-year fixed tenancy agreement (or longer)?

Network Homes has taken the decision to transfer our fixed-term tenancies into lifetime tenancies to provide more security for our tenants. Approximately 9% of our general needs tenants have 5-year fixed term tenancies. We have begun the process of converting these to assured tenancies.

Building Safety and Quality

C6. What % of homes with a gas appliance have an in-date accredited gas safety check?

On 31 March 2021 we were 100% compliant across 10,397 properties requiring a landlord gas safety record annually. All appliances are checked as part of our gas servicing process and we have managed to maintain 100% compliance through robust access and legal procedures running on a 10-month cycle. We ensure that all operatives employed by our contractors are competent and that customer service and safety is at the heart of our service delivery.

C7. What % of buildings have an in-date and compliant Fire Risk Assessment?

On 31 March 2021 we were 100% compliant across 1,908 blocks requiring a fire risk assessment. Properties are carried out on either a one, two or three-year programme cycle, the frequency of inspection is determined by the risk associated with the building. We ensure that our industry leading contractor is competent to carry out the fire risk assessments and that they are engaged with the industry, keeping us updated on all relevant industry changes and developments.

C8. What % of homes meet the Decent Homes Standard?

On 31 March 2021 0% of Network Homes' stock failed the decent homes standard. Social Landlords are able to report non decent homes where the tenant has refused upgrade works as decent. Out of 16,656 properties 206 fall under this category. Almost all of these 206 properties fail due to thermal insulation (loft insulation). We continue to carry out loft insulation works making a concerted effort to access these properties. In addition to this we make allowances in our reactive maintenance budget to respond to any homes which have fallen into non decency.

Resident Voice

C9. What arrangements are in place to enable the resident to hold management to account for provision of services?

We provide a range of activities for residents to get involved and hold us to account. We encourage them to challenge us and use their feedback to shape the services we provide to them. The full list of offers are on our website: networkhomes.org.uk/get-involved. At a strategic level we have our Local Panels which form part of our governance structure and report into our Customer Services Committee. The chairs of the Local Panels are both Committee Members ensuring the voice of residents is heard at the highest level in the organisation. All the other offers report into the Local Panels and they all get involved in various activities in their local areas.

Below is an extract from the report written for our Customer Services Committee and which gives a bit more information on the types of activities the Resident Engagement Team facilitate:

Resident Engagement Activities Update

Mystery Shopping: Subject Access Request (SARs)

We have 4 mystery shoppers who are residents we ask to contact us via specific channels to test out our processes and/or the service we provide. Mystery shopping can either be commissioned by residents (such as when undertaking a scrutiny review) or by colleagues if they want to have a look at how well their own service area is performing.

Towards the end of 2020 our Data Protection Analyst contacted the RE team asking us to undertake a mystery shop of the SAR process. We worked with her to devise scenarios that could be used by our resident mystery shoppers and supported the residents undertaking the exercise.

Once all the mystery shops had been completed, we analysed the reports we received back from the residents and provided a report to the Data Protection Analyst.

The Data Protection Analyst has written a blog for our intranet sharing her experience of mystery shopping and encouraging other colleagues to consider doing this within their areas. She said the exercise identified some gaps in their SAR training. They have since developed new training materials and delivered it to the relevant teams. She added that it did not take long to see an improvement in the process with the result being less delays to SARs being actioned and colleagues provided accurate advice to residents.

Parkour

We recently worked with a resident (one of our Community Ambassadors) at one of our schemes in Westminster to set up a Trusted Partnership Agreement between Network Homes, an organisation called Movement Toolbox, who deliver Parkour courses, and British Land, who are the freeholder of the scheme. The purpose was to an activity for children living in that scheme during the summer holidays.

Resident Engagement Activities Update

GoSketch

We're developing an offer for younger residents aged 13 to 19 to get involved with us. We've recently entered into an agreement with an organisation called Future Proof to deliver an interactive 10-week course called Go Sketch which encourages young people to be active. Future Proof have secured funding from the Football Association so there is no cost to Network.

Future Proof have provided 'train the trainer' training to members of the Resident Engagement team who will then deliver the sessions to the young people who have signed up. We will be holding weekly sessions on Microsoft Teams where participants will design their own brand. In between these sessions they'll have a chance to hone their own football skills by taking part in training sessions with Queen's Park Rangers coaches. These sessions will be in person or online depending on the preference of the participants. We have had 19 young people signed up to the course.

The programme commenced on the 26 August and will culminate in a closing ceremony at Wembley Stadium during the October half term where all participants will be presented with football merchandise with their own designs.

Continuous Improvement Panel

The first sprint scrutiny review has now been completed. The review looked at the day-to-day service provided by Wates over 2 sessions on the 26 April and 17 May. Six residents attended the sessions via MS Teams and 1 resident provided their feedback via email as they were unable to attend the meetings.

During the sessions residents put forward recommendations for us to consider implementing. However, following the sessions none of the residents came forward to volunteer to write the report and not all of them responded to confirm they agreed with the recommendations captured by the Resident Engagement Manager. To ensure we moved forward with this review the Resident Engagement Manager wrote the review on behalf of the residents.

Residents shared positive feedback regarding the sprint itself but welcomed more time to understand the technical processes and receive more information linked to their questions. A project evaluation will be completed alongside an action plan to report on to the Continuous Improvement Panel.

The key theme through the recommendations is improved communication.

The Asset Management team have agreed to consider all recommendations to inform an action plan and review the practical and implementable suggestions

Reader's Group

The Reader's Group reviewed our Anti-Social Behaviour letters and their feedback is being used to redraft standard letters in line with the new Anti-Social Behaviour Policy. They will be invited to review the new letters once complete.

The Reader's Group has been presented with draft communications for Actual Service Charges from the Leasehold Team. Seven members have been contacted to review three documents by 9 September 2021. The areas we have requested they focus on are – frequently asked questions, ways to pay and difference for adverse and favourable variances. Feedback will be via Microsoft Forms and then collated and shared with the Leasehold Team for consideration on 10 September.

C10. How does the Housing Provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?

Overall resident satisfaction with Network Homes		
20/21	19/20	18/19
87.9%	85.0%	88.30%

Network Homes' customer satisfaction score is an amalgamated score based on results from numerous resident surveys carried out within a given period of time. The surveys use a standard 5-point scale to score the answers and the results are expressed in percentage terms. For instance, it can be said that 87.9% of

residents surveyed during the financial year 2020/21 were satisfied or very satisfied with the services provided by Network Homes.

Although the satisfaction score dipped slightly in 2020 (to 85%), it has been increasing since then and we are hoping to achieve our strategic target of 90% by the end of the financial year. Network Homes has consistency recorded one of the highest resident satisfaction results compared to our peers. For comparison, the median score for London's 15 biggest housing associations in 2020 was 78.5%.

It has also recently been decided to report the measure of dissatisfaction score to ensure ongoing focus on minimising and preventing negative resident experiences

despite our consistently high satisfaction scores.

C11. 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?

From 01/04/2020 – 31/03/2021 there were 23 Ombudsman decisions received. Out of these 10 determinations were found against Network Homes (in favour of resident), they included:

- 9 were found to be a service failure (lesser form of maladministration)
- 1 maladministration

Of the 9 service failures, 4 of these had multiple determinations, 1 had no maladministration and 3 reasonable redresses.

Of the 10 failings they were broken down into categories:

- 4 were for ASB (-1 Maladministration) broken down into 3 neighbourhood and 1 PRO
- 1 was for repairs (leak)
- 3 were for complaint handling
- 1 was for heating
- 1 was for parking
- 1 for M & E gates

Lessons/improvements arising from failing:

- ASB Policy was updated.

Following an increase in ASB being reported, alongside resident referrals to the Housing Ombudsman Service, a full review of Network Homes' ASB policy was completed and updated, making it more reflective of the feedback from the Ombudsman service and the factors/issues that are being identified by our Neighbourhood Team.

- Safeguarding Policy was updated.

On the back of going into lockdown (following the COVID-19 pandemic), Network Homes placed a lot of resources into checking in with our more vulnerable residents. Additional staff training was provided, and our Safeguarding policy was reviewed and updated to closer reflect things as they stand today.

- Parking concerns looked at more closely.

After an increase in parking (space) concerns, it was identified that there was perhaps a more serious problem that required closer attention. Our legal team was bought in to review and determine where residents had been "double sold"

a parking space in error with the task of resolving the matter. More emphasis has also been placed on implementing measures to ensure we keep the car parks for only those who are entitled to use them. This includes the use of ANPR, parking wardens and yellow lines.

- Reminders for complaints to be answered in full, where multi departments complaints email all teams involved.

More focus has been placed on ensuring that all complaint responses are in sufficient detail, transparent and easy to understand. This forms part of a wider plan to improve the overall level of responsiveness and provide well written responses across Network.

- Updating process for holding repair contractors responsible when service failures are identified (the majority of overall complaints are repairs related).

Owing to the fact the majority of complaints received are linked to a repair, we have focused on learning from mistakes and introducing measures that hold contractors accountable for their actions (or inactions). Issues are recorded centrally and discussed in regular meetings, with follow up meetings to further discuss progress to ensure lessons are learnt and processes are changed where possible.

- Improvements in communication required.

As referred above we are looking to improve our responsiveness and how well our letters are written. This expands to all communication where in writing, over the phone or in person. Clear and well-presented communication assists in resolving matters quicker for both residents and Network. We have entered into our immediate response pledge as of 1 June 2021, whereby all teams within Network

have signed up to a pledge to respond to all communication with a "reasonable" timeframe (typically with two days) and be held accountable for not doing this.

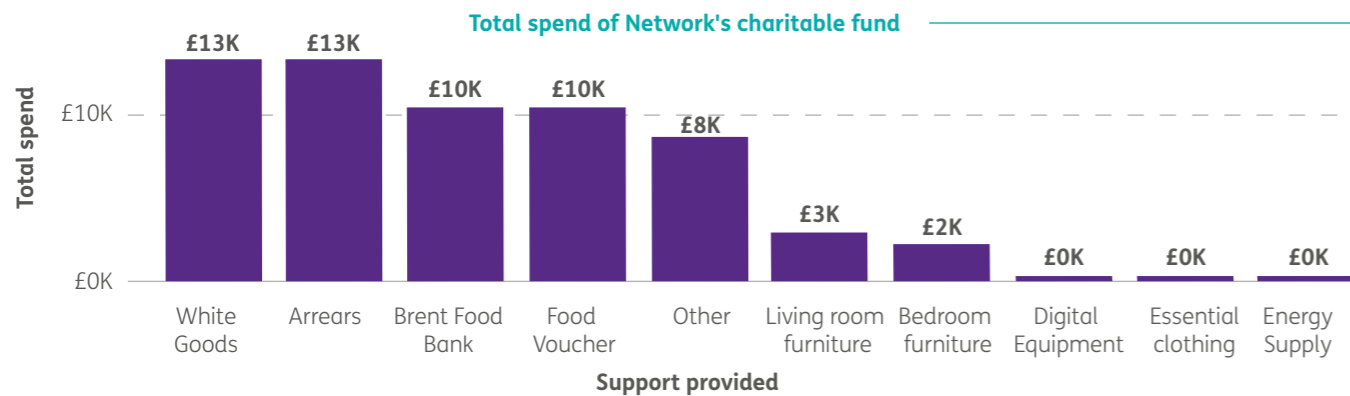
Resident Support

C12. What support services does the Housing Provider offer to its residents. How successful are these services in improving outcomes?

Since Network Homes launched its charitable fund in April 2020, to date (14 September 2021) we have made 307 payments and spent £60k supporting residents and communities. The breakdown of our spend is set out in the chart below.

One of our residents is an out of work actor who needed to have membership of Spotlight, an actors' guild in order to work. The theatre industry had been severely affected and he had no money coming in, without this membership he couldn't audition for roles. We paid for the renewal and arranged for some food vouchers as he had spent all his savings on paying his rent. The resident said "And since I've been asked about my availability to audition for the West End production of Moulin Rouge! Words cannot express the gratitude I have for all that you have done for me. With this one charitable act you have given me a lifeline back to my chosen profession."

A resident who we bought furniture for said "That's brilliant, you have made my summer and year after such a terrible 18 months so thank you"



We have set up an Arrears Panel and our income team have been encouraged to identify residents who would benefit from support through the fund. It meets on a regular basis and income officers present their cases which involve life changing events resulting in a sudden arrears increase on a resident's account. For example, during the pandemic, one resident who was the breadwinner caught COVID-19 and sadly passed away. The left his family grieving and in a state of deep financial insecurity. We were able to help, provide advice and contribute towards reducing the arrears.

We are clear that this support will not be provided to residents who are habitually in arrears or who, due to financial circumstances (such as not eligible for sufficient benefits to pay their rent) will fall back into arrears again as soon as we clear their rent account.

We have made a £5k donation to help Brentfield Primary School to provide an exciting sand play area for their pupils. This is one part of a play area they are developing to help teach their pupils about the natural world.

Placemaking

C13. Provide examples of case studies of where the Housing Provider have been engaged in placemaking or placeshaping activities.

The Northwick Park Masterplan regeneration has been brought about through a partnership of four public sector organisations (Network Homes, University of Westminster, London North West NHS



Future vision for Northwick Park (CGI)

Trust and Brent Council). Working together has allowed the partnership to design a scheme for up to 1,600 homes, 50,000m2 of university facilities, commercial spaces as well as new public realm and infrastructure. The development will utilise brownfield land to deliver a first phase of over 650 homes of which 40% will be affordable. We are providing a nursery on the site as well as new shops and improvements to existing community facilities nearby and improving access to open space both within the development and through new links to the Northwick Park playing fields. We are improving cycling and walking routes through a new two-way road into the site and north-south links through the development.

At Ridgeway in Hertford, incidentally, we will shortly be commencing construction of a Natural Play Area for small children, which will include boulders and logs, a natural amphitheatre to encourage performance

in play, and treatments of boundaries to encourage plants to grow up.

The Regeneration of Stockwell Park and Robsart Village estates in Brixton will be completed in 2022, delivering 1,750 improved homes. Residents voted to Transfer from Lambeth to Network in 2008, and we have worked with the council to complete the transformation they began in 1993. Network has worked to refurbish blocks to a high standard, with seven of the poorest blocks demolished for new build. Tenure has been diversified, bringing new shared ownership homes alongside new rent homes, and two state of the art older persons schemes. Completed in the early 1970s, the estate suffered from inherent design problems, which the regeneration has sought to tackle. High level pedestrian bridges between blocks which fuelled ASB, and crime have all gone; the whole estate is safer due to 24/7 CCTV coverage; and a programme of environmental works promised at transfer will be completed by 2022. Already the Community Centre has been almost doubled in size supporting residents; a new Estate Office and a Resident Resource Centre have been completed, while works in progress are transforming existing parking undercrofts. This will allow their full and safe controlled occupancy, with large secure cycle stores and EV charging, and allowing parking to be cleared from 800m of estate roads which will be renewed and greened as a result. Renewed play areas, landscaped areas, the skatepark, the world-renowned graffiti pen, community art, tree planting and low-cost workshop and commercial space will all contribute to a total transformation.



Thrayle House, Stockwell Park

Environmental

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Future vision for Dabbs Hill, Northolt (CGI)

Environmental

Climate Change

In 2020 Network Homes worked with Suss Housing to complete its first SHIFT (Sustainable Homes Index For Tomorrow) assessment where we achieved a Bronze standard with a score of 34.62. At the time of writing we are in the stages of data gathering for the 2021 SHIFT assessment.

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

A - 0.01%	B - 10.84%
C - 63.70%	D - 22.94%
E - 2.45%	F - 0.05%

Our EPC ratings are calculated from our stock condition database and are collected as part of our condition survey by accredited Reduced Data Standard Assessment Procedure (RdSAP) surveyors. The surveys are recorded in RdSAP 2005 formats and converted to RdSAP 2009/12 to produce SAP ratings for approximately 95% of our rented stock. The missing SAP ratings reside in our new build stock which we are in the process of surveying.

85% of our current EPC ratings were produced in our 2014/15 stock condition survey with the remaining produced in the 2016 and 2019 surveys. We continue to update our RdSAP data with improvements made via our planned maintenance programmes. Since the establishment of our EPC data in 2014 our planned maintenance programmes have contributed on average to a 6.3 increase in SAP.

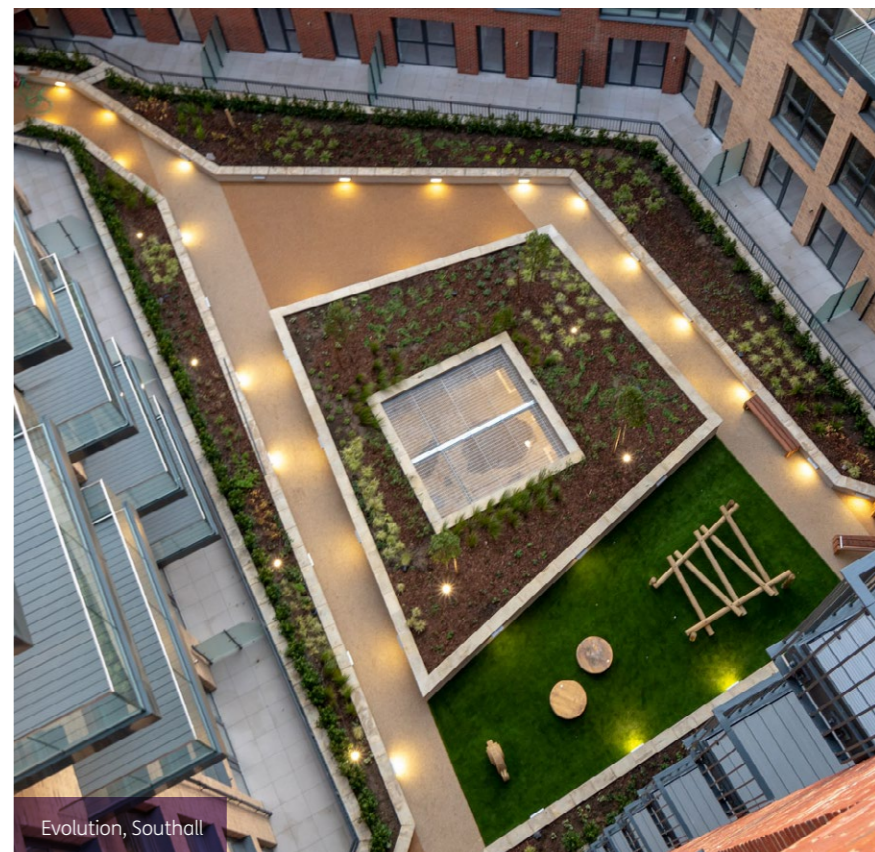
C15. Distribution of EPC ratings of new homes (those completed in the last financial year)

All 641 new homes completed in 2020/21 were EPC Band B - 100% (30% high Band B, 70% low Band B).

C16. Scope 1, Scope 2 and Scope 3 greenhouse gas emissions

The Streamlined Energy & Carbon Report (SECR) Statement complies with the latest SECR Regulations delivered by Suss Housing through the SHIFT assessment and reports on the Green House Gas emissions and energy use for period 1 April 2019- 31 March 2020:

Energy consumption used to calculate emissions – provided separate figures for gas, electricity, transport fuel and other energy sources.	Gas: 23,275,629 Electricity: 11,280,901 Transport fuel: 314,367 Total: 34,870,897 kWh
Emissions from combustion of gas	4,279 tonnes (Scope 1)
Emissions from combustion of fuel for transport	n/a
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel	59.15 tonnes (Scope 3)
Emissions from purchased electricity (location-based)	2,883 tonnes (Scope 2)
Total gross tonnes CO2e	7,221 tonnes (excludes T&D losses) (Scope 1, 2 and 3)



Evolution, Southall

C17. What energy efficiency actions has the Housing Provider undertaken in the last 12 months?

We have started an energy efficient improvement pilot scheme for our low energy performance stock. This is in line with our strategic target to have our homes reach EPC Band D or above by December 2023 and then EPC Band C or above by 2030. With retrofitting schemes started we aim for better heated homes that are more energy efficient for our residents. We have also begun to explore and identify non-traditional external funding streams and models to help finance our sustainability improvements and energy efficiency actions.

In July 2020, we moved into our new office space in Wembley called 'The Hive'. The Hive has a strong sustainability rating of BREEAM 'excellent' and EPC Band B rating. Some design features include centralised and automated heating systems, sensor-activated LED lighting, zip taps and high energy performance appliances with more efficient use of space.

The Network Homes Sustainability Group has also published its Sustainability Strategy 2021-2024 on our website, along with more articles and blogs being posted online and in the newsletter about how to live more sustainably and tips on how to increase energy efficiency. This included a resident engagement sustainability event held in March 2021 with a Community Ambassador and Peter Benz, Executive Director of Finance and Chair of the Environmental Sustainability Group as co-hosts. It revolved around the sustainability strategy which was released to the public a few weeks before and about the energy efficiency of our homes. It was held on Teams and involved discussions in breakout rooms.

C18. How is the Housing Provider mitigating the following climate risks: Increased flood risk, Increased risk of homes overheating

For our new developments, the design and layout of the buildings are questioned to make sure our climate risk is being thought about during the design phase, with a view to aiming for the highest standard available. These questions include "are buildings and surrounding ground adequately equipped to resist flooding?"; "does building design ensure heat retention in winter and prevent overheating in

summer – without over-reliance on heating systems or air-conditioning?"; and "can mechanical installations such as ventilation systems be replaced with passive measures?".

We are currently looking into the risk of flooding which will be included in our 2021 SHIFT report.

C19. Does the Housing Provider give residents information about correct ventilation, heating, recycling etc. Please describe how this is done

We send our residents the following documents: Welcome to Network Homes; What we do with your data; CORE; Gas and Electricity; Void Standards; How to pay your rent; Good Neighbour; Who is responsible for a repair; Customer charter; Insurance; Fire Safety; Homeswapper; Community Involvement; Condensation & RTA. At sign up we give residents information on condensation prevention, and how the heating systems work, we also signpost them to the recycling bin/areas.

Our Resident Engagement team have also held sustainability events for residents to discuss information such as heating and recycling. Due to COVID-19 these sessions have been conducted virtually.



Ecology

C20. How is the Housing Provider increasing Green Space and promoting Biodiversity on or near homes

Network Homes has increased its Green Spaces and is promoting Biodiversity on a number of projects that benefit communities and our residents. For example, at 500 High Road Wembley we are incorporating a roof top amenity space with various plants and trees, a green roof, improving the existing public amenity by restoring and planting new beds to create more urban greening and assist with water attenuation. To improve on the presence of wildlife we will be introducing swift bricks or boxes, insect shelters, small log heaps and a water source for the wildlife.

At Orion Park we are planning to provide both intensive green and biodiverse brown roofs, replace the trees and shrubs to screen the railway line, create a play area within residents' gardens, and a growing garden with raised timber planters and a green wall of salads and pleached fruit trees.

At Rectory Park, we worked closely with our contractor, the council's parks department,



and community organisations in the locality to improve an area of the nearby Northolt and Greenford Countryside Park which could no longer serve as a football pitch. In this area of about two hectares, we created a large lake with spoils used to create contoured landscaping features, and over several volunteer days, successfully planted 100 trees, including a community orchard (which residents are helping to tend and harvest), hundreds of shrubs, and thousands of daffodil and snowdrop bulbs. Nearly two years on from planting, the area is starting to mature into a rich biodiverse area, with numerous species attracted, particularly by the water, including a red kite.

In all the regeneration schemes, including Rectory Park, Ridgeway and Stockwell Park, we have been careful to select only planting and tree species that are indigenous and therefore friendly to wildlife.

C21. 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?

Network Homes has a reactive repairs service and conducts inspections/property visits. All surveyors have had the relevant training of hazards within our homes. Through our SECR completed through the SHIFT analysis we measure CO2 and GHG emissions following Scope 1, 2, and 3 (tonnes CO2e).

We follow procurement protocols and ensure our supply chain has all

the necessary accreditations and ask qualitative questions about efficiency and waste management to reduce all pollutants.

Resource Management

C22. 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?

Our Procurement team will be working over the next year to create a revised Employers Requirements with help from across the business to provide responsibly sourced materials for all building works. We require responsibly sourced timber currently and we are committed to minimising the environmental impact through these procurement activities. Contract managers must collect environmental performance metrics from contractors and report on an annual basis.

C23. Does the Housing Provider have strategy for waste management incorporating building materials? If so, how does the Housing Provider target and measure performance?

Each site has a waste management plan as part of the CDM regulation for 2015, which we are required to comply with along with building regulations and planning requirements. When we procure

contractors to be on our framework, they are required to tell us about their waste management and what measures they have in place to ensure sustainability for their services and are scored on that basis. This is factored into which contractor is picked for each framework.

As part of the SHIFT assessment, we measure the waste and recycling amounts generated from our offices. From April 2019-March 2020 it is believed that total waste was around 59.3 tonnes (123.1 kgs per employee). Recycling data showed that 100% of waste recycled or diverted from landfill as non-recycled waste is used as RDF (Refuse Derived Fuel).

C24. Does the Housing Provider have a strategy for good water management? If so, how does the Housing Provider target and measure performance?

The SHIFT water efficiency estimator tool calculated that Network Homes' water consumption is 143.6 litres per person per day for 2019/2020.

We are working to reduce the water usage consumption across our housing stock. At 500 High Road Wembley we have incorporated Blue Roofs into the roof design to slow the release of rainwater into the drainage system and to discharge the water completely over a 24-hour period. The collected water can be used to attenuate the planted areas to the communal roof gardens and public realm. A drainage strategy was also produced for Orion Park to create a sustainable drainage system and to store rainwater for later use.

Governance

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Governance

Structure and Governance

C25. Is the Housing Provider registered with a regulator of social housing?

Yes.

C26. What is the most recent viability and governance regulatory grading?

Network Homes is a registered provider for social housing. As part of the Regulator for Social Housing (RSH) regulatory regime, it assesses compliance against the Governance and Financial Viability Standard.

Network Homes was last reviewed for its compliance in July 2019 whereupon it was awarded the rating of Governance (G) 1 and Viability (V) 2. A further IDA was undertaken in June 2021 and at the time of writing, our results were not available.

This regulatory regime enables the RSH to assess our compliance with regulatory standards in terms of being able to meet financial obligations, our approach to value for money, and our governance arrangements.

All ratings go from 1-3. G1 is the top rating available demonstrating that Network Homes meets the RSH governance requirements. V2 is a compliant rating but reflects the fact that Network faces risks which we need to continue to manage well due to our appetite for building large numbers of new affordable homes. These are the ratings that our Board have set for us to achieve as they are in keeping with our appetite and strategic approach.

C27. What Code of Governance does the Housing Provider follow, if any?

Network Homes adopts the National Housing Federation's (NHF) 2020 Code of Governance. The Code is designed to help housing associations achieve the highest standards of governance and board excellence. The new NHF 2020 Code was published in November 2020 and reflects a changing world and emerging issues within the operating environment and the sector. Network Homes was therefore keen to ensure that it protected the interests of its communities by complying with the newest and most up to date available code for the sector. Network Homes adopted the new Code on 1 April 2021, the beginning of

the financial year subsequent to the Code's publication.

C28. Is the Housing Provider Not-For-Profit? If no, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?

Yes, it is Not-for-Profit.

C29. Explain how the Housing Provider's board manages organisation risk

Risk management within Network Homes is concerned with protecting the organisation's ability to achieve its objectives and ensuring that it has effective and sound practices in place to respond to risk. Risk management is therefore an essential part of Network Homes' governance processes and forms part of Network Homes' organisational management framework.

Network Homes' approach to risk management and internal control is designed to embed risk management into the ethos, culture, policies and practices of the organisation so that risk management is an integral part of its governance, management and decision making.

Our Risk Management and Escalation Policy is reviewed annually and presented to the Risk Panel and then the Audit & Risk Committee for approval. The Board reviews Network Homes' risk exposure and redefines its risk appetite annually at its away day. Risk registers are maintained on several levels within the business. Risks that are rated as high are considered for escalation to the Corporate Risk Register.

Policies and Procedures

The requirements for managing risk are set out in a Risk Management and Escalation Policy. It considers:

- The role of risk management within the wider corporate governance structure.
- How risk management can help Network Homes achieve its objectives.
- The responsibility for risk management.
- The relationship between the different Committees and mechanisms for managing risk within Network Homes.

Authorship of the policy lies with the Senior Internal Audit Manager and is reviewed and updated on an annual basis, in which it is presented to the Risk Panel and then the Audit & Risk Committee for approval. If there are major changes proposed, these

are presented to the Board for further review and authorisation.

Risk Appetite

The Network Homes risk appetite is determined by the Board by considering the potential impact of a number of criteria on each of the defined strategic objectives. The criteria comprise: Financial and Value For Money (VfM), Residential Services, Safety, Innovation, Regulation and Reputation. A score on a scale from 0 (Avoid) to 5 (Bold) is assigned to each risk consideration.

Board and Management are mindful that acceptable levels of risk appetite and exposure might need to be adjusted due to changes in the internal or external business environments. The Board reviews Network Homes' risk exposure and redefines its risk appetite annually at its away day.

Identification of risk

Network Homes has an agreed format for risk registers which contain the following:

- Risk reference.
- Risk description.
- Ratings of likelihood and impact, for both current status and after actions (target risk).
- Risk proximity.
- Action plans.
- Action owner for each action.
- Completion date for each action.
- Trend analysis.
- Sources of internal and external assurance.

The assessment is completed by scoring the likelihood and impact for each identified risk. The scoring tables are based on a scale of 1 - 5 for both likelihood and impact and result in an RAG status (i.e. Red-Amber-Green). Risks are evaluated twice: the current position and the target after the mitigating actions have been successfully implemented.

Risk Registers are maintained on several levels within the business.

Corporate Risk Register

The corporate risk register is an integral part of the system of internal control and defines the highest priority risks that could impact on Network Homes' ability to deliver its objectives. The corporate risk register enables the Board and Audit

and Risk Committee to be assured of the management of these most significant risks.

Network Homes' corporate risk register is populated not only 'top-down' - from the Board, its Committees, the Chief Executive and Executive Leadership Team (ELT) - but also 'bottom-up' from individual Directorate and risk registers.

Directorate Risk Registers

Each Directorate maintains its own risk register which is used to record and manage the following risks:

- Risks rated Very Low (Risk Score of 1 - 3) and Low (Risk Score of 4 - 6) where it is felt this risk can be managed locally.
- Risks that are rated Medium (Risk Score of 8 - 12); and risks that are rated Low (4 - 6) where it is felt that the risk cannot be managed locally and requires a multi-directorate/departmental approach to the management of risk.
- Risks within the Directorate that are rated as High (15 - 16) where it is felt that the risk can be managed within the Directorate; and risks that are rated as Medium (8 - 12) where it is felt that the appropriate Director needs to take ownership of the risk.

Monitoring and Review

Directorate Risk Registers are reported to the Network Homes Risk Panel which meets quarterly. The Risk Panel comprises the members of the Executive Leadership

Team. Risks that are rated as high (scores of 12 and greater) are considered for escalation to the Corporate Risk Register.

The Corporate Risk Register is also reported quarterly to the Risk Panel, after which it is presented to the quarterly meeting of the Audit & Risk Committee (ARC; comprising selected Board members and external "independent" appointees) for their review. After approval by ARC, the Corporate Risk Register is tabled at the next meeting of the Network Homes Board for their final review and comments.

Changes recommended by the Board will be included in the next cycle of reporting to Risk Panel and ARC.

The Internal Audit function carries out risk-based internal audits across the Group. The ARC approves the audit plan and receives an annual report and Assurance Statement on internal control effectiveness. The Board receives a copy of this report. The internal control framework and the risk management process are subject to review by Internal Audit, which is responsible for providing independent assurance to the Board and the ARC.

Early Warning Group

In June 2019, the organisation formed an Early Warning Review Group, which produces a monthly report. The purpose is to provide a snapshot of the current status of several defined early warning indicators to assess the likelihood that identified risks to the business plan as set out in stress test scenarios will materialise. It advises

whether mitigating actions need to be taken to prevent unsustainable strain on the business plan. The indicators in this report provide an indicative assessment of the summary position of all early warning indicators. All mitigating actions are taken at the discretion of the Early Warning Review Group. The identified risks are mapped to the Corporate Risk Register.

Other Sources

Risk is monitored at other levels within the organisation.

- The Early Warning Report includes evaluations of Sales risks produced by the Development directorate, who also produce risk registers for each of the development schemes that are in progress.
- Health & Safety risks are also separately evaluated within the organisation. These might be external, such as the Fire Risk Assessments produced by Savills, whose recommended remedial actions are monitored and addressed by the Compliance and M&E team within Network Homes. Others are internal, such as the Role Risk Assessments for each employee which are coordinated by the in-house Health & Safety function.

External publication of risk management performance

A section on Risk Management is included within the "Statement of Group Corporate Governance" which appears within the annual report and accounts of Network Homes.

The report also includes a section on Significant Risks and the mitigating actions undertaken by the organisation. This is essentially an extract from the Corporate Risk Register, supplemented by those risks where the potential for serious exposure has been minimised by effective existing controls.

C30. Has the Housing Provider been subject to any adverse regulatory findings in the last 12 months (e.g., data protection breaches, bribery, money laundering, HSE breaches or notices) – that resulted in enforcement or other equivalent action?

No HSE breaches, no matter where the ICO has ruled on matters referred to them 'against' Network's agreed actions.



Board and Trustees

C31. 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.

Network Homes has 11 Board members and a further eight non-Board Committee members who supplement the skills and experience of the Committees. Network Homes can have up to 12 Board members; it is currently considering its succession plan in view of the new NHF 2020 Code of Governance requirements and will be taking forward recruitment, informed by its board diversity, skills assessment and effectiveness review to ensure that it is effective to meet its communities and business needs.

The demographics of the Board, Committees and residents is shown in the table below.

Commentary: Gender spilt is roughly

the same in comparison to the Board/ Committees. Against the Board only it is almost an exact match (54% of residents are female, vs 55% for the Board). The available data for resident marital status is sparse (as indicated by the low number of residents with this information filled out). With that in mind, it does not appear that resident demographics are in line with the Board/Committees where the majority are married or in a civil partnership. Especially when compared to the Board only where 100% of the membership are married or in a civil partnership. There is no one single dominant age group across our residents. There are two age groups that are not represented at all amongst Board/ Committee membership (under 16s, and 16-25). Although this may also be affected by placeholder information for residents with a birthdate of 1/1/1900. The Board and Committee members are mostly between 46-65. There is a more diverse range of sexualities amongst residents when

compared to Board membership where the majority of the Board is heterosexual. For 46% of residents with information listed (listed as agency let, unknown or prefer not to say) 3.77% of our residents are listed as having a disability. We do not have any disabled members of either the Board or Committees. The largest single ethnic group amongst our residents is White British. This matches our Board and committees. Black/ Black British Africans are the next largest demographic for both residents, and our Board/Committees. The only major ethnic group not represented at Board/Committee level are our Asian/Asian British residents (11.4% when the individual Asian groups are aggregated). The majority of our residents are Christian at 27.54% of the overall demographic. A large amount of this data is unknown, or no data agency let (28.8%). Quite a few of our residents (15.9%) choose to "Prefer not to say", and at both Board and Committee level this group is represented.

	Number	Gender	Is gender different from birth	Marital Status	Pregnant/ Baby in last 6 months	Age group	Sexuality	Disability	Ethnicity	Religion
Board	11	55% Female 45% Male	None	100%: Married/CP	0%	9%: 36-45 45%: 46-55 36%: 56-65 9%: 65+	91%: Heterosexual 9% Lesbian	0%: Yes 100%: No	63%: White-British 9%: Black/Black British-African 18%: White-European 9%: Other Mixed	33%: None 36%: Christian 9%: Jewish 9%: Prefer not to say
Board & Committees	19	50% Male 48% Female	None	74%: Married/CP 16%: Single 5%: Divorced 5%: Prefer not to say	95% No 5% Yes	21%: 26-35 11%: 36-45 37%: 46-55 21%: 56-65 5%: 65+ 5%: Prefer not to say	90%: Heterosexual 5%: Lesbian 5%: Prefer not to say	0%: Yes 100%: No	49%: White-British 22%: Black/Black British-African 10%: White-European 5%: Other Mixed 5%: Other White 5%: Mixed - White & Black Caribbean 5%: Prefer not to say	42%: None 33%: Christian 10%: Muslim 10%: Prefer not to say 5%: Jewish
Residents	38,000 approx.	54% Female 44% Male 2% Unknown	Not Known	54%: Single 34%: Married 9%: Cohabiting 3%: Divorced	Not known	15%: under 16 14%: 16-25 17%: 26-35 14%: 36-45 13%: 46-55 11%: 56-65 16%: 65+	53.43%: Heterosexual 0.26%: Gay 0.24%: Bi-sexual 0.12%: Lesbian 15.37% Prefer not to say 31.58%: Unknown	7%: Yes 96%: No	28%: White-British 12%: Black/Black British-African 12%: Unknown 7%: Other White 5%: Prefer not to say 5%: Asian/Asian-British 3%: Other 3%: Asian/Asian-British-Indian 2%: White Irish 2%: Asian/Asian-British-Bangladeshi [all other ethnic origin under 1%]	38%: Christian 24%: Unknown 16%: Prefer not to say 13%: Muslim 11%: None 1%: Hindu [under 1% Jewish, Buddhist, Sikh, Rastafarianism]

Diversity - Board/Committees v Residents

- Gender:** Against the Board only it is almost an exact match (54% of residents are female, vs 55% for the Board).
- Marital Status:** Not representative due to most Board/Committee being married/in a Civil Partnership.
- Age:** The Board and Committee members are mostly between 46-65; residents are evenly spread across age-groups.
- Sexuality:** Not representative as residents are more diverse; the majority of the Board are heterosexual.
- Disability:** 3.77% of our residents are listed as having a disability, we do not have any disabled members of the Board or Committees.
- Ethnicity:** Comparable: White British & Black/Black British African Asian unrepresented (11.4% Asian residents when aggregated).
- Religion:** Comparable: approx. 30% Christian. But there is no Muslim representation on the Board although there is an equivalent proportion on the Board and Committee membership.

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

Since 2019, we have had three new Board members join us, in direct replacement of four Board members retiring at their tenure end. As referenced above, we currently have the ability to recruit one further Board member which we will be taking forward in due course, informed by our Board-effectiveness review. We have had three new Executives appointed in the last two years, establishing a strong Executive Management Team equipped to take forward and deliver on our strategic objectives in an ever-changing environment.

C33. Is there a maximum tenure for a board member? If so, what is it?

Under the new NHF 2020 Code of Governance, the recommended maximum is six-years for any Board or Committee member, unless it is in the organisation's best interests to extend to a maximum of nine years. Network Homes has adopted this six-year tenure rule, updating its succession planning accordingly.

C34. What % of the board are non-executive directors?

All our Board members are non-Executives but for our Chief Executive Officer, Helen Evans.

C35. Number of board members on the Audit Committee with recent and relevant financial experience

Network's Audit and Risk Committee is comprised of five members; three are Network Homes Board members and two are non-Board members, appointed for the skills and experience they bring to the Committee. All have recent and relevant financial and other requisite experience as identified as necessary for this Committee from the ideal skills review undertaken.

C36. Are there any current executives on the Remuneration Committee?

Network Homes' People Governance and Culture Committee fulfils the activities of a Remuneration Committee, considering and determining relevant remuneration matters. There are currently five members - four are existing Network Homes Board members, and one is the Chair of the Network Homes employee Information and Consultation Committee (ICC) and therefore an employee of Network Homes. ICC is Network Homes' employee representation body, and it was considered appropriate by the Board to appoint the Chair of this representative group to this Committee to enable the views of our employees to be effectively heard and considered in decisions that impact upon them that may be taken by this Committee. This is therefore an executive function and position albeit the individual

is not on the executive leadership team. In accordance with our conflict-of-interest arrangements, this individual does not vote on matters that relate to their personal arrangements where there may be any actual or perceived interest.

C37. Has a succession plan been provided to the Board in the 12 months?

The succession plan is reviewed by the relevant Committee annually and more frequently when needed as part of any membership changes, skills assessment, or Board effectiveness review. The plan was last considered by the People Governance and Culture Committee in May 2021 and presented to and endorsed by the Network Homes Board in accordance with our scheme of delegations in May 2021.

C38. For how many years has the Housing Provider's current external audit partner been responsible for auditing the accounts?

Network Homes' external auditors are BDO who were appointed in April 2017 for a maximum five-year term. BDO is therefore now in its final year with Network Homes.

C39. When was the last independently-run, board-effectiveness review?

In accordance with the applicable adopted Code of Governance requiring an independently run Board-effectiveness review every three years, Network Homes' last independently run Board-effectiveness review was completed in July 2019 and our next will take place in 2022. The People Governance and Culture Committee has delegated authority for overseeing all arrangements and will be agreeing the approach in November 2021.

C40. Are the roles of the chair of the Board and CEO held by two different people?

Yes.

C41. How does the Housing Provider handle conflicts of interest at the board?

The Group has a Declarations of Interest policy and procedure. All Board and Committee members are required to declare any actual, perceived or potential interests upon joining the Board and any time should any interest change, or new interest be established. An annual review of the interests declared takes place to ensure all declarations are up to date, as well as every Board and Committee meeting having a standing item at the start of each

meeting for all members to review and confirm any interests they may have in relation to the business on that agenda. Should an interest be raised or discovered, that member will not contribute or vote on the decision and may be asked to leave the meeting dependent upon the nature of the interest. The respective policy sets out the arrangements which is also part of the mandatory reading for all members. Each year, the Chair of the respective Board and Committee will review the interests declared from the membership of that Board/Committee to ensure that there are no interests declared which may impact or interfere with the matters delegated to or before that Board and Committee. The Company Secretary is formative in this process and advises the Board and Committees individually and collectively as to any interests arising. Independent legal advice will be obtained as required to assist in managing any issues arising.

Staff Wellbeing

Network Homes conducted an internal engagement survey that revealed 87% of our colleagues feel proud to work for Network Homes which hits our strategic objective on "building a great organisation", up 2% from last year. Also, 78% of our staff "love working for this organisation" with 27% strongly agreeing and 51% agreeing with the statement.

C42. Does the Housing Provider pay the Real Living Wage?

All FTC and permanent employees are paid above the Living Wage, as well as the London Living Wage. Our lowest rate of pay is £14.21 in London and in Hertfordshire £14.19.

C43. What is the gender pay gap?

The table to the right shows the gender pay gap data that we reported for the past two years. Snapshot period 1 April 2019 - 31 March 2020, 1 April 2018 - 31 March 2019 (bonus period paid in August 2019).

	2021	2020	Difference
Number of staff in snapshot	562	588	-26
Male	235	238	-3
Female	327	350	-23
	2021	2020	Difference
Total full pay relevant employees	528	546	-18
Male	230	230	0
Female	298	316	-18
Total non full pay relevant employees	34	42	-8
	2021	2020	Difference
Total employees received a bonus	431	503	-72
Male	177	200	-23
Female	254	303	-49
Total did not receive a bonus	131	85	46
	2021	2020	Difference
The mean gender pay gap	21.4%	20.1%	1.3%
Male	£27.35	£27.98	
Female	£21.50	£22.37	
	2021	2020	Difference
The median gender pay gap	20.8%	19.7%	1.1%
Male	£23.33	£24.31	
Female	£18.48	£19.53	
	2021	2020	Difference
The mean bonus gender pay gap	24.0%	32.8%	-8.8%
Male	£1,673.15	£1,916.44	
Female	£1,270.85	£1,288.28	
	2021	2020	Difference
The median bonus gender pay gap	0.0%	0.0%	0.0%
Male	£600.00	£933.33	
Female	£600.00	£933.33	
	2021	2020	Difference
Prop M and F receiving a bonus			
Male	75.3%	84.0%	-8.7%
Female	77.7%	86.6%	-8.9%

Prop M and F in each quartile	M 2021	M 2020	M Difference	F 2021	F 2020	F Difference
Lower Quartile	30.3%	27.7%	2.6%	69.7%	72.3%	-2.6%
Lower Middle Quartile	29.5%	29.4%	0.1%	70.5%	70.6%	-0.1%
Upper Middle Quartile	52.3%	51.5%	0.8%	47.7%	48.5%	-0.8%
Upper Quartile	62.1%	59.9%	2.2%	37.9%	40.1%	-2.2%

C44. What is the CEO-worker pay ratio?

The CEO pay ratio is calculated between the CEO's pay and the organisation median pay. This is by ranking the employee pay in lowest to highest order and breaking them into quartiles and we calculate the ratio using the medium quartile. In 2020/21 the median CEO-pay ratio was 5.8:1.

C45. How does the Housing Provider support the physical and mental health of their staff?

Network Homes is committed to providing a healthy working environment and improving the quality of working lives for our people. The time individuals spend at work emphasises the importance of promoting health and wellbeing in the workplace. Investing in our people's wellbeing can have positive outcomes both for colleagues and Network Homes as a business.

Network Homes' wellbeing strategy represents a commitment to staff wellbeing that creates a sense of belonging, an environment and culture based on shared values and trust, and an environment where wellbeing is integrated into day-to-day practices.

It identifies four pillars of wellbeing: Social, Physical Wellness, Mental and Emotional and Nutritional.

The wellbeing strategy's goal is to improve the health, safety, and wellbeing of Network Homes' staff and to prevent work associated ill health, for the overall benefit of staff and the organisation.

Our main objectives for wellbeing in 2021/22 are:

- Reduce staff absence rates
- Increase staff engagement through wellbeing initiatives
- Increase attendance levels at wellbeing events
- Employees feel proud to come to work

- For managers and employees to take interest in individuals' wellbeing
- Encourage effective work/life balance for all staff members.

We have a monthly Wellbeing schedule that everyone is encouraged to join, with different themes. The recent themes have been suicide prevention, Mental Health Awareness 10 days, LGBT+ mental health, back to work support. The activities vary with meditation, yoga, webinars, massages, tai chi, mental health sessions, workshops, drop-in talk sessions, personal stories, resources, and handouts. We also have an active Wellbeing channel and page on our intranet that is updated weekly. The social club manages the 'Social' aspect and will arrange theatre trips, cocktail evenings, comedians, cook along etc.

We have an EAP 'Health Assured' which provides a free 24-hour confidential helpline handled by an experienced therapist or advisor.

We launched our Mental Health First Aiders (MHFA) in September 2021 with nine certified MHFAs. We plan to expand this to 24 MHFAs to cover all parts of the business, with a dedicated phone line and face to face appointments available. The MHFAs will be the point of contact for our people who are experiencing a mental health issue or emotional distress. We have a clear strategy, procedure, and policies of the role and how they will be supported. We aim to adopt a whole organisation approach to mental health and wellbeing; this is shown by members of our executive and senior team volunteering to be trained as Mental Health First Aiders in the pilot scheme.

C46. Average number of sickdays taken per employee

For 2020/21 the average was 3.24 days (COVID-19 absences were removed) (19/20 – 5.09 days).

Supply Chain

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

Our commitment to Social Value is reflected in our procurement process. Each procurement considers the social value contribution which the service provider(s) can make, which may be apprenticeships, training, funding, work experience, etc. The bidders' offers are evaluated as part of the award criteria for the respective contracts and become contractual requirements which are monitored to ensure they are delivered.

C48. How is environmental impact considered when procuring goods and services?

Environmental and sustainability requirements are considered first at shortlisting stage, to ensure that all potential contractors meet our basic requirements and can also help us develop along our sustainable improvement journey. Contract-specific requirements are specified and tested at tender stage.



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