

Our Impact

2025/26 Environmental, Social
and Governance (ESG) Report





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Foreword

It is my pleasure to introduce one of the many positive changes we have made over the last twelve months; the decision to move to ESG reporting instead of our previous social impact report.

As a social housing provider, our commitment to Environmental, Social and Governance (ESG) principles is inseparable from our mission.

We have joined a growing community of housing providers and funders that are reporting against the **Sustainability Reporting Standard (SRS) for Social Housing**, which provides a recognised and structured framework for measuring, managing and reporting our environmental, social and governance (ESG) performance. The SRS enables us to assess and communicate our performance consistently across a range of areas, including carbon emissions, energy efficiency, customer wellbeing, colleague engagement, diversity and inclusion, governance, risk management and regulatory compliance.

By using this sector-specific framework, we can demonstrate transparency and accountability, benchmark our progress against industry standards and provide stakeholders with a clear and comprehensive view of our performance and impact.

At the heart of Hightown is a simple but powerful purpose; to provide safe, affordable and sustainable homes that enable people and communities to thrive. Over the past year, we have continued to invest in our homes, underpinned by our belief that good-quality housing is fundamental to health and wellbeing. We also recognise the significant role housing providers have in responding

to the climate crisis. Improving the energy efficiency of our homes, reducing our carbon footprint and supporting customers to lower their energy costs remain key priorities and we have invested in an annual sustainability assessment by SHIFT to provide external validation that we are focusing our efforts in the right place.

Our commitment to good governance underpins everything we do. We believe that trust is earned through transparency, accountability and meaningful engagement. By listening to customers, investing in our people and maintaining strong governance arrangements, we strive to ensure we remain resilient, responsible and focused on delivering long-term value.

While this report highlights the progress we have made, we are equally aware of the work that lies ahead. The economic environment remains challenging, and expectations of the housing sector continue to evolve. We are laying the foundations to respond to these challenges and will continue to strengthen our performance with a refreshed corporate strategy, setting out our vision for 2027-2032 to deliver high-quality homes, support thriving communities and make a positive contribution to society and the environment.

Maxine Espley MBE
CEO

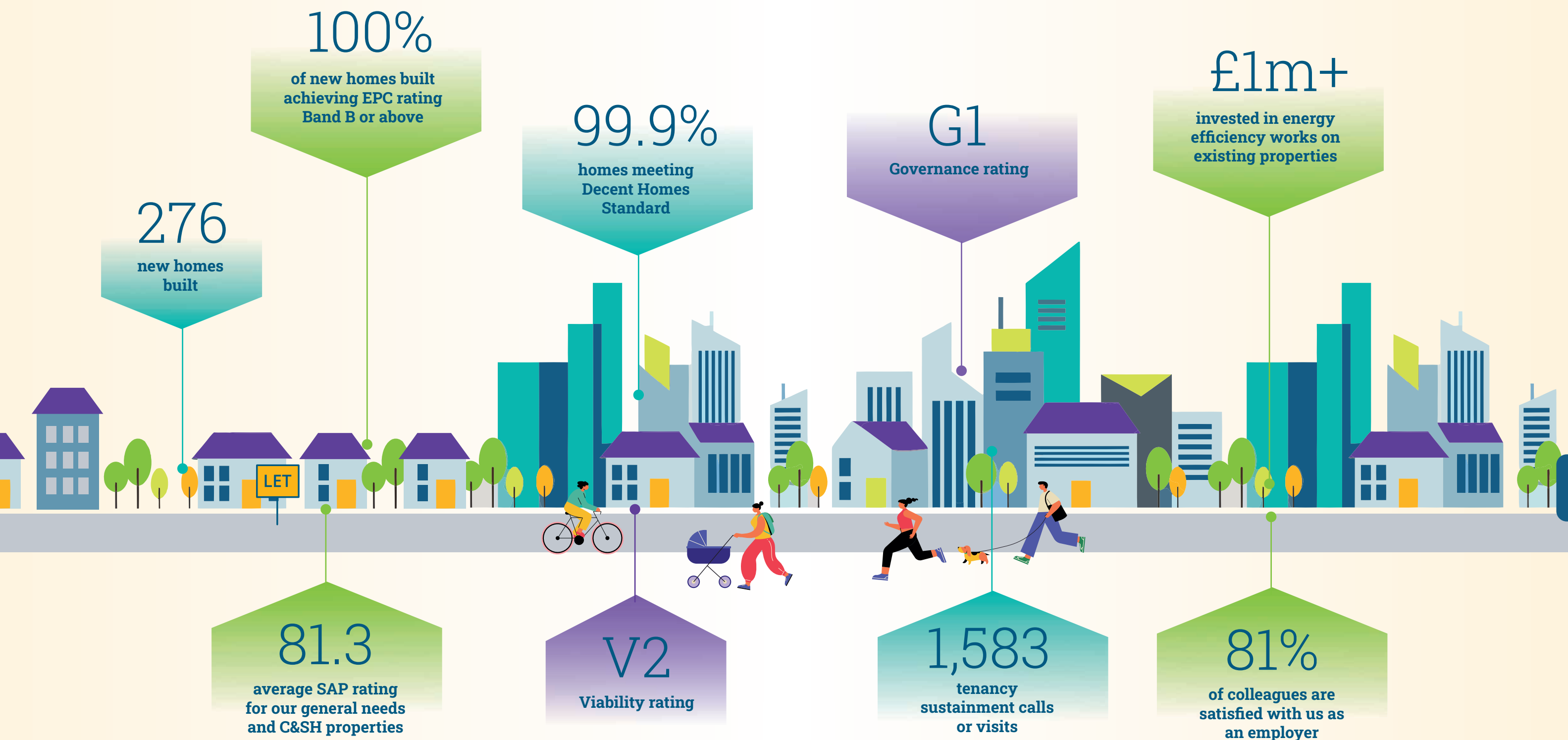
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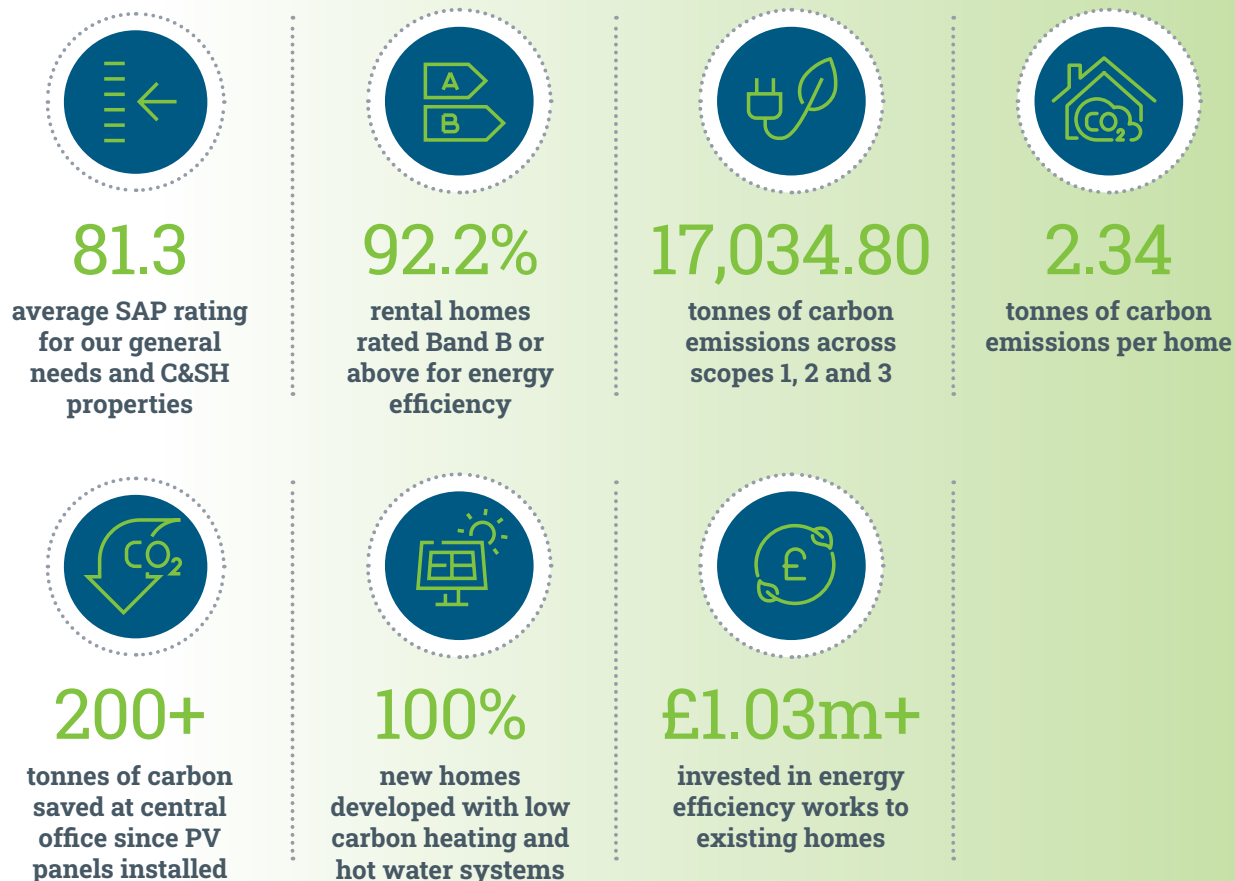
Impact Snapshot

2025/26



Environmental

Environmental Impact: 2025/26 Highlights



EPC, SAP and carbon emission figures from 2026 SHIFT sustainability assessment



With residential buildings accounting for around a fifth of the UK's greenhouse gas emissions, social housing has an important role to play in supporting the nation's transition to net zero. At Hightown, we are committed to playing our part, taking positive action to drive down energy consumption across both our new developments and existing homes.



Sustainable development

Protecting the environment and ensuring our homes are energy efficient and affordable to heat are key priorities for Hightown. Aligning with the UK Government's commitment to achieving net zero by 2050, the planned introduction of the Future Homes Standard will phase out fossil fuel heating systems in new homes, with an intermediary target of a 68% reduction by 2030.

In response, we have continued to adapt our development approach to ensure our new homes are 'zero-carbon ready'. Since 2024, we have prioritised gas-free developments and, in 2025/26, we further strengthened this commitment by approving only new schemes that incorporate low-carbon heating and hot water systems. We have also continued to adopt a fabric-first approach, placing a strong emphasis on insulation, airtightness and the overall energy performance of homes. Each of our developments has its own sustainability features, such as air source heat pumps, EV charging points, solar panels or elements of biodiversity. As a result, all homes completed during 2025/26 achieved an EPC rating of Band B or above, with one in five homes achieving the highest rating of Band A.

Planning for the future

During 2024/25, we completed our first SHIFT (Sustainable Homes Index for Tomorrow) independent assessment and achieved a 'Silver' accreditation. The assessment highlighted several areas of strong performance while also identifying opportunities for improvement.

We have committed to participating in the accreditation process for three years and are actively using the insights gained to strengthen our sustainability performance.

The assessment identified the need to formalise our sustainability ambitions, carbon reduction plans and outcome monitoring. In response, in 2025/26 we began developing our first standalone sustainability strategy. While sustainability objectives have historically been embedded across a range of organisational strategies and plans, this new strategy will bring them together within a single framework. It will clearly set out our priorities, establish measurable targets and provide an action plan for tracking progress. A draft strategy has been prepared and, subject to Board approval, will be launched next year.

These energy-efficient homes not only help reduce carbon emissions but also lower fuel costs for customers, providing both immediate and long-term benefits.

Biodiversity

All new developments are subject to Biodiversity Net Gain (BNG) requirements, which mandate a minimum 10% net improvement in biodiversity compared with pre-development conditions. This ensures that any impacts on local habitats are offset through measurable environmental enhancements.

We recognise the important role that green spaces play in mitigating climate change and creating attractive, sustainable communities where people want to live. Our biodiversity initiatives focus on habitat creation, biodiversity enhancement and sustainable landscape management.

Wherever possible, new developments include private and communal amenity spaces, such as gardens, play areas and seating areas, that support both wellbeing and community cohesion. We also incorporate features that promote wildlife habitat and connectivity, including bat boxes, bird boxes, insect houses and hedgehog highways built into garden fences.

Improving existing homes

While new development is an important element of our net zero journey, improving the environmental performance of our existing homes remains a significant priority.

Our ongoing stock condition survey programme provides valuable insight into the energy efficiency and environmental performance of our homes. In addition to assessing key building components

such as windows, doors, heating systems and hot water systems, surveys also evaluate insulation levels within walls, floors and loft spaces, enabling us to identify opportunities for further energy efficiency and carbon reduction improvements. By the end of 2025/26, 92.3% of our homes had been assessed within the past five years.

During 2025/26, our planned investment and retrofit programmes increased the number of homes achieving an EPC rating of Band A, while 99.2% of homes are now rated EPC Band C or above. To support this progress, we invested more than £1million in energy efficiency improvement works, including almost £800,000 in heating and hot water systems and nearly £300,000 in replacement windows. Ventilation improvements are also incorporated whenever kitchens and bathrooms are renewed, helping to improve indoor air quality and overall property performance.

In addition to reducing carbon emissions, these investments benefit customers through warmer, more energy-efficient homes and lower household energy costs.

Empowering our customers to go green

As a social landlord, we can influence the energy performance of our homes through investment in the building fabric and infrastructure. However, achieving meaningful carbon reductions also depends on supporting customers to make sustainable choices and use energy efficiently.

In 2025/26, during our annual customer engagement events, we worked alongside partner organisations to promote energy efficiency, recycling and responsible waste management. Customers were also provided with hygrometers to help monitor humidity levels within their homes and better manage condensation and damp.

Throughout the year, we also delivered a range of digital awareness campaigns covering topics such as heating homes more efficiently, everyday energy-saving measures, energy-efficient cooking and reducing laundry-related energy consumption.

In addition, our website provides practical guidance on sustainability, energy efficiency, waste reduction and recycling, while customer newsletters continue to feature advice and information to help customers reduce both energy use and household costs.

To support this progress, we invested...

£1.03m+

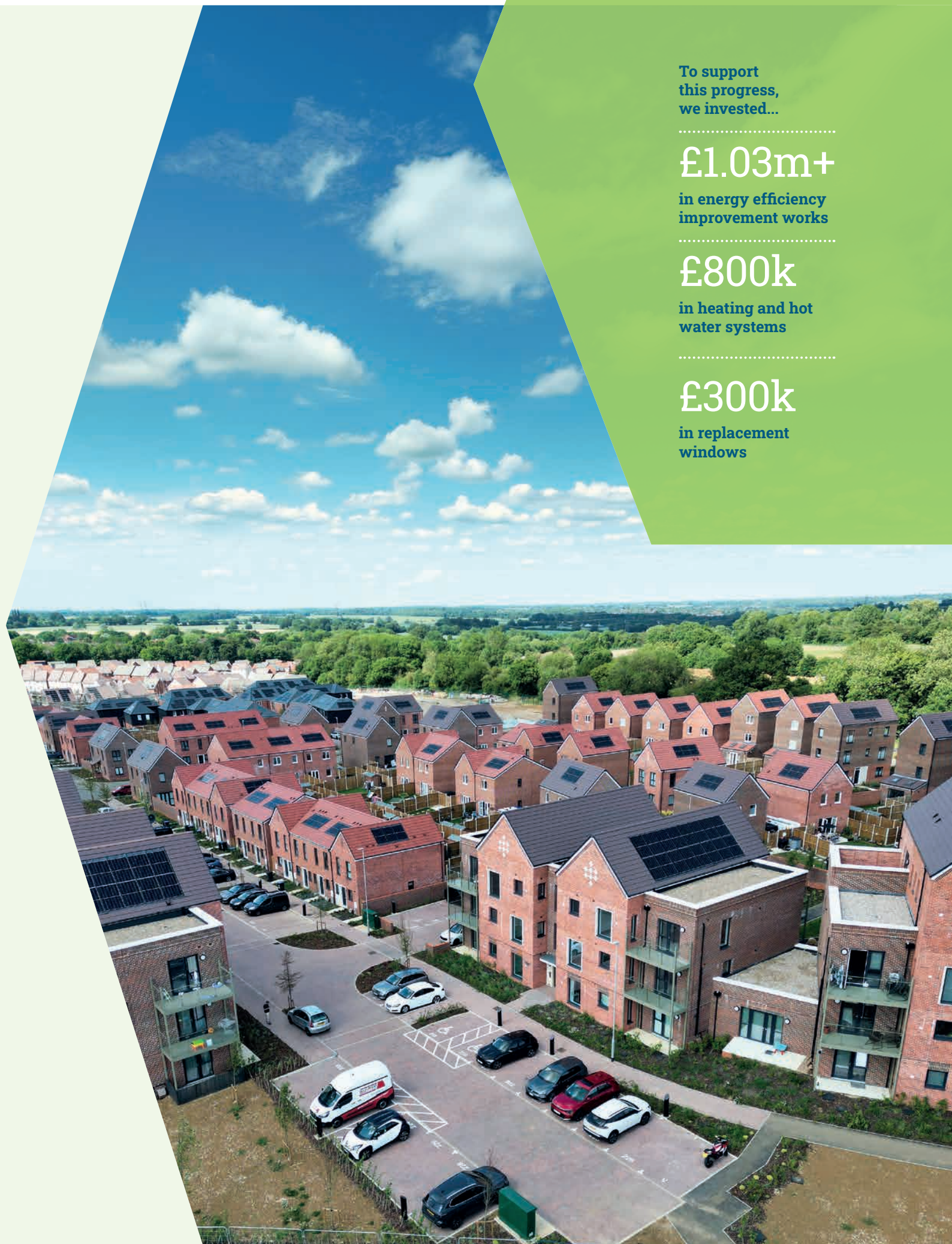
in energy efficiency improvement works

£800k

in heating and hot water systems

£300k

in replacement windows



Social

Social Impact: 2025/26 Highlights



£25.1m
gross value added to the local economy through new development*



68.7%
of homes allocated to affordable, social and intermediate rent



75.1%
of tenants satisfied with the overall service Hightown provides



99.9%
of homes meet the Decent Homes Standard



1,583
tenancy support calls or visits



47%
of lettings made to statutorily homeless households or those at risk of homelessness



£564,000
in support claimed on customers' behalf



771
people supported by specialist care and supported housing services

*Source: National Housing Federation Economic Impact Calculator



At the heart of our mission to provide high quality homes and support people is a firm commitment to strengthening communities and enabling people to live well. We deliver this by prioritising the development of homes for affordable and social rent, helping more people in our local communities to live with dignity and security.

During 2025/26, we delivered an additional 276 new homes, providing a total of 8,320 homes for socially housed households, and supported 771 individuals through our supported housing services. Our development programme generated over £25m in gross added value to the local economy and created 376 local jobs*.

We are committed to playing an active role in helping to alleviate homelessness. In the last year, we allocated 47% of our lettings to households classified as statutorily homeless. We recognise that customers come to us with different circumstances and varying levels of need, and that providing a home is often only the first step; in some cases, ongoing tenancy support is required to help customers maintain a successful tenancy. We provide specialist housing and support to give people the security and skills they need to move on from homelessness, as well as delivering supported housing to enable people with learning disabilities and mental health challenges to live independently within the community.

* Based on the National Housing Federation local economic calculator

Supporting customers and sustaining tenancies

Sustaining tenancies remains a core priority at Hightown. We are committed to the principle of eviction as a last resort and instead focus on communication, early intervention and person-centred support. Our dedicated Tenancy Support team – which includes specialists in tenancy sustainment and financial inclusion - works closely with customers to understand their individual circumstances and provide tailored support to achieve the best possible outcome.

This support may include welfare and benefits advice, budgeting guidance, collaboration with partner agencies, and health and wellbeing support. We also provide practical assistance such as referrals for home furnishing grants, access to energy or food vouchers, and, where appropriate, financial support through our Tenancy Sustainment Fund.

In the past year, 283 cases were referred to the tenancy support team, resulting in 1,583 calls or visits. We secured over £564,000 in financial support for customers, including more than £110,000 in previously unclaimed disability benefits.

To strengthen our understanding of our customers and improve targeted, meaningful service delivery, we developed and piloted the “Tell Us More” customer insight initiative. In 2026/27, this will expand into Hightown’s first customer census, with colleagues conducting a telephone campaign to update household information and gather additional data. This will be complemented by a “Tell Us More” door-knock initiative to maximise customer engagement, reaching as many people as possible.



Providing safe, quality homes

Over the past 12 months, we continued our stock condition survey programme, resulting in 92.3% of homes assessed within the last five years. This robust understanding of the condition of our homes supports effective planning of ongoing maintenance and our major works programme. It also helps ensure compliance with the Decent Homes Standard - enabling timely intervention where homes fall below the required standard - and supports our sustainability objectives through targeted energy efficiency improvements and carbon reduction measures.

In 2025/26, we introduced a new suite of monthly Key Performance Indicators (KPIs) across all business areas. These measures strengthen performance reporting and monitoring, support regulatory compliance, and provide greater transparency for customers and stakeholders. A dedicated set of KPIs focuses specifically on building safety, repairs, and maintenance.

Performance this year includes:

- 99.7% compliance with gas safety checks
- 98.1% completion of fire risk assessments
- 97.9% electrical safety compliance
- 98.1% emergency repairs completed within target timescales
- 96.4% routine repairs completed within target timescales
- 88.9% customer satisfaction with repairs*

We also know from our Tenant Satisfaction Measures (TSMs) perception survey that 79.0% of rental customers are satisfied that their home is safe and well maintained.

In October 2025, Awaab's Law came into force, introducing strict requirements for the timely investigation and resolution of emergency hazards and severe damp and mould. In response, and to

ensure that we are keeping our customers safe, we established a dedicated in-house Healthy Homes Team, including specialist inspectors. We also enhanced our reporting systems to enable robust case management and clear hazard classification.

To raise customer awareness of how to reduce the likelihood of damp and mould and the importance of reporting it when it does occur, we delivered a communications campaign including a webinar, a new Healthy Homes Handbook and face-to-face engagement at community events, where we distributed guidance materials and hygrometers.



We also know from our Tenant Satisfaction Measures (TSMs) perception survey that 79.0% of rental customers are satisfied that their home is safe and well maintained.

Performance this year includes:

99.7%

compliance with gas safety checks

98.1%

emergency repairs completed within target timescales

98.1%

completion of fire risk assessments

96.4%

routine repairs completed within target timescales

97.9%

electrical safety compliance

88.9%

customer satisfaction with repairs*

*Transactional repairs survey results

Tenant Satisfaction Measures (TSMs)

Our TSM perception survey results show significant improvement compared with 2024/25:

- Overall satisfaction among tenants increased to 75.1% from 68.3%
- Satisfaction among shared owners rose to 47.2% from 41.0%

Over the past twelve months, we have made positive improvements to enhance communication and engagement, including introducing a new printed customer newsletter, running a series of webinars on topics that are important to customers and raising awareness of opportunities for customers to feedback about services we provide.

This has also been reflected in our results:

- 74.3% of tenants feel informed about things that matter, up nearly 9%
- 65.5% believe we listen and act on feedback
- 78.2% feel treated fairly and with respect
- Satisfaction with our neighbourhood contribution increased from 54.8% to 63.2%

We analyse customer feedback and use insights to inform a continuous TSM action plan, co-produced with our involved customer panels, to help us improve and better meet customer expectations.

Performance this year includes:

Overall satisfaction among tenants increased from 68.3% to

75.1%

Satisfaction among shared owners rose from 41.0% to

47.2%

* Figures relate to combined tenant, shared owner and leaseholder complaints falling under Housing Ombudsman's Code.

Complaints handling

While we aim to resolve issues proactively, complaints do arise and we see them as an opportunity to identify where we need to improve. In 2024, we established a dedicated Complaints Team to strengthen responsiveness, improve resolution times, and build trust with customers. In the last twelve months we have increased the capacity of this team to further improve the service.

In the past year:

- We received 504 new Stage 1 complaints, 481 of which fell within the Housing Ombudsman's Code
- 142 cases were escalated to Stage 2, of which 138 came under the Housing Ombudsman's Code.

Positively, we exceeded our performance targets:

- 88.6% of Stage 1 complaints handled within Ombudsman timescales (target: 88%) *
- 93.5% of Stage 2 complaints handled within timescales (target: 82%) *

We will continue to build on this progress in the coming year, identifying common complaint themes and taking positive action to prevent repeat issues occurring.

Positively, we have improved on our performance:

88.6%

of Stage 1 complaints handled within Ombudsman timescales (target: 88%) *

93.5%

Stage 2 complaints handled within timescales (target: 82%) *



Tackling anti-social behaviour

We take all reports of anti-social behaviour (ASB) seriously and aim to resolve issues swiftly. In 2025/26, 298 cases were reported, including 216 which were considered low-level and 82 more serious incidents.

Preventative work remains a priority and our dedicated ASB officer and housing teams work closely with partners, including the police and local authorities, to resolve issues and take appropriate enforcement action. We want our customers to know that we take their concerns seriously and during the year, we delivered over 30 estate-based door-knocking events to raise awareness and encourage reporting.

Encouraging stronger communities

In January 2025, we introduced a Good Neighbour Award to reinforce the positive benefits of strong neighbourhoods and promote community spirit. The awards recognise customers who go above and beyond and make a positive contribution to their neighbourhood. The initiative received strong engagement and will be expanded in the coming year. We also continued to invite customers to apply to our estate improvement fund, which encourages bids for lasting improvements that enhance the quality of life for all residents.



Following consultation with our involved customers, the Resident Voice and Scrutiny Panel was rebranded as the Customer Experience Panel with a refreshed operating model encouraging wider participation, and a new Thriving Together group was introduced to capture the views of customers with lived experience of disability.



Listening and acting on feedback

In 2025/26, we reviewed and refreshed our approach to customer engagement to strengthen how we listen to, involve and learn from our customers. Following consultation with our involved customers, the Resident Voice and Scrutiny Panel was rebranded as the Customer Experience Panel with a refreshed operating model encouraging wider participation, and a new Thriving Together group was introduced to capture the views of customers with lived experience of disability.

Supported by the Tenant Participation Advisory Service (TPAS), the Customer Experience Panel led a piece of research on barriers to engagement, the recommendations of which were incorporated into our TSM action plan, co-produced by the panel.

Meanwhile, the Thriving Together group shared their insights to ensure our services are accessible, inclusive, and responsive to our customers’ needs.

As a social housing provider that also delivers Care and Support Housing (C&SH) services, it is essential that we actively engage with the people we support. Our VoiceBox co-production panel is a cornerstone of this, helping us deliver services that are meaningful, inclusive and accessible.

During 2025/26:

- Over 20 co-production activities were delivered
- More than 30 participants contributed insights
- Over 40 complaints were reviewed to provide a lived experience perspective

Co-production is now embedded across key areas, including recruitment, training, service assurance and organisational values. To improve accessibility, we launched a digital inclusion initiative, distributing 30 tablets alongside training to encourage engagement among the people we support, regardless of location or support needs.



2025/26 co-production outcomes:

20+
co-production activities were delivered

30+
30 participants contributed insights

40+
complaints were reviewed to provide a lived experience perspective

Rachel's story^{*}: A journey beyond domestic abuse



After enduring ten years of domestic abuse, Rachel's* story is one of remarkable strength, resilience, and determination. Her journey, from refuge accommodation to temporary housing, and finally into a place she can truly call home, is both deeply moving and inspiring.

"I survived a 10-year domestic violence situation," Rachel shares. "I went into a refuge, then spent four years at the YMCA before eventually getting my own home."

Rachel's journey began in Northampton, where she was placed in a refuge for safety. "You don't get to choose where you go, you're moved to a different county to protect you," she explains. However, when the pandemic struck, what was meant to be a temporary stay became a three-year period of uncertainty.

When Rachel later tried to return to her hometown, she faced another challenge. The local council informed her that she no longer had a local connection. "I needed to be closer to home, and the only place available to me was a YMCA in Hertfordshire," she says.

Rachel spent four years there, continuing to pursue a permanent home and refusing to give up on her housing application. "I just kept going," she says.

Reflecting on her past, Rachel adds: "I experienced a lot of abuse during those ten years, but it has made me stronger."

Today, Rachel is settling into her own home as a Hightown resident. For her, it represents much more than just a place to live, it's a symbol of safety, independence, and a fresh start.

"I've never had my own place before," she says.

"Now, I feel like a completely different person. For years, I felt like something was missing; no security, no stability. As you get older, that uncertainty really weighs on you. But today, I feel something I haven't felt in a long time - excitement."

* name has been changed to protect identity



“

I survived a 10-year domestic violence situation. I went into a refuge, then spent four years at the YMCA before eventually getting my own home.

”

Governance

Governance Impact: 2025/26 Highlights



G1/V2

Governance / Viability rating



3

customers appointed as independent Operations Committee members



£406k+

invested in learning and development



£68k+

invested from our apprenticeship levy



81%

of colleagues are satisfied with us as an employer



2.1%

median gender pay gap



At Hightown, we believe strong governance is fundamental to achieving our purpose, maintaining trust with our customers, colleagues, partners and stakeholders and ensuring the long-term sustainability of our organisation. It also provides the framework through which we make decisions, manage risk, uphold accountability and deliver on our strategic priorities.

However, we believe good governance extends beyond operational policies and procedures, finance and risk. It is also reflected in how we support and value our colleagues, ensuring they feel respected, their health and wellbeing is prioritised and they have opportunities to grow, develop their skills and build their knowledge through clear pathways for learning and development.

Leading by example

We are led by a highly experienced and committed Board and Executive Leadership Team (ELT). Inclusion is one of our core organisational values, reflected in the Board's diverse composition, ensuring measured representation: 50% female, 56% from ethnically diverse backgrounds, 42% aged over 50, and 10% with a declared disability.

In February 2026, we strengthened our governance structure by appointing our CEO, Maxine Espley, as an Executive Board member. This change reinforces our commitment to transparency and enhances communication between the Board and the wider organisation.

The Board and ELT provide strategic leadership and insight to deliver our organisational priorities, supported by committees focused on Funding and Investment, Operations, Risk and Audit, and Remuneration and Nominations. Their primary aim is to ensure Hightown continues to build homes, support people, deliver excellent services, and act as a fair and responsible employer and landlord.

Customer voice remains central to our governance approach and allows the people we serve to question, challenge and hold us to account. In addition to Board presence at the Customer Experience Panel, we strengthened this commitment by appointing three customers as independent members of the Operations Committee. This positive step provides greater transparency and ensures direct strategic influence from those we serve.

Managing risk

We take a proactive approach to risk management, maintaining a clear understanding of both short- and long-term risks. We have a robust method in place to identify key risks which may impact the delivery of our Corporate Strategy and a Strategic Risk Register to identify and monitor business critical risks. We regularly stress-test our business plan, and the Board defines a clear risk appetite to guide decision-making. This, alongside our robust approach to overall operations, has contributed to us retaining our G1 governance and V2 viability ratings from the Regulator of Social Housing.

The social housing sector continues to face significant challenges, including interest rate volatility and rising construction and operational costs. Labour shortages are also affecting the sector's ability to attract and retain people in specialist roles, at a time when maintaining compliance in areas such as building safety and damp and mould management remains critical. This makes talent attraction, development and retention increasingly important. Through ongoing monitoring and forward planning, we remain well positioned to mitigate these risks while continuing to deliver against our objectives.



Our colleague pulse survey found that **81% are satisfied with Hightown as an employer**, while **75% agreed that we have made positive changes** to policy and workplace culture.

Investment
this year
includes:
.....
£406,469
in learning and
development
.....
£68,350
from our
Apprenticeship Levy
.....



Supporting and engaging colleagues

Hightown employs over 1,100 people, including over 800 permanent colleagues. Our workforce is central to delivering homes, care, and services to over 19,000 people, maintaining the highest standards of customer service and ensuring compliance with legal and regulatory requirements. Recognising that our people are our greatest asset, we are committed to supporting their development, health, and wellbeing.

In December 2025, our colleague pulse survey found that 81% are satisfied with Hightown as an employer, while 75% agreed that we have made positive changes to policy and workplace culture. We also asked whether colleagues felt supported in their wellbeing, with 64% responding positively. Our colleague-led Wellbeing Champions group promotes health and wellbeing through campaigns, events, and resources on topics such as mental health, menopause, and support for carers. Activities include wellbeing sessions such as sound baths, walking groups, and social events and wellbeing support and signposting are promoted through our intranet and a dedicated wellbeing newsletter for colleagues.

Last the year, we invested £406,469 in learning and development, alongside £68,350 from our Apprenticeship Levy. We supported 29 apprentices through structured career pathways, with 13 completing their qualifications. In addition, we delivered a comprehensive training programme and supported nine colleagues in continuing professional development.

2025/26 was a year of significant organisational change, including the introduction of new core values. Developed through an extensive colleague led project, our values: Empower, Respect, Inclusion, Compassion, and Collaboration were launched and are now being embedded through a behavioural framework and colleague recognition scheme.



Equality, diversity and inclusion

Equality, Diversity and Inclusion (EDI) remains a key priority and we are committed to promoting and improving EDI for our colleagues, customers, and the people we support.

We analyse our workforce data and publish an annual EDI report, benchmarking progress against previous years and using insights to shape our EDI strategy and action plan. We also publish gender and ethnicity pay gap reports, demonstrating our commitment to transparency, accountability and continuous improvement.

We continue to foster an inclusive workplace through an active EDI forum, maintaining our Disability Confident status and launching a campaign to encourage colleagues to share their protected characteristics with us to help us better support their needs with targeted and meaningful initiatives. We have also piloted a customer census to improve understanding of our customers' needs and characteristics, so we can tailor our services accordingly.

In 2025/26, we expanded training opportunities to introduce British Sign Language courses and supported five employees through advanced autism training. All Care and Supported Housing colleagues completed Oliver McGowen training, alongside online safety training for people with learning disabilities.

A key achievement this year was signing the LGBTQ+ Housing Pledge, a sector-wide accreditation scheme for social housing providers that demonstrates a commitment to supporting LGBTQ+ colleagues and customers and promoting equality and inclusion in housing services. One of the first steps we took towards increasing LGBTQ+ visibility was to expand our EDI forum to include a Pride group to lead LGBTQ+ initiatives.



We continue to foster an inclusive workplace through an active EDI forum, maintaining our Disability Confident status and launching a campaign to encourage colleagues to share their protected characteristics with us to help us better support their needs with targeted and meaningful initiatives.

Libby's story Finding the right career path



Libby joined Hightown through the graduate training scheme in 2023. Initially unsure of her career direction, she quickly developed an interest in building safety and secured a role as a Property Services Assistant in the Asset Management team.

Libby explains: "I began to gravitate towards building safety, taking on additional training and shaping my development in that direction as it genuinely interested me."

With Hightown's support, Libby progressed to a Building Safety Assistant role while studying for a degree alongside her work. This area of work also allows her to combine technical knowledge and human impact.

She reflects: "Building safety is not just compliance, it's about people's homes. The changing legislation and evolving landscape around building safety make the role meaningful. We're helping create safer environments for customers."

Upon completion of her degree, she plans to move into a Building Safety Officer position, a route that will allow her to fully understand the framework behind what she does and apply theory directly to practice.

She adds: "Studying alongside my role has been challenging, but it has strengthened my confidence, resilience, and professional growth."

“

I began to gravitate towards building safety, taking on additional training and shaping my development in that direction as it genuinely interested me. ”

“

Studying alongside my role has been challenging, but it has strengthened my confidence, resilience, and professional growth. ”



THEME	CRITERIA	CRITERIA REQUIREMENT	CRITERIA	MEASUREMENT UNIT	RESPONSE	ADDITIONAL RESPONSE (if applicable)	
Climate	T1	C1	Core	Distribution of EPC ratings of existing homes (those completed before the last financial year)	% of homes rated A	2.31	
					% of homes rated B	67.07	
					% of homes rated C	29.82	
					% of homes rated D	0.8	
					% of homes rated E or worse	0	
					% of homes without an EPC rating	0	
			Enhanced	Average SAP rating of existing homes (those completed before the last financial year)	Avg. SAP rating	81.3	
				Energy use intensity of existing homes	Avg. kWh/m2/yr	151.2	
		C2	Core	Distribution of EPC ratings of new homes (those completed in the last financial year)	% of homes rated A	21.01	
					% of homes rated High B	32.97	
					% of homes rated Low B	46.01	
					% of homes rated C	0	
					% of homes rated D or worse	0	
					% of homes without an EPC rating	0	
			Enhanced	Average SAP rating of new homes (those completed in the last financial year)	Avg. SAP rating	87.41	
			C3	Core	Does the housing provider have a Net Zero target and strategy?	Yes/No	No
		If so, what is it and when does the housing provider intend to be Net Zero by?			Qualitative response, date	N/A	
		Enhanced		Is the housing provider's Net Zero commitment in line with the Science Based Target (SBT) initiative?	Yes/No	No	
				Does the housing provider have a costed transition plan?	Yes/No	No	
		C4	Core	What progress has the housing provider achieved in the last 12 months towards its Net Zero targets and strategy? What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock?	Qualitative response	N/A We have invested more the £1million in retrofit activities including new windows, doors, heating and hot water systems.	Our on-going programme of stock condition surveys, which is currently at 92.31% complete within the last five years, will continue to feed into our future works programme. This will identify properties where there are lower EPC ratings, which will be improved through retrofit works.

Theme		Criteria	Criteria Requirement	Criteria	Measurement Unit	Response	Additional Response (if applicable)
Climate	T1	C5	Core	Scope 1, Scope 2 and Scope 3 Greenhouse Gas emissions	Scope 1 (kgCO2e)	776.79	
				Scope 1, Scope 2 and Scope 3 Greenhouse Gas emissions per home	Scope 2 (kgCO2e)	468.95	
				If unable to report emissions data, please state when the housing provider is expected to be able to do so	Scope 3 (kgCO2e)	15,789.06	
					Total emissions (kgCO2e)	17,034.80	
					Total emissions (KgCO2e/home)	2.26	
			Enhanced	Does the housing provider qualify for SECR reporting?	Yes/No	Yes	
				SECR Intensity Ratio for Total Emissions (Scope 1-3)	KgCO2/m2	2.34	
		C6	Core	Has the housing provider mapped and assessed the increased flood risks to its homes caused by climate change in the last 2 years?	Qualitative response	No	Whilst we currently do not have any properties deemed to be at risk of flooding, our proposed sustainability strategy will look to establish a programme to assess and record flood risks.
				How is the housing provider mitigating these risks?		N/A	
		C7	Core	Has the housing provider mapped and assessed the increased water stress risks to its homes caused by climate change in the last 2 years?		No	
				How is the housing provider mitigating these risks?		N/A	
		C8	Core	Has the housing provider mapped and assessed the increased overheating risks to its homes caused by climate change in the last 2 years?		Yes	Our proposed sustainability strategy will give consideration to recording overheating features of homes in our asset database.
				How is the housing provider mitigating these risks?		We assess all new homes for overheating risk in accordance with Building Regulations requirements, ensuring homes are designed to remain comfortable, energy-efficient and resilient to rising temperatures associated with climate change.	
			Enhanced	Has the housing provider mapped and assessed any other additional climate risks, such as wildfire or storms, to its homes in the last 2 years?		No	
				How is the housing provider mitigating these risks?		N/A	
				Has the housing provider assessed its climate-related transition risks?		No	
				How is the housing provider mitigating these risks?		N/A	

Theme		Criteria	Criteria Requirement	Criteria	Measurement Unit	Response	Additional Response (if applicable)
Nature	T2	C9	Core	Does the housing provider have a strategy to enhance green space and promote biodiversity in or near homes? If yes, please describe with reference to targets in this area. If no, are you planning in producing in the next 12 months?	Qualitative response	No We are developing a sustainability strategy which references our activities related to biodiversity. These include nature based pilot projects on existing estates.	
			Enhanced	Average Biodiversity Net Gain (BNG) per development, of developments that have gained planning permission in the past year	%	10%	
				Does the housing provider have a Biodiversity Net Gain target for new homes? Does this exceed minimum requirements?	Qualitative response	No	
		C10	Core	Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?	Yes/No	No	
				If so, how does the housing provider target and measure performance?	Qualitative response	N/A	
Resource Management	T3	C11	Core	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing association expect it to be published? (Date)	No, but planning to develop a strategy 2027/28	Our proposed sustainability strategy will incorporate measures around increasing our use of responsibly sourced materials in building and repair work.
		C12	Core	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing association expect it to be published? (Date)	No, but planning to develop a strategy 2027/28	We currently divert 100% of our office waste from landfill and will continue to ensure this is the case. Currently 83.54% of DLO waste is diverted from landfill and we will initially plan for this to be reduced to 85% and then in future increments to 95%. We will also seek to introduce initiatives to reduce fly tipping, such as designated skip days, and further educate our customers with an aim of reducing incidents initially by 5%, increasing to 10%.
			Enhanced	% of materials that are recycled and/or diverted from landfill?	% materials	83.54%	

Theme		Criteria	Criteria Requirement	Criteria	Measurement Unit	Response	Additional Response (if applicable)
Resource Management	T3	C13	Core	Does the housing provider have a strategy for water management?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy	No, but planning to develop a strategy	Our proposed sustainability strategy will include measures to reduce water usage in our homes and offices.
				If so, how does the housing provider target and measure performance?	If planning to develop one, when does the housing association expect it to be published? (Date)	2027/28	
		C14	Core	How is sustainability considered when procuring goods and services?	Qualitative response	Assessments are completed in line with our internal procurement matrix which considers sustainability measures adopted by suppliers.	Our proposed sustainability strategy will strengthen sustainability objectives around our own procurement practices and those of suppliers.
				What measures are in place to monitor the sustainability of the housing provider's supply chain when procuring goods and services?			
Affordability	T4	C15	Core	For properties that are subject to the rent regulation regime, report against one or both of the following Affordability Metric:	% of PRS rent	55%	
				Rent compared to median private rental sector (PRS) rent across the relevant Local Authority			
				Rent compared to the relevant Local Housing Allowance (LHA)			
		C16	Core	Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported housing - Housing for older people - Low-cost home ownership - Care homes - Private rented sector - Other	Number of general needs units (social rent)	2,546	
					Number of intermediate rent units	446	
					Number of affordable rent units	3,495	
					Number of supported housing units	608	
					Number of housing for older people units	81	
					Number of low-cost home ownership units	1,376	
					Number of care home units	46	
					Number of private rented sector units	6	
					Number of other units	0	

Theme		Criteria	Criteria Requirement	Criteria	Measurement Unit	Response	Additional Response (if applicable)
Affordability	T4	C17	Core	Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported housing - Housing for older people - Low-cost home ownership - Care homes - Private rented sector - Other	Number of general needs units (social rent)	43	
					Number of intermediate rent units	2	
					Number of affordable rent units	157	
					Number of supported housing units	0	
					Number of housing for older people units	0	
					Number of low-cost home ownership units	74	
					Number of care home units	0	
					Number of private rented sector units	0	
					Number of other units	0	
		Enhanced		Number of homes disposed of in the last 12 months, by tenure type	Number of disposals	3	
				Number of homes acquired in the last 12 months, by tenure type	Number of acquisitions	0	
		C18	Core	How is the housing provider trying to reduce the effect of high energy costs on its residents?	Qualitative response	Our annual retrofit programme includes fitting new windows, doors, heating and hot water systems to properties identified through stock condition surveys. These works improve the energy efficiency of homes, helping to reduce energy costs. We have dedicated tenancy sustainment and financial inclusion teams which are in place to provide support, guidance and signposting for residents experiencing financial hardship. We have run several customer awareness campaigns around saving energy and reducing debt.	

Theme		Criteria	Criteria Requirement	Criteria	Measurement Unit	Response	Additional Response (if applicable)
Building Safety and Quality	T5	C19	Core	Describe the condition of the housing provider's portfolio, with reference to: % of homes for which all required gas safety checks have been carried out.	%	99.7%	
				% of homes for which all required fire risk assessments have been carried out.		98.1%	
				% of homes for which all required electrical safety checks have been carried out.		97.9%	
				% of homes for which all required asbestos management surveys or re-inspections have been carried out.		99.8%	
				% of homes for which all required legionella risk assessments have been carried out.		99.6%	
				% of homes for which all required communal passenger lift safety checks have been carried out.		98.5%	
		C20	Core	What % of homes meet the national housing quality standard?	% of homes	99.91%	
				Of those which fail, what is the housing provider doing to address these failings?	Qualitative response	A very small proportion of our homes do not currently meet the Decent Homes Standard. We are working collaboratively with customers, partners and contractors to resolve the remaining complex and outstanding issues and expect these homes to achieve the required standard by 2026/27.	
			Enhanced	What is the target dates for bringing homes that do not meet the standard into compliance?	Date	2026/27	
		C21	Core	How do you manage and mitigate the risk of emergency hazards, including damp and mould? How do you reduce the likelihood of damp and mould hazards occurring?	Qualitative response	We carry out physical stock condition surveys and have a 92.31% completion rate for surveys on each property undertaken within the past five years, enabling timely intervention where necessary. We have invested in staff resource, creating a dedicated Healthy Homes team, incorporating specialist damp and mould inspectors, an in-house remediation team and a dedicated customer liaison officer. We have also prioritised customer education relating to damp and mould, creating a new Healthy Homes Handbook, delivering an online webinar and engaging directly with residents at our summer events.	
				Average time to 'make safe' Emergency hazards	Avg time	1 day	
			Enhanced	Average time to 'make safe' Significant hazards	Avg time	N/A	

Theme		Criteria	Criteria Requirement	Criteria	Measurement Unit	Response	Additional Response (if applicable)
Residents and Community	T6	C22	Core	What are the results of the housing provider's most recent tenant satisfaction survey?	% of residents satisfied	The Regulator of Social Housing requires all social landlords in England to carry out an annual Tenant Satisfaction Measures (TSM) perception survey. Our 2025/26 TSM survey revealed 75.1% of tenants and 47.2% of shared owners are satisfied with the overall service we provide.	
				How has the housing provider acted on these results?	Qualitative response	Each year, we review the findings and customer feedback gathered through our annual Tenant Satisfaction Measures (TSM) perception survey, including open-text comments, to identify areas for improvement. These insights inform a continuous improvement action plan, which is developed in partnership with our formal customer panels to ensure customers play a central role in shaping our priorities and services. See our TSM 'Making improvement' web page for more details - https://www.hightownha.org.uk/about-us/performance/our-202526-tsm-results/making-improvements . The improvements we have made, such as keeping customers informed through a new printed newsletter and undertaking a programme of door-knocks to hear from customers affected by anti-social behaviour, are reflected in increased satisfaction figures.	
		C23	Core	What arrangements are in place to enable residents to hold management to account for the provision of services?	Qualitative response	We have a range of customer panels and co-production opportunities available for our customers. See the 'Listening and acting on feedback' section of this report. We have also appointed three customers as independent members of the Operations Committee, ensuring customers' lived experience is reflected in operational decision-making. See the 'Leading by example' section of this report. We publish monthly customer-focused KPIs to ensure transparency and provide customers with clear visibility of how we are performing.	
		C24	Core	Report ONE OR BOTH of the following quantitative metrics: - % of Stage 1 and Stage 2 complaints responded to within target timeframes (varies by nation). - Average time in working days to respond to Stage 1 and Stage 2 complaints.	% Days	Stage 1 - 88.57% Stage 2 - 93.48% Stage 1 - 10 working days Stage 2 - 20 working days * Figures relate to combined tenant, shared owner and leaseholder complaints that fell within the Housing Ombudsman Code.	
				How have reported complaints resulted in change of practice within the housing provider?	Qualitative response	We established a dedicated Customer Resolution team in 2024/25, which was increased in size in 2025/26, to ensure timely responses and facilitate a more efficient, coordinated and independent review of complaints received. Analysis of complaint themes has shown that the most common issues for customers relate to poor or limited communication; unresolved or delayed repairs; damp and mould; heating and hot water failures; lift breakdowns; ongoing anti-social behaviour; neighbour disputes; and customers' personal use of CCTV and doorbell cameras. We have responded in various ways, including sharing complaint responses with operational teams, delivering more staff training, updating and creating policies, customer education around damp and mould and working proactively with our contractors to improve communication with customers. We have continued to educate customers about the importance of reporting anti-social behaviour and have introduced a programme of neighbourhood 'door knocks' with local Police on estates where ASB is reported.	
			Enhanced	Ombudsman maladministration rate [%] Ombudsman severe maladministration rate [%]	%	The Ombudsman reviewed nine complaints within their jurisdiction, covering 17 service areas, and made 10 maladministration findings, equating to a maladministration rate of 58.8%. There were no severe maladministration findings.	

Theme		Criteria	Criteria Requirement	Criteria	Measurement Unit	Response	Additional Response (if applicable)
Residents and Community	T6	C25	Core	In the last 12 months, what additional support have you provided to your tenants? Please include support across any of the following areas, as well as any other relevant services: - Employment & training - Wellbeing & mental health - Vulnerable tenants	Qualitative response	Our tenancy support team engages with multiple agencies providing support for our customers to get back into the workplace including local colleges, statutory services and the Department of Work and Pensions. The team prioritises mental health and wellbeing, supporting customers holistically to build relationships that foster trust and achieve positive outcomes. Colleagues ensure all vulnerabilities are discussed openly, with respect and empathy to be able to put in place the most appropriate support. This can be working directly with us, or alongside valuable external partners from Children's Services, IDVAs or the Police. Forming reliable partnerships with external providers and services means we can advise on in-depth cases, and we aim to enhance our knowledge by working alongside agencies in complex situations.	
			Enhanced	Social Value calculations (including monetisations) of all resident support services and placemaking activities [£]	£	According to the National Housing Federation's 'economic impact calculator', our placemaking activities added £25.1 million GVA to the local economy and created approximately 376 jobs.	
		C26	Core	In the last 12 months, what interventions has the housing provider made or enabled to foster stronger communities and places, considering both: - Physical changes to shared spaces or public realm - Events, activities, and signposting	Qualitative response	We believe that shared spaces are important to our customers and wider communities. Where possible our new developments incorporate improved environments and communal spaces, including children's play areas. Each year, we host customer events across a number of our developments, providing opportunities to connect residents with our own services as well as a wide range of support and community resources available locally. Over the past year, we also introduced our Good Neighbour Award, recognising and celebrating individuals who make a positive contribution to their communities, while encouraging community spirit, neighbourliness and local pride. We also encouraged bids from customers to our estate improvement fund and, following successful bids, implemented a number of neighbourhood improvement measures.	
		C27	Core	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?	Qualitative response	Assessments are completed in line with our internal procurement matrix which considers social value measures adopted by suppliers.	

Theme		Criteria	Criteria Requirement	Criteria	Measurement Unit	Response	Additional Response (if applicable)
Structure and Board	T7	C28	Core	What is the housing provider's most recent regulatory grading/status?	Varies by Nation	G1/V2	
		C29	Core	Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated in the housing provider's risk register?	Qualitative response Yes/No	The Board receives quarterly Risk reports. All risks are managed within our Risk Management and Assurance Policy, which includes the Board's risk appetite statement. Yes	
		C30	Core	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?	Yes/No	No	
		C31	Core	How does the housing provider ensure it gets input from a diverse range of people, into the governance process?	Qualitative response	We have an active EDI policy, as well as a Board recruitment policy. Our formal customer scrutiny panels are made up of a diverse range of customers, including a 'Thriving Together Group', for customers with lived experience of disability. Board members have attended customer scrutiny panel meetings and panel members attend Operations Committee meetings, to ensure that customer voices and insights inform Board decision-making.	
		C32	Core	Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management? How do they do this?"	Qualitative response	In line with our Equality, Diversity and Inclusion (EDI) Policy and Board Recruitment Policy, we seek to recruit Board members with the appropriate skills and experience while maintaining a diverse and representative Board.	
		C33	Core	What % of the housing provider's board have turned over in the last two years?	%	25%	
				What % of the housing provider's senior management team have turned over in the last two years?	%	18.50%	
		C34	Core	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience	Number	4	
					Description of experience	2 have professional level financial knowledge. Others have at least a working knowledge.	

Theme		Criteria	Criteria Requirement	Criteria	Measurement Unit	Response	Additional Response (if applicable)
Structure and Board	T7	C35	Core	What % of the housing provider's board are non-executive directors?	%	8.30%	
		C36	Core	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	5 years	
		C37	Core	When was the last independently-ran, board-effectiveness review?	Date	July 2025	
		C38	Core	How's does the housing provider handle conflicts of interest at board?	Qualitative response	Board conflicts of interest are handled in accordance with our Declaration of Interest (DOI) policy. Each Board and Committee meeting pack includes the known DOIs for members and an agenda item to request any additional declarations. In the case of a conflict, the member will be asked to leave the meeting for the relevant item.	
Employees	T8	C39	Core	Does the housing provider pay the real living wage?	Yes/No	Yes	
		C40	Core	What is the housing provider's median gender pay gap?	% gap	2.1%	
		C41	Core	What is the housing provider's CEO: median-worker pay ratio?	Ratio	9.2:1	
		C42	Core	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	Qualitative response	We have an active EDI forum which leads on a range of activities. See 'Equality, diversity and inclusion' section of the report.	
		C43	Core	What activity has the housing provider undertaken over the last 12 months to support the physical and mental health of its staff? What impact has this had on staff and the wider organisation?	Qualitative response	Our colleague-led Wellbeing Champions group promotes health and wellbeing through campaigns, events, and resources on topics such as mental health, menopause and support for carers. See 'Supporting and engaging colleagues' section of the report. We offer a free 24 hour, confidential counselling service for all colleagues and their families, while more than 50 colleagues are trained in mental health first aid to provide initial support to those experiencing a mental health issue or emotional distress. 64% of our colleagues feel they are supported with their health and wellbeing.	
		C44	Core	What activity has the housing provider undertaken over the last 12 months to support the professional development of its staff? What impact has this had on staff and the wider organisation?	Qualitative response	During the last twelve months we have supported 29 apprenticeships, provided funding for professional qualifications and made contributions for professional subscriptions. We run an in-house management development programme and have Housing Diversity Network membership, which provides external mentoring opportunities. Other training and development opportunities include reflective practice, a formalised induction programme, supervision and appraisals. We offer 'keep learning' sessions and operate a formalised learning needs analysis.	
			Enhanced	What % of employees have received a qualification that is relevant to their professional development within the last year?	% employees	2.76%	



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