

PAST

PRESENT

FUTURE

Chair's report by Steve Kerridge

Last year, I reported that we would be developing our approach to ensuring sustainable homes. The UK government had already set out its commitment to reaching net zero emissions by 2050. Its landmark *Net Zero Strategy*, published on 19 October 2021, outlined measures to transition to a green and sustainable future.

CSHA has developed a sustainability strategy, which sets out how we will act to meet climate, environment and sustainability challenges. The strategy provides for CSHA's general direction and provides a framework for innovation and improvement. Our strategy was developed after we commissioned an independent stock efficiency and decarbonisation study. The study found that, overall, the baseline position of energy efficiency at most of our schemes is good compared to the UK social housing average. However, there is scope to further improve the thermal efficiency of our buildings. As a result, we have now developed a plan that sets out what we need to do, the costs associated with such works and the timescales. This plan will be carefully monitored by the Board to ensure that we meet our commitments to reach net zero emissions by 2050.

The majority of our communal lighting has been replaced with LED fittings. The outstanding fittings have been prioritised with a view to ensuring that all of our communal areas only have LED fittings

and sensors fitted, to reduce spend on communal electricity bills.

I also reported last year that we would be taking forward several suggestions and recommendations made by tenants, to ensure that there is effective tenant engagement between CSHA and tenants. I am pleased to report that our Tenant Engagement and Scrutiny Panel (TESP) is up and running. The panel consists of tenants from both sheltered housing schemes and general needs properties, and the panel has met four times since September 2022. Part of the panel's role involves reviewing relevant policies and procedures, and scrutinising performance information, including key performance indicators; but, more importantly, monitoring us against the commitments we have made to ensure effective engagement. I would like to thank those tenants who give up their valuable time to be part of this panel.

As we continue to grapple with the uncertain economic conditions, we continue to deliver our responsibilities as a landlord.

- We have replaced all the front doors at Ursula Lodges in response to fire recommendations.
- We have installed Wi-Fi in the homes of tenants at Ursula Lodges and Evelyn Rogers Court.
- We achieved our target for kitchen and bathroom refurbishments.
- We carried out essential fire-related works at Lingwood and Blackmore House.

As we continue to try to return to normality after Covid-19, our focus over the next year will be considering a programme of renewing the warden call systems across all of our schemes, and understanding the opportunities that digital technology will offer. We need to do this because our analogue telecare systems will no longer function after December 2025, because all our telecare systems are currently analogue.

We are proud that we continue to employ a Sheltered Housing Manager at each of our schemes, for the well-being and benefit of tenants. Our challenge is to ensure consistency across all



schemes, as well as to adapt to the changing demographic of new tenants, who have differing needs and expectations – as identified in our market analysis. There will be a review of professional training and development for staff to consider the appropriate qualification and standards for social housing staff. The review will consider best practice for delivering support on mental health, helping staff to maintain their skills and knowledge, and, if required, will set out proposals for new qualifications.



At the same time, we will be examining the ways in which we can re-energise the tenant experience. This will involve examining our feedback mechanisms, looking at the expectations of new and existing tenants, and reviewing the satisfaction rates between them.

We will look to update our communal areas to ensure they are modern and provide spaces that tenants wish to use and enjoy. There will be greater choice for tenants when we carry out kitchen and bathroom replacements.

I would like to welcome Mrs Cathy Peters, Ms Jean Alexander and Mr Julian Miles to CSHA's board. And, finally, I wish to thank the Board and staff for their dedication and commitment in ensuring that CSHA continues to be successful, providing great facilities and great services for tenants.

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Past, present, future

The past

We have been providing homes and services in south east London since the mid-1970s. Our main activity is the provision of accommodation and support services to older people. We also have a handful of general needs properties.

We were formed for the benefit of the community, to provide and manage housing, services and assistance to those we house.

We aim to achieve our purpose by providing the highest quality services in the most cost-effective way possible. We are therefore committed to the provision of:

- Good quality, affordable homes
- Support to promote independent living
- A responsive asset management and repairs service

CSHA owns 199 properties, of which 198 are available for let. The properties are located in the London boroughs of Bromley, Bexley and Lewisham.

CSHA began with a lady called Evelyn Rogers, who was a local resident. Mrs Rogers used to pass the site at Mottingham daily and was intrigued by some building works that were going on. It turned out that British Petroleum (BP) were building a petrol station on the site and had a piece of land that was surplus to their requirements. The use of the surplus land was taken up with BP, who agreed to lease it for the sum of £3,000. Evelyn Rogers Court was built and now provides 18 self-contained flats for older people in the London borough of Bromley.

Ursula Lodges, a scheme providing 42 self-contained homes in the London borough of Bexley, began as a Trust that was responsible for six almshouses. Ursula Lodges Trust transferred to CSHA at no cost, on the proviso that the new Trustees would maintain six residences for maiden ladies. The Trustees are made up of the Chief Executive, the Chair of the Board, the Chair of the Audit and Risk Committee, and one other Board member.

The site at Bertha Hollamby Court was occupied by seven cottages owned by Bertha Hollamby. Mrs Hollamby donated the site to CSHA and all the



existing tenants were rehoused while the new building was being constructed. Situated in Sidcup, in the London borough of Bexley, the scheme currently provides 31 self-contained flats.

In 1984, CSHA built Stanley Glynn Court, with 20 self-contained internal flats, at the Bushell Way site in the London borough of Bromley. An additional 37 properties are located in and around Bushell Way and Invicta Close. The scheme currently provides a total of 58 self-contained properties.

Blackmore House started out as a site providing accommodation for the homeless. It was refurbished as a sheltered housing scheme and acquired by CSHA in April 2013. This scheme, which is situated in the London borough of Lewisham, provides 16 self-contained one bedroom flats.

Lingwood, a sheltered housing scheme built in the 1960s, has always provided accommodation and support to older persons in the borough of Bexley. It has 29 self-contained homes and was acquired by CSHA on 5 October 2015.

All the schemes have purpose-built communal spaces and kitchens.

To some extent, we remain a traditional organisation with an ethos that is firmly rooted in the provision of quality housing for 'older' people. We are constantly being asked to plan and deliver services that meet changing demands. Embracing change means that we must consider the benefits of

traditional modes of operation, which we are keen to maintain, versus new ways of working, in order to ensure our longevity.

The way we provide services has changed very little. We continue to place tenants at the heart of what we do, even in the midst of additional regulatory obligations, the advance of technology, more health and safety responsibilities and changes in working practices. We continue to provide staff who work at all schemes, offering a tenant-centric service – engaging directly with tenants to understand their needs and consulting them to ensure we remain outcome focused. All phone calls are answered by a member of staff during the traditional business hours of 9am-5pm. More importantly, our office and scheme offices are accessible.

Although we have embraced technology and technological advancements that are relevant and appropriate for our organisation, we seek to ensure that none of our tenants are digitally excluded. We continue to interact with tenants using traditional means such as letters or phone calls, whilst recognising that emails and interaction via our website appear to be the new normal. Nevertheless, our digital journey is deliberate and focused so that can bring all tenants with us, at a speed which reflects their individuality; whilst recognising the need for efficiency and effectiveness using digital means.



Support services

Our support service continues to be delivered on site through the employment of directly-employed Sheltered Housing Managers (SHMs). Their role can be summarised as:

- Building management (including health and safety)
- The identification and delivery of support
- The prevention of social isolation
- Assistance to enable independent living
- Access and signposting to other services
- The prevention and management of risk

The key benefit for tenants is the ability to remain independent. They have the security of 24-hour support, provided either by their Sheltered Housing Managers or via a telecare service. As a tenant's needs change over time, SHMs can provide support which enables them to access services such as personal care, by liaising with social services. Tenants also benefit from the use of communal facilities, which enable them to socialise and form friendships with neighbours. This, in turn, prevents social isolation and promotes inclusion.

This year, we spent £121,798 (£119,258 in 2021-22) on support services.

Staffing

The organisation continues to be run by staff who we directly employ. The majority of services are delivered in house.

We have maintained low staff turnover by investing in staff, by providing continuous professional development and through an open and collaborative working environment. Staff are remunerated at a median level compared to the wider housing sector, to ensure adequate recruitment and retention can be achieved. We will continue to invest in and support our staff by offering a comprehensive approach to learning and development.

We currently employ 13 staff. Seven of them are based at head office, whilst the remainder are based at schemes.

We recognise that staff play a key role in the continued success and development of CSHA, as a provider of choice, for housing and support services within the community.

This year, we spent £420,232 (£399,478 in 2021-22) on running the organisation.

Maintaining our homes

Since our inception, we have continued to employ our own Building and Maintenance Surveyor. This role is pivotal to ensuring that our homes and buildings are well maintained and comply with relevant legal, regulatory and health and safety obligations.

Over the years, the amount we spend on maintaining homes has been comparable with some of the largest providers in the sector, and we are proud of this achievement.

However, we are aware of the challenges that lie ahead. They include significant increases in the cost of building materials, reduced labour as a result of Brexit, and additional health and safety and regulatory obligations. We are also mindful of our ability to implement the measures associated with achieving net zero emissions by 2050.

In 2022-23:

- We spent £36,938 on major repairs.
- We spent £235,056 on routine repairs (£300,533 in 2021-22).
- We carried out 809 repairs (1,066 in 2021-22).
- We saw 749 out of 809 repairs completed within their target times and 60 repairs outside of target times.
- Satisfaction levels with completed repairs remained high at 98%.

A summary of our repairs performance for 2022-23 is set out below.

Repairs performance 2022-23

	Repairs reported	No response date	Target (days)	Completed on target	Completed outside target	% completed on target
P1 Emergency	72	0	1	68	4	94%
P2 Urgent	210	0	5	187	23	89%
P3	126	0	10	114	12	90%
P4	349	0	20	334	15	96%
P5	52	0	40	46	6	88%
TOTAL	809	0		749	60	91%

The percentage of all repairs completed within target times has increased by 2% to 91% (89% in 2021-22).

The main reasons we failed to complete 60 repairs within target include:

- Non-availability of parts/materials
- Lack of access by tenant
- Non-availability of contractors/staff shortages

The present

Embracing technology

We continue to provide our services utilising the benefits that technology offers. We still employ Sheltered Housing Managers but, unlike in the past, their hours of operation have been reduced, with an out-of-hours telecare service typically covering from 5pm to 8.30am. The telecare service is activated for longer periods at two schemes where the SHMs work part time.

Our telecare systems provide remote monitoring and care for tenants living independently at our schemes. By connecting alarm systems and calling devices via the phone network, the systems enable monitored communication 24 hours a day. When our SHMs are not present on site, calls are diverted to a 24-hour emergency call centre.

Our present systems integrate with other technologies and provide a broad solution for monitoring other services, including door entry systems, and fire and smoke detectors. The systems additionally allow for 'push' services, meaning that our SHMs can pro-actively make routine calls to a tenant to check on their wellbeing and to test the technology.

Traditionally, this service would have been provided

by SHMs working through the night. But, by 2004, we had installed a telecare system at all of our schemes.

The aged UK telephony network is to be upgraded to meet the demands of digital communications. By 31 December 2025, the existing analogue telephone system will switch off and be replaced by a digital communication network. This will impact landline telephones and any communications systems using the network. As we use telecare systems for remote support, we have to examine the current installations, with a plan for their renewal.

We have embraced technological advancements appropriate.

- We have enabled Wi-Fi connectivity in the majority of our tenants' homes.
- We have provided training and information for tenants on exploring preventative measures to protect them from online scams and the misuse of their personal information when using online services.
- We have updated our internal systems to enable staff to work remotely.
- We have upgraded our office telephony system to enable VOIP capabilities.
- We have upgraded our management information systems, including our housing, repairs and financial information, which has substantially reduced our reliance on paper and our need for storage facilities.
- We have provided kiosks in communal areas for tenants to use where they do not have access to home computers or electronic devices such as iPads.

We will continue on our digital journey, by examining the ways in which we can operate more effectively and efficiently, with the ultimate goal of improving services to tenants.

Sustainability and energy efficiency

Our 2020-21 annual report, *Going Green*, set out our direction of travel in order to reach net zero emissions by 2050. We recognise that tenants must be at the heart of this work. Although tenants will benefit from warmer, more affordable, healthier and smarter homes, they will also face the disruption of retrofit and the installation of new heating technologies.



Our sustainability strategy sets out how we will act to meet climate, environmental and sustainability challenges. The strategy provides for our general direction and also provides a framework where innovation and improvements are enabled.

We carried out an energy efficiency and decarbonisation study on our stock. The report found that the baseline position of energy efficiency at most of our schemes is good compared to the UK social housing average. However, there is scope to further improve the thermal efficiency of the external fabric of our buildings. This is likely to be both technically simple and cost effective, in most cases. This means we will improve the energy efficiency of a home by investing in its insulation before investing in clean heat – which is known as the 'fabric-first' approach.

The report also went on to note that our properties are well maintained, as a result of effective maintenance regimes. However, our heating and hot water systems, which contribute significantly to energy efficiency and carbon emissions, are old and inefficient in comparison to contemporary services. Our approach is to replace these heating systems when they fail, or reach the end of their useful lifespan. This will enable us to plan and cost for their replacement.

Much of the work is already underway. Where we have reviewed insulation to our buildings and loft spaces, we will revisit and inspect the feasibility of cavity wall insulation. Some of the works were identified a number of years ago and have been concluded. The remaining outstanding works will be programmed and are included in our Forward Investment Plan. This plan sets out what we need to do in order to achieve zero emissions – together with the estimated timescales and costs.

The majority of our communal lighting has been replaced with LED fittings. The outstanding fittings have been prioritised to ensure that all communal areas only have LED fittings and sensors, so as to reduce our spend on communal electricity bills.

The future

Changing tenant profile

In 2022-23, there were a total of 16 lettings (32 in 2021-22).

All properties let in 2022-23 were sheltered accommodation, whereas one of the properties let in 2021-23 was general needs.

Source of lettings 2022-23

	2022-23	2021-22
Direct applicants	15 (94%)	22 (69%)
Internal transfers	1 (6%)	5 (16%)
Local authority nominations	0	5 (16%)

Former accommodation of successful applicants 2022-23

	2022-23	2021-22
Supported housing or housing for older people	2 (12.5%)	11 (34.4%)
Private sector	9 (56.3%)	8 (25%)
Living with family or friends	2 (12.5%)	6 (18.8%)
Other	3 (18.8%)	7 (21.9%)

Gender of successful applicants 2022-23

	2022-23	2021-22
Male	5 (31.3%)	14 (43.8%)
Female	10 (62.3%)	12 (37.5%)
Mixed gender couples	1 (6.3%)	6 (18.8%)



Age of successful applicants 2022-23

The average age of lead applicants who began a tenancy with us in 2022-23 was 72.8 years old, with a range from 61-93 years (2021-22: average age 70.8 years, with a range from 60-88 years).

We have researched current trends in housing for older persons and, in the context of the national picture, noted the following:

- The UK is undergoing an age shift.
- Some 11 million people are currently aged 65 and over (or 1 in 6).
- In 10 years' time this increases to 13 million.
- In 20 years' time, it will be around 17 million (or one in four).
- The greatest growth amongst households is where the eldest economically active person is aged 75 and over.
- Older people make up a growing proportion of the workforce.
- There has been a decrease in the number of years we can expect to spend in good health, without a disabling illness.
- Only one in 10 UK homes are currently suitable for older people.
- Supported housing has not kept pace with the ageing population.
- Local authorities have faced funding reductions.
- More older people are living in social housing that has not been modified to cater for their needs.
- Housing for older people needs to accommodate a growing diversity of cultural needs.

The challenge therefore remains to provide appropriate housing to meet the needs of a growing population of people as they age – and to do this well.

Our experience in 2022-23 is that there appear to be two sub-categories of 'older people', who have different expectations.

Older (75+ years):

- Prefer in-person contact and face-to-face meetings
- Are less willing to travel to other schemes to receive services
- Like to be involved and asked for their views
- Would prefer dedicated, on-site staff

Younger (60+ years – the largest age group to whom properties were let in 2022-23):

- Embrace digital and expect 'speedy' responses
- Are less likely to be involved, but are happy to travel
- Are less concerned about on-site staff – happy with named contact and regular communication

Embracing change means that we must consider the benefits of traditional modes of operation, which we are keen to maintain, versus new ways of working.

- *Following the launch of our new Tenant Engagement and Scrutiny Panel in September 2022:* We will continue to develop and improve the ways we engage with tenants and welcome them to check our performance.
- We will continue to offer choice in modes of operation, e.g. in terms of contact: traditional face-to-face, phone and letter contact, alongside email and digital attendance at tenant engagement activities.
- We will continue to help build digital literacy amongst tenants, such as through intergenerational activities that assist with the use of devices.
- We will continue to expand our digital offer through installing Wi-Fi in all sheltered homes and by offering more digital services.
- We will continue to find the best solution ahead of digital switchover – which will affect our telecare systems for sheltered tenants. This will mean finding digital systems that represent value-for-money and ease of use for tenants.
- We will look at the opportunities for events that promote social inclusion, and ensure they offer diversity that reflects our tenants. In order to ensure our longevity, we need to attract new tenants, from different sources, who will be receptive to our offer.

Our analysis identified potential tenants as:

- People looking to downsize from social housing – possibly also for a more accessible or manageable home
- People who find their current private rented sector accommodation unsuitable and/or unaffordable
- Home owners who do not have sufficient capital to afford more suitable accommodation in the private market
- People who are homeless or living on an informal basis with friends or family

Our analysis told us that the needs and aspirations of potential tenants consisted of:

- Security of tenure – for many, the idea of a home for the rest of their life
- Physical security in a safe environment
- Well-managed and well-maintained homes
- Avoiding isolation and loneliness
- Affordability (including housing-related costs such as fuel bills)
- Suitable homes – with adequate accessibility and amenities
- Access to advice and assistance

We will find ways to bring tenant experiences to life. This will involve examining our feedback mechanisms so that we can explore the expectations of new and existing tenants and review the satisfaction rates between them.

We will take account of the difficulties that prospective tenants may experience – especially in terms of downsizing and attachment to belongings or local areas. By understanding these factors, we will then look at real choices that can be offered to ensure a successful transition.

We will look to update our communal areas to ensure they are modern and represent spaces



tenants wish to use and enjoy, and make sure that they assist us in promoting our homes and services.

We have set a number of objectives in this area to be met over the next five years:

- We will update our website and review our publicity material and brand in order to ensure a greater focus on independent living.
- We will offer choice when replacing components such as kitchens and bathrooms, ensuring that choices are modern and based on appropriate design to utilise existing spaces.
- We will review our void specification and void works to ensure we incorporate energy-efficient measures before properties are re-let.
- We will review our approach to scheme activities and events to ensure they meet the requirements of tenants and to enable us to continue our work in preventing social isolation and championing inclusion.
- We will review and ensure consistency in the way that all schemes are managed, and empower SHMs to provide good services.

Working smarter

The Covid-19 pandemic was a strong catalyst for us to examine how staff could work smarter. More importantly, we had to review our way of working in the event that something similar reoccurs and put in place systems to enable home working safely.

As a result:

- All staff have the ability to work from home.
- We have reviewed our telecare system to examine whether remote working in this area would be achievable.
- We have ensured there are appropriate policies and procedures in place.
- We have ensured the security of access arrangements to our systems.

Regulatory responsibilities and tenant engagement

CSHA is regulated by the Regulator of Social Housing. We have to demonstrate compliance with standards set by the Regulator.

CSHA has a legal duty to take steps to manage the health, safety and welfare of all tenants and employees; and to operate our organisation in such a way that the health and safety of visitors, in any premises under our control, is not put at risk.

The tragic fire at Grenfell in 2017, and the subsequent enquiry, have resulted in significant changes in regulation – not just in terms of fire, but in the way we engage, listen to and respond to our tenants.

The core theme of the Charter for Social Housing is that a home should provide safety, security and dignity for all renters. This has culminated in additional regulatory responsibilities, new tenant satisfaction measures, an improved complaints process, the removal of the ‘serious detriment’ tests and, last but not least, additional building and fire obligations. Understandably, additional regulatory requirements have led to an increase in costs and resources. We will continue to implement new regulatory obligations as they come into effect.

In the last annual report, we set out our approach to ensuring tenants understand our obligations and are part of our decision making, as well being able to challenge our performance. We are pleased to announce that the Tenant Engagement Scrutiny Panel is up and running and they have met four times. They have approved their terms of reference and elected a Chair. In addition, they have agreed a set of standards by which they will scrutinise and monitor our performance. They are also part of the consultation and development of housing-related policies and procedures. We will ensure that the panel is given the support and capacity to work effectively, and have agreed training and other support mechanisms to facilitate this.

In particular we commit to:

- Being transparent about our performance and decision-making, so that tenants and the Regulator can hold us to account
- Putting things right when they go wrong
- Listening to tenants through effective engagement



Value for money

Chislehurst and Sidcup Housing Association (CSHA) is a Registered Provider of social housing. Our main activity is the provision of accommodation and support services to older people.

We are regulated by the Regulator of Social Housing and we are obliged to publish a Value for Money (VfM) report. This report includes our approach to making decisions on:

- How we use our resources to deliver our objectives
- The return that is generated by our assets
- The plans we have for optimising future returns on those assets – our principal assets being our homes and staff

As a not-for-profit organisation, any surplus made is reinvested back into the business for the benefit of tenants.

CSHA was formed for the benefit of the community to provide and manage housing, services and assistance to those we house. Our purpose is summarised through our mission, which is to:

“provide cost-effective, efficient and caring services that meet needs in new and existing areas of operation and enable people who require housing with support to live as normal a life as possible in the community”.

We aim to achieve our mission by providing the highest quality services in the most cost-effective way possible. We are therefore committed to providing:

- Good quality, affordable homes
- Support to promote independent living
- A responsive asset management and repairs service

Our approach

Our approach to delivering value for money is to ensure the following.

Effective governance arrangements

The Board has the ultimate responsibility for ensuring that we achieve value for money whilst safeguarding CSHA's assets. The Board continues



to effectively and efficiently discharge its governance function and to carry out its governance arrangements in accordance with its terms of reference, code of governance and code of conduct. Our Board members do not receive any remuneration.

Each year, we undertake a review of the combined skills and experience of the Board. This is to ensure that CSHA is governed by an experienced Board who make decisions enabling us to meet our strategic objectives. The Board also undertakes a robust assessment of its collective and individual performance on a regular basis.

Our Audit and Risk Committee ensures formal and transparent arrangements for considering how CSHA ensures financial viability, in accordance with its terms of reference. The Audit and Risk Committee continues to effectively discharge its duties.

CSHA's Development Committee considers and scrutinises development opportunities in accordance with an approved framework and viability model. As part of its role, it has the duty of appraising new opportunities. The Development Committee continues to effectively discharge its duties in accordance with its terms of reference.

CSHA operates in accordance with various policies and procedures which seek to achieve value for money at all times. These are CSHA's financial regulations and standing orders, financial procedures

and tender policy. These policies and procedures provide a robust framework for ensuring accountability, transparency and probity.

Good quality affordable homes

Our repairs and asset management service is overseen by the Building and Maintenance Surveyor, whose primary role is to ensure:

- Compliance with our statutory and regulatory obligations in relation to our homes
- An effective repairs service
- The appropriate management of and investment in our buildings
- The management of contractors and consultants
- The preparation of works specifications
- Monitoring the quality and performance of works and contractors

This is a vital resource and, unlike many of our counterparts, we are able to retain a qualified Building Surveyor rather than buying in services, which is much more expensive.

Our Building and Maintenance Surveyor also reviewed the following policies and procedures to ensure they continue to be robust and comply with changes to the law and relevant regulations:

- Gas safety and servicing policy
- Electrical safety policy
- Maintenance policy and procedure

Maintaining our properties remained one of our main areas of spend last year.

- We spent 3.51% of our rental income on major repairs (7.3% in 2021-22).
- We spent 22.36% of our rental income on routine repairs (30% in 2021-22).

This year we replaced:

- Nine kitchens at a cost of £54,079
- Six bathrooms at a cost of £37,040
- Two boilers at a cost of £6,093
- Three storage heaters at a cost of £9,110

Our total expenditure was £106,322 (against a budget for the year of £147,200).

In addition:

- We replaced the remaining flat doors at Ursula Lodges to comply with fire recommendations.



- We carried out fire compartmentation works and fire door surveys at two of our schemes.
- We installed smoke/carbon monoxide alarms in our general needs properties.
- We continued our periodic electrical inspections in accordance with our programme.
- We carried out all relevant inspections and servicing in accordance with our health and safety and statutory obligations.

Satisfaction levels with our repairs and maintenance services remains high at 98% (source: repairs satisfaction surveys 2023), whilst 89% were satisfied with the overall condition of their home and 91% were satisfied with the repairs and maintenance service (source: tenant satisfaction survey 2021).

Our homes are let at affordable rents, so they are much cheaper than market rents and the local housing allowance levels in the areas where we operate. Results from our last tenant satisfaction survey, carried out in 2021, concluded that 90% were satisfied that their rent was value for money, whilst 87% were satisfied that their service charge represented value for money. We continue to ensure that our rents are reviewed in line with limits set by the Regulator of Social Housing.

Importantly, we want to set service charges that are seen as representing value for money. Service charges generally cover the costs of upkeep and maintenance of communal areas. We will continue to seek competitive pricing by undertaking a tender process for contracts and obtaining multiple quotes for higher value repairs. The performance of our contractors is also regularly reviewed.

We continue to comply with the Decent Homes Standards and have developed our sustainability strategy and Forward Investment Plan to ensure we meet the targets for zero emissions by 2050.

We continue to outsource our repairs services in order to achieve value for money. This means that we pay for the cost of repairs only and not the costs associated with employing repairs operatives.

Support to promote independent living

We continue to provide support services to tenants who occupy our schemes for older persons.

We are proud to have Sheltered Housing Managers for our 193 sheltered properties, across six schemes. They are based at schemes to provide a person-centred support and advice service, act as first port of call for tenant emergencies and queries, and are essential in ensuring the health and safety of our homes and communal areas.

Providing value for money is central to what we do. This means offering our tenants the best possible combination of quality services and affordable pricing.

Our policy is to ensure that all sheltered housing tenants are offered a support plan and to encourage take-up amongst those with any current or potential support needs.

Areas in which we offer support include:

- Creating and maintaining social involvement and networks
- Carrying out daily skills safely
- Managing support/care
- Managing mobility needs
- Finances

The support planning process is a collaborative one that centres on the needs and wishes of tenants. It may involve other parties or agencies, depending on the tenant's wishes and needs.

As this process is person-centred, some tenants do not feel they need to complete a support plan. However, they are advised that they may change their mind at any time and that this will be reviewed every six months, or in light of any significant changes in their circumstances.

At the end of 2022-23, 40% of tenants completed a support plan (56% in 2021-22; 76% in 2020-21). Everyone who completed a support plan reported they were satisfied with it.

Results from our last tenant satisfaction survey, carried out in 2021, concluded that 97% were satisfied with their SHMs.

The support we provided in 2022-23

	2022-23	2021-22
<i>At year end</i>		
Total number of tenants	210	210
Number of support plans in place	85 (40%)	118 (56%)
Number of people satisfied with their support plan	85 (100%)	118 (100%)
<i>In the course of the year</i>		
Number of falls recorded	46	33
Number of hospital admissions recorded	59	41
Total number of days of hospital admission	715	514
Number of dementia-related incidents recorded	19	35
Number of social activities (excluding regular tea/coffee events)	132	146

Responsive asset management service

Tenants can report repairs to their Sheltered Housing Manager, who will inspect the problem and raise a repair order where appropriate. For more complex repairs, an inspection is carried out by our Building and Maintenance Surveyor, before an order is raised. Repairs orders are set up on our management information system and sent to the relevant contractor.

We set targets for different types of repairs as part of the contracts we negotiate with contractors. Communal repairs and planned maintenance repair orders are raised in the same way by the Sheltered Housing Manager, or by our Building and Maintenance Surveyor.

In 2022-23:

- We raised 809 repair orders and 749 were completed within target times.
- Some 60 repairs were not completed on time for various reasons, including: non-availability of parts/materials; lack of access from the tenant; and contractor availability/staff shortages.
- The percentage of all repairs completed within target time times has increased by 2% to 91% (89% in 2021-22).
- Satisfaction levels with completed repairs remains high at 98%.

Our five strategic objectives are:

1. **Strategy** – To provide excellent support and services that meet the needs of our tenants and our local communities.
2. **Service delivery** – To provide excellent service to tenants and service users.
3. **Finance and growth** – To ensure CSHA remains financially viable and our strategies address this.
4. **People** – To invest in staff to ensure that every staff member has the skills to meet the needs of our tenants and to pre-empt CSHA's future needs by forward planning.
5. **Community and wellbeing** – To build strong links with community organisations and health services to ensure our tenants have access to a range and variety of local opportunities.

Our approach to managing our resources and assets is strategically linked to our strategic objectives. This value for money report summarises the activities we have undertaken in the past year to achieve these aims.

Strategy and service delivery

We continue to provide excellent support and services that meet the needs of our tenants and our local communities. Our approach to understanding whether we provide high quality services is to ask our tenants if they agree that we do.

Results from our most recent annual service standards survey told us:

- 96% were satisfied with the way we responded to letters, faxes and emails within three working days (97% in 2020-21).
- 96% were satisfied with the way we attempted to resolve a query first time, or at least put the tenant in contact with the right person (96% in 2020-21).
- 100% were satisfied that staff carried identification when they visited a tenant's home and were confident that they had been checked with the Disclosure and Barring Service (97% in 2020-21).
- 98% were satisfied we use plain English in our written communications (98% in 2020-21).
- 99% were satisfied that we consult with tenants about the services we offer (95% in 2020-21).



- 98% were satisfied that we sought feedback from tenants to ensure our services meet their needs (95% in 2020-21).
- 98% were satisfied that we consult tenants about changes to services that directly affect them (98% in 2020-21).

Overall, satisfaction levels improved in six areas. For further information on the quality of services see our 'Quality of services' section from page 20.

Results from our most recent tenant satisfaction survey told us 96% were satisfied overall with CSHA compared to 91% in 2018. This survey is carried out every two years.

Finance and growth

Although we did not acquire new homes this year, we made a surplus of £203,581. As a not-for-profit organisation, any surpluses made are reinvested back into the business. In order to ensure financial viability:

- We continue to operate within our rules and in accordance with the financial policies and procedures we have in place.
- We regularly scrutinise our financial information, ensuring that we meet the targets set and that we operate within the confines of the law and regulatory requirements.
- We work with tenants to maximise their income.
- We adopt an ethical investment policy to ensure that our investments do not conflict with our aims. We invest in funds that seek to exclude unethical themes.

- We continue to be governed by experienced Board members.
- We continue to operate an effective framework for risk management and internal controls assurance.

People

We currently employ 13 staff. Seven are based at head office, whilst the remainder are scheme-based staff.

We maintained our spend on staff training of £7,129 (£7,133 in 2021-22). We continue to maintain low staff turnover by investing in our staff, with continuous professional training and development, and by providing an open and collaborative working environment.

Staff are remunerated at a median level compared with the wider housing sector, to ensure adequate recruitment and retention can be achieved. We will continue to invest and support our staff by offering a comprehensive approach to learning and development, and by implementing a pay policy that enables us to retain and attract good quality staff.

Community and wellbeing

As defined by Age UK:

“Wellbeing encapsulates how we are faring, in all domains of life, including financial, health, social, personal and the local environment. It explores the question of how well older people are doing.”

In 2021-22, our Sheltered Housing Managers explored and launched a range of initiatives to order to promote and maintain the wellbeing of our tenants. They included providing information, signposting, arranging events, as well as facilitating and identifying discounts and home services.

In 2022-23, this work was extended to concentrate on promoting wellbeing through intergenerational outreach, providing staff with the tools to support tenants with the cost of living, and reducing tenant costs by finding ways to improve energy efficiency in communal areas.

Intergenerational outreach

Various benefits of intergenerational activities have been documented. For older people these include: reducing social isolation and loneliness; sharing wisdom and experience; keeping mentally

and physically active; and seeking out opportunities that may not be available elsewhere. For younger people, they include: encouragement of communication and social skills; increasing confidence and self-esteem; developing a sense of responsibility; and increasing positive relationships and understanding with older people.

In 2022-23, the Housing Services Manager created a written framework for our approach to intergenerational outreach initiatives.

Sheltered Housing Managers spoke to tenants to gauge what they would like to see and conducted a range of activities.

- Local Brownies visited to play games and do craft activities with tenants on an ongoing basis.
- Teenagers with autism from a local school visited tenants to build tenants’ IT skills and play games.
- Teenagers from a local college visited to assist with troubleshooting tenants’ IT problems and to help build tenants’ digital skills.
- We investigated opportunities for future events such as carol singing.
- We arranged a family crafting event and coronation events for the coming year.

These events were generally well attended and tenants reported looking forward to them.



The cost of living

We have to respond to changing pressures that may have an impact on our tenants, such as the large increases in the cost of living seen in 2022-23 and inflation rates above 10% for most of this period. Our Sheltered Housing Managers are best

placed to offer tenants such support due to maintaining frequent contact through an on-site presence and close working relationships.

The following steps were undertaken:

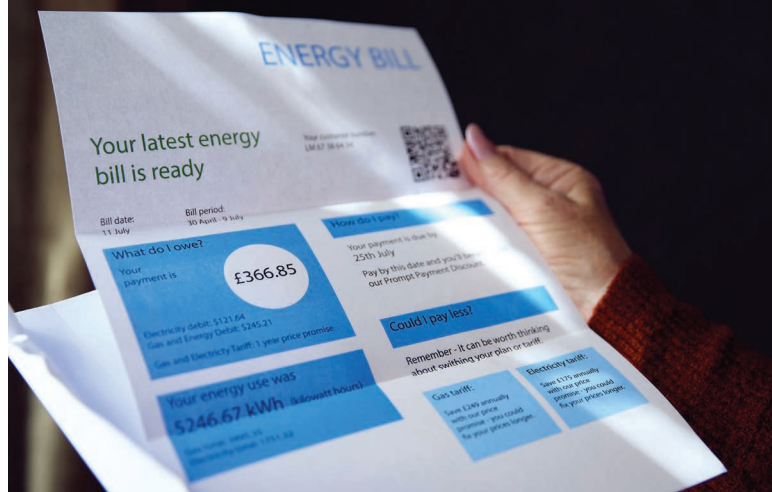
- Our Sheltered Housing Managers underwent benefits training/refresher training in order to be able to support tenants in maximising their income, and to make appropriate referrals to other agencies.
- We circulated information to tenants about current financial support, with the cost-of-living and welfare benefits available.
- We distributed tips about managing the cost of living. These were collected by Sheltered Housing Managers in collaboration with tenants. Examples of this included:
 - Tips to reduce energy bills from guest speakers of non-profit organisations, plus the provision of shower heads to reduce water usage
 - Details of local warm hubs
 - Information about how to use storage heaters and immersion heaters effectively
 - Using curtains to reduce heat loss, closing internal doors, making simple draught excluders, and not blocking radiators
 - Tracking energy usage with a smart meter
 - Using the 'eco' mode on appliances
 - Buying energy-efficient appliances when replacing them
 - Using methods of cooking that use less energy, e.g. batch cooking, using slow cookers and air fryers, using lids on pans

Energy efficiency in communal areas

Tenants in our sheltered housing meet the cost of running communal areas in their rent. With huge utility cost increases, we have needed to review the energy efficiency of communal areas and engaged tenants in this process.

We undertook the following:

- Sheltered Housing Managers liaised with tenants to find ways of using communal areas more efficiently, and have fed responses back to head office for implementation, where appropriate. These include:
 - Identifying where and how many communal lights could be made more efficient by upgrading bulbs/fittings, e.g. from fluorescent to LED



- Identifying where and how many communal lights are on for long periods/constantly (e.g. corridors, laundry rooms, bin areas) and which could benefit from sensor activation,
- Using communal laundry facilities efficiently by ensuring that machines are not over or under-filled, and by using eco settings and outdoor airers
- Reviewing communal heating by turning thermostats down or turning some communal area radiators off where heating levels are sufficient
- Following tenant comments/queries, the Building Maintenance Surveyor has commenced a programme to replace storage/panel heaters with more efficient models at Lingwood in Bexleyheath.
- Following tenant comments/queries, we investigated options for the replacement of immersion heaters at Lingwood.

Strategic focus on Value for Money (VfM)

Our Business Plan includes three key strategic objectives, each of which focuses on value for money.

1. Investing in technological developments, to improve efficiency in the business and create greater choices for our tenants

Being digitally capable is of paramount importance. We will continue to explore and embrace the further use of technology, by examining ways to operate more effectively and efficiently, with the ultimate goal of improving services to tenants.

Tenants being able to access the internet provides broader benefits, by helping to address wider social and economic issues like reducing isolation and supporting economic growth. The key aims of our digital inclusion strategy are summarised as follows:

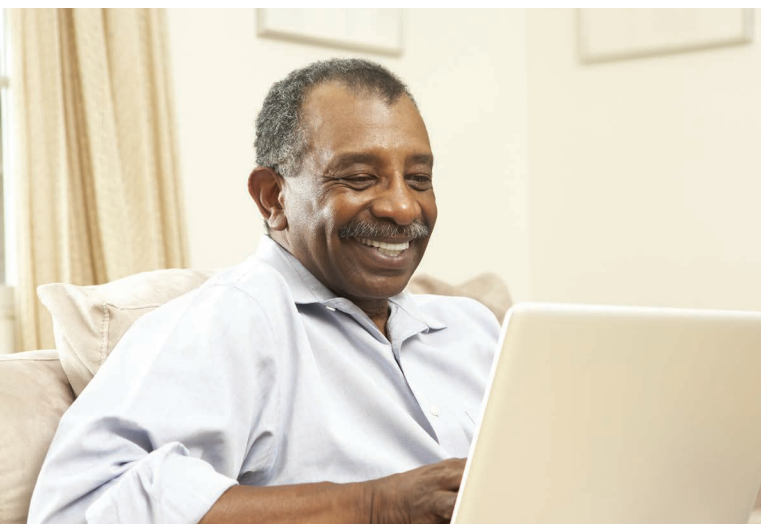
- To reduce digital exclusion amongst tenants living in our sheltered housing schemes
- To maximise digital opportunities for our sheltered housing tenants by providing affordable Wi-Fi to each flat
- To empower and equip tenants living in our sheltered schemes to be digitally included
- To identify and train staff/tenant digital champions to be competent in the delivery of digital training and advice to tenants
- To review digital platforms that can assist in service delivery and tenant involvement
- To ensure that the needs and abilities of all tenants are taken into account when introducing digital platforms.

This year:

- We have enabled Wi-Fi connectivity in the majority of our tenants' homes.
- We have provided training and information for tenants on exploring preventative measures to protect them from online scams and the misuse of their personal information, when using online services.
- We have updated our internal systems to enable staff to work remotely.
- We have upgraded our office telephony system, which has enabled VOIP capabilities.

2. Ensure plans for growth are linked to realistic targets, are assessed on a scheme-by-scheme basis and do not compromise CSHA's financial viability

We intend to utilise available reserves and borrowing capacity in order to grow the number of homes we own. We will be renewing our discussion with lenders in order to determine our ability to



grow. We recognise that more homes must be balanced against our ability to maintain and improve our existing homes, and to meet the challenges of the zero carbon agenda.

We are mindful of the uncertainty of current economic conditions and changes in the regulatory environment, which may affect our ability to develop. Therefore the Board has resolved not to set any specific targets for new homes for the next five years. However, we will continue to seek out development opportunities that are consistent with our aims and objectives by taking into account:

- **Desirability** – the degree to which each option meets our strategic objectives and the priorities of stakeholders
- **Viability** – the degree to which each option is financially viable and sustainable
- **Feasibility** – the degree to which each option can be implemented

3. Improve our performance against our competitors in relation to value for money performance indicators

We continue to benchmark our performance against that of our competitors and our performance is set out later in this report.

To ensure that our resources are appropriately deployed, we are committed to finding efficiencies where we can, whilst maintaining quality. These efficiencies are considered as part of our budget-setting process. However, with the ongoing and significant increases to the cost of living, we will continue to be robust in our financial planning and forecasting – in order to ensure our long-term financial viability, whilst at the same time supporting our tenants to remain financially resilient.

Social value and meeting changing needs of our tenants

We understand that an affordable, safe and stable home is important to many of our tenants. We offer lifetime tenancies to give this security. However, we also recognise that our tenants' needs change over time and they may need support to remain in their homes independently for as long as possible. Our support service allows us to work with our tenants and to empower them to identify and implement ways to stay independent.

In addition to the benefits to tenants of keeping

safe, well and independent, there are wider social and monetary advantages.

For example:

- Tenants with conditions such as dementia can remain independent for longer through accessing a network of resources, risk assessment and reduction, plus providing an environment that is sensitive to the needs of the individual.
- We can assist individual tenants to address things that matter to them, such as reducing costs in the current financial climate, or managing their finances.
- We can signpost tenants to help them maximise their income when circumstances change, such as applying for benefits as they retire or if they develop care and support needs.
- We help to build a sense of safety in communities that look out for each other.
- We facilitate monetary and resource savings to the NHS and social care by promoting access to services. We also assess and reduce risk. Should a tenant be discharged from hospital, they are offered regular checks and a safe and supportive environment in which to recover.
- In a period of great demand, we offer our nominating local authorities permanent housing for the over-60s in housing need – maximising the use of limited housing stock.

Return on our assets

This year, we generated a surplus of £203,581 (against a budget of £55,430). This is because we were able to capitalise the cost of replacing fire doors at Ursula Lodges, as well as reducing the amount we spent on void properties.

In addition, we achieved the following:

- We generated £22,167 in interest received on our principal investment (£12,843 in 2021-22).
- We met our planned spend on maintenance and major repairs, despite the ongoing challenge of significant increases in the cost of living.
- We spent 3.51% of our rental income on major repairs (7.3% in 2021-22).
- We spent 22.36% of our rental income on routine repairs (30% in 2021-22).
- We spent £420,232 on housing management (£399,478 in 2021-22).
- Interest cover currently stands at times 3.05, which means we are able to cover our loan interest payments.
- We have sufficient liquidity to meet all of our debts, should they become payable in one year.
- Our housing management cost per home is £1,637. This is more expensive than any of our peers (peer median stands at £434). This is because many of our peers do not employ full-time Sheltered Housing Managers, or have live-in onsite Sheltered Housing Managers, which make up a large percentage of our management costs.
- Our overheads as a percentage of our turnover is slightly higher than that of our benchmarking competitors.
- Our cost per unit for responsive repairs and void repairs currently stands at £417. This is cheaper than the average for our peer group.

Our performance towards this strategic aim is measured by a set of performance indicators agreed by the Board. This allows us to demonstrate delivery of VfM to our tenants and to compare performance externally with comparable organisations.

We compare our performance with Smaller Providers Benchmarking (SPBM), which is the national, smaller housing providers' benchmarking network, facilitated by Acuity in partnership with Housemark. It is aimed at housing providers with up to 1,000 homes. We also compare our performance with the Housing for Older Persons (HfOP) benchmarking club, which specialises in sheltered housing. Comparisons to the HfOP are more relevant to our specialist services and size than either sector-wide performance statistics or SPBM statistics. On the next page, there is an extract from our performance statistics.



Overall operating results

	CSHA 2022-23	HfOP Median 2022-23	SPBM Median 2022-23
Overhead costs as a % of turnover	24.53%	19.35%	18.2%
Responsive repairs and voids repairs per unit £s	£417	£696	£802
Housing Management cost per unit £s	£1,637	£434	£493



The focus for 2023-24 continues to be on providing excellent services to tenants that represent value for money. We are committed to activities that provide a more efficient use of resources and that minimise the harmful impact on the environment.

Our challenge continues to be finding economies of scale for service delivery, whilst meeting the challenges of the unprecedented increases in the cost of living. Delivering VfM is embedded within our culture and governance arrangements and is clearly measured by the achievements outlined above relating to system improvements, growth aspirations and financial performance. However, the Board has a continued commitment to VfM and seeks to continually improve the unit cost of managing our homes, whilst simultaneously increasing the revenue generated from new business.

We embrace our past, but are mindful of the difficult operating environment we find ourselves in. Therefore our focus is to ensure that we continue to deliver high quality services and well-maintained homes, but at the same time recognise that tenants must be given the support and advice they need to ensure they can remain independent. Our mission has not changed and it still resonates as it did over 50 years ago.

Quality of services

Our approach to understanding whether we provide high quality services is to ask our tenants if they agree:

- We carry out a tenant satisfaction survey every two years.
- We carry out an annual survey on how we have performed against agreed service standards.
- We carry out repair satisfaction surveys, after each completed repair.
- We engage with our Tenant Engagement Scrutiny Panel.
- We hold quarterly meetings at each of our schemes.
- We run ad hoc surveys and feedback groups.

Tenant satisfaction survey

The last tenant satisfaction survey was carried out in 2021. We use the results of this survey to show us where we need to improve services. Survey feedback also helps us to check quality, receive qualitative data about our services and make adjustments to ensure that our performance remains at a high standard.

Telephone surveys were carried out successfully, with 82 out of 198 households – a response rate of 41.4%. However, this was lower than the response rate in 2018 of 50.5%.

Key highlights of the survey:

- In all, 91% were happy that we engage with tenants in a way that suits them and 93% found us easy to deal with, but only 85% felt that we listened to their views and 8% were actively dissatisfied in this area.
- A total of 89% of tenants were satisfied with the quality of their home, but 96% were satisfied that their home was safe and secure.
- A total of 90% of tenants expressed satisfaction that their core rent provided value for money, with 8% dissatisfied.
- We found that 91% of tenants were satisfied with how we handle complaints, with 7% dissatisfied.
- Satisfaction with our handling of anti-social behaviour ran at 96%, with 4% dissatisfied.

Tenant satisfaction survey results

Area	Satisfaction		Trend
	2021	2018	
Overall satisfaction	96%	91%	↑
Overall condition of the home	89%	91%	↓
Neighbourhood	94%	93%	↑
Value for money: rent	90%	94%	↓
Value for money: service charge	87%	90%	↓
Repairs & maintenance	91%	92%	↓
Dealing with anti-social behaviour	96%	85%	↑
Dealing with complaints	91%	88%	↑
Sheltered Housing Manager	97%	98%	↓
Safety and security of your home	96%	92%	↑
CSHA treats tenants fairly	90%	88%	↑

Key

Green = no change or improvement
 Amber = Within 1% below the last result
 Red = More than 1% below last result

The next survey is due to be carried out in autumn of 2023.



Annual service standards survey 2022-23

One of the ways we engage with our tenants is by setting and reviewing our service standards, on an annual basis. These standards are displayed at each of our schemes, in a communal area.

The service standards cover seven areas:

- Communicating with you
- Tenant choice and customer service
- Quality of accommodation
- Estate management
- Tenant empowerment
- Complaints compliments and queries
- Support services

In January 2023, a survey was sent to all 197 tenants. In all, 97 households responded – a return rate of 49.2%, which was 3.3% lower than for the previous year. We would like to thank tenants who responded to this year's survey, as it provides meaningful information to help us assess whether our services have improved and to report on progress made against each of the standards set.

Most of our satisfaction rates were very similar to the previous year. However:

- Satisfaction with the availability of our complaints policy decreased by 4%.
- Satisfaction that staff carry identification when they visit a tenant's home and that they are checked with the Disclosure and Barring Service rose by 3%.
- Satisfaction that we consult with tenants to provide choice about the services we offer rose by 4%.
- Satisfaction that we sought feedback from tenants to ensure our services meet their needs rose by 3%.
- Satisfaction that communal areas are safe, clean and well maintained rose by 2%.

Some elements of the service standards are not included in the survey to tenants as we have quantifiable results for these.

The remaining performance information is below:

- Newsletters were produced each quarter in 2022-23, distributed to tenants who request a copy and downloaded to our website.



Service standard survey results

	2022-23	2020-21	2018-19
Communicating with tenants			
Satisfied with the way we respond to letter, faxes and emails within three working days	96%	97%	94%
Satisfied with the way we attempted to resolve a query first time, or at least put the tenant in contact with the right person	96%	96%	95%
Satisfied that staff carried identification (ID) when they visited a tenant's home and that they are checked with the Disclosure and Barring Service (DBS)	100%	97%	96%
Satisfied that we use plain English in our written communications	98%	98%	98%
Tenants' choice and customer service			
Satisfied that we consult with tenants about the services we offer	99%	95%	91%
Satisfied that we sought feedback from tenants to ensure our services meet their needs	98%	95%	86%
Satisfied that we consult tenants about changes to services that directly affect them	98%	98%	90%
Estate management			
Satisfied that communal areas are safe, clean and well maintained	99%	97%	98%
Complaints			
Satisfied that our complaints, compliments and queries policy was made available to tenants	96%	100%	100%

- All of our properties meet Decent Homes Standards in line with Government legislation.
- Repair completion targets fell below our targets and are showing under performance benchmarking on page 34. We continue to provide an out-of-hours emergency repair service to tenants.
- Sheltered Housing Managers carried out regular inspections at all schemes in line with our health and safety policy.
- We set a target of two tenants to sit on our Board. Following the formation of the Tenant Engagement and Scrutiny Panel, the Chair of this panel and another tenant have both agreed to sit on our Board. We have therefore met this target in 2022-23.

Repair satisfaction surveys

Satisfaction levels with repairs carried out remains high at 98% (99% in 2021-22).

Complaints and compliments

We received seven complaints and two compliments during 2022-23, compared with 12 complaints and three compliments during the previous year.

Following analysis, we found that none of the complaints received resulted from a policy or procedure that had an adverse impact on any of the complainants, based on the protected characteristics set out in the Equality Act 2010.

Tenant Satisfaction Measures

The new Tenant Satisfaction Measures (TSMs), which became effective as of 1 April 2023, require us to collect and provide information. They are designed to support effective scrutiny by tenants of our performance in managing our homes and neighbourhoods.

The measures are intended to make our performance more visible and help tenants hold us to account. We will be measured on a set of criteria that tenants will have access to and will be able to compare with other landlords.

There are 22 tenant satisfaction measures, covering five themes. Ten will be measured directly by CSHA and 12 will be measured by carrying out tenant perception surveys. Following the publication of

the new measures, we updated our reporting template to reflect the five themes of:

- Keeping properties in a good state of repair
- Maintaining building safety
- Respectful and helpful engagement
- Effective handling of complaints
- Responsible neighbourhood and management

We are already monitoring a large majority of the measures. However, we will be updating our surveys to ensure that all of the new measures are incorporated into our existing surveys and reporting templates.

Our Tenant Engagement Scrutiny Panel and the Board are provided with information on a quarterly basis in order to assess, scrutinise and monitor these measures.

Looking to the future

Overall satisfaction levels remain high, however we recognise that the demographics of the households we let to are changing. It is essential for our engagement methods to take this into account and essential that our Board and governance arrangements reflect the changing demographics of our tenants, so that we are best placed to make strategic decisions in the best interests of the communities we serve.

We will seek to understand if there are different satisfaction rates between new and existing tenants to ensure we can work to meet the expectations of all tenants – now and in the near future.

Equality & diversity report

We are committed to the principle of equality and opportunity. We seek to create a working environment that is inclusive and free from discrimination or harassment, in our service delivery and employment. We believe that everyone has the right to be treated equally and fairly.

We adhere to our legal duties in relation to equality – principally the Equality Act 2010 – not only as an employer of people, but as a service provider to diverse communities.

We respond to the diverse needs of tenants and have put in place various policies and procedures to ensure that tenants are treated with fairness and respect.

Our approach

We have made various commitments and have set objectives in relation to equality, diversity and inclusion.

These commitments and objectives are set out in various policies – principally in our equality and diversity strategy, equality and diversity policy and our code of governance.

We are committed to removing barriers in order to promote equality of opportunity. Our aims and objectives are set in our equality and diversity strategy.

Our commitments can be summarised as:

- Providing housing for diverse groups
- Ensuring that service delivery takes into account the needs of the wider community



- Developing and sustaining long-term relationships with organisations, which will yield mutual and significant benefits

As a result, we continue to do the following:

- We review demographic data in order to respond to the changing characteristics of tenants and to understand tenants' needs. The specific requirements of each tenant are identified as part of the support planning process. The support offered is tailor made and specifically addresses individual requirements.
- We regularly review policies associated with human resources to ensure that these policies continue to meet the needs of a diverse workforce.
- We provide equality and diversity training so that staff and Board members can plan and deliver responsive services that meet the needs of the wider communities.
- We record lettings via the government's CORE system. This includes, but is not limited to, age, employment status, disability, ethnicity and some financial details.
- We prepare an annual report of all lettings, which takes into account the diversity of applicants.
- We comply with regulatory obligations.

Ensuring our purpose is aligned with our values

Staff and Board members must demonstrate and are assessed against whether they:

- Treat tenants according to their needs
- Act in accordance with the laws on equality
- Reinforce appropriate language and actions that take into account the uniqueness of individuals

Staff are assessed against all of CSHA's values, as listed below:

RESPECT – To treat tenants with courtesy and respect even when the conduct and language of others is challenging or difficult

UNDERSTANDING – To co-operate and empathise

with tenants, in order to achieve co-operation and mutual understanding

TOLERANCE – To enable tenants to put forward their views, in order to achieve a better living environment for them and others

EQUALITY – To have regard to the uniqueness of individuals adhering to the Equality Act 2010

PRIVACY – To preserve people's rights to confidentiality, to exercise control over their own personal lives

INTEGRITY – To act in a consistent and even-handed way in all our relationships and decision-making

Our mission is aligned with CSHA's values and behaviours:

- We have strategies and policies in place to address them, including the equality and diversity strategy, equality and diversity policy, appraisal framework (for staff and Board members), recruitment policy, and support needs and risk assessment policy.
- We set out our aims and objectives to achieve equality of opportunity.
- We have clear and well-publicised values in place, which are assessed against an appropriate performance management framework.
- We provide training and support for all staff and Board members.
- We provide the opportunity for tenants to set out their specific needs via the support planning process and we base our support on their individual requirements.

- We carry out analysis of demographic data to understand the communities we serve and to respond to the services required.

How we are run

The Board sets and actively drives the organisation's social purpose, mission and values, and through this embeds within the organisation resident focus, inclusion, integrity, openness and accountability. This function is set out in the various policies and procedures around human resources and equality and diversity.

The Board demonstrates a clear and active commitment to achieving equality of opportunity, diversity and inclusion in all of the organisation's activities, as well as in its own composition. It has policies and statements which meaningfully demonstrate this commitment, and sets priorities and objectives for the organisation to achieve.

CSHA is led by a skilled and diverse Board, which regularly reviews and capably manages its own performance and effectiveness, and ensures that it complies with its rules (the code of governance). The Board has a diverse membership, with the collective skills and attributes needed to govern effectively. A review of the skills and composition of the Board is undertaken annually.

The membership of the Board and committees comprises people with diverse backgrounds and attributes, having regard to the diversity of the communities the organisation serves and in line with our stated commitments to equality, diversity and inclusion. However, we will also work to ensure that Board members reflect the most up-to-date demographic data, whilst at the same time balancing the need for Board members to be recruited on the basis of their skills, knowledge, experience and ability to contribute.

Who lives in our homes

The purpose of social housing is to provide homes for those who cannot afford to access homes on the open market. When considering equality, diversity and inclusion amongst staff of housing associations, it is useful to reflect on the extent staff are representative of people living in social housing.



In social housing, 54% of women are the head of households compared to 40.9% of the population (2018-19). In all, last year, women made up 59% of our tenants and 52.2% of our households are lone females.

More than half of housing association households (53%) in 2018-19 had at least one household member who is disabled or has a long-term illness, compared with 34% for the population. In 2022-23, we did not routinely collect and store information based on disability for demographics purposes.

In 2022-23, we did not routinely collect and store information based on ethnic background. However, we know that, in England, 18% of the national population was Black, Asian, and Minority Ethnic (BAME) at the time of the 2021 census. In England, 14.9% of households living in housing association homes in 2018-19 were headed by ethnic minorities, compared to 11.9% across the population.

In 2022-23, we did not routinely collect and store information based on religious beliefs. Around two-thirds (69%) of social renters had a religion, according to EHS 2017-18 data – of these, 60% were Christian and 6% Muslim.

Executive and Board representation

As at 1 June 2023, 80% of our executive were women.

BME representation at executive level was 20%, compared to under 9.1% sector wide.

Nationally, boards are slightly more representative, with 13.6% of board members identifying as BME. However, 8% of CSHA's Board identified as BME last year and 8% identified as Irish and other. The remaining Board members identified as white English (84%).

The age range of the Board varied, with 27% in the age range 55-59 years, 9% in the age range of 50-54, 9% in the age range of 40-44, 9% in the age range of 35-39 and 45% in the age range of 65+.

Some 54% of the Board identified as Christian, whilst 27% identified with no religion and 18% did not say.

A total of 36% of the Board were in full-time employment, whilst 27% worked part time and 36% are retired.

Representation of women

Some 54% of tenants living in our properties were headed by a woman and 92% of our total workforce are women. On our Board, 64% are women. This compares favourably to the national picture. In a survey carried out by *Inside Housing* in 2019, 41.1% of board members from 61 housing associations were women, and only 39.7% of women were represented at executive level. CSHA is headed by a woman and its Audit and Risk Committee is also headed by a woman. In all, 80% of our executive are women.



LGBTQ+ and disability representation

It is suggested that there is a substantial under-representation of both LGBT and disabled people within senior leadership across the sector. A recent survey by *Inside Housing* found:

- Some 2.4% of board members identified as LGBTQ+, across 61 associations.
- A total of 3.5% of executives (nationally, 2.3% of people in England) identified as LGB in 2018.
- For those who identify as disabled, the figures were 4.8% at board and 3.2% at executive level.
- In 53% of housing association households, at least one member was disabled or had a long-term illness.

None of our Board members identified themselves as disabled, or as LGB, or as LGBTQ+. Some 23% of our workforce stated that they had a disability.

Gender pay gap

We are not required to publish data about equal pay, as we do not employ 250 people or more.

Workforce profile

There is very limited insight of protected characteristics in which to compare with the sector. However, we collected survey data from staff in the following areas:

Gender – 92% described themselves as female and 8% as male.

Age range – ages 35-39(15%); 45-49 (8%); 40-54 (8%); 55-59 (46%); 60-64 (15%); 65+ (8%).

Ethnicity – 77% of the workforce described themselves as white/English; 15% as black/Caribbean; 8% as white/Welsh.

Disability – 23% of the workforce stated that they have a disability; 77% said they did not.

Sexual orientation – All of the workforce identified their sexuality as heterosexual.

Religion – 46% of the workforce identified as Christian; 38% had no religion; 16% did not answer this question.

Working patterns – 46% of the workforce are part time; the remaining 54% are full time; 15% the workforce work the majority of their hours from home.

Caring responsibility – 30% of the workforce said that they had caring responsibility; 70% did not have caring responsibilities.



Environmental, social and governance reporting

Environmental, Social and Governance (ESG) reporting is a global initiative that helps investors, customers and wider stakeholders understand the impact a business has on the environment, how it benefits society, and how its governance structures ensure transparency about risks and opportunities. ESG reporting has increasingly become a key area of focus for the social housing sector. This year, we have decided to report against these standards as a matter of best practice.

Environmental

The United Nations 2015 Paris Agreement was put in place to strengthen the global response to the threat of climate change, by taking action to limit global temperature rises. Follow-up scientific reports and conferences, including 2021's COP26 event, have tightened climate change targets to halve emissions over the next decade and reach net zero carbon emissions by the middle of the century.

The Sustainability Reporting Standard for Social Housing (SRS), launched in 2020, measures the sector's progress towards these global targets by looking at the work landlords do and by setting out relevant metrics for adopters to compile and report on. Climate change ESG measures put figures on the sector's environmental impact in terms of energy efficiency, emissions and ecology.



The top energy efficiency actions undertaken in the last year by the housing sector consisted of:

- Improving building fabric and components of existing homes
- Strategic and financial planning
- Building efficient new homes
- Utilising smart technology in homes
- Refining stock data
- Switching energy supply to renewable sources

Improving building fabric and components of existing homes

CSHA has prioritised works associated with the fabric of our buildings, as well as costs and timescales, into our Forward Investment Plan. So far, we have achieved the following:

- We have carried out and will review insulation works at all of our schemes.
- We have carried out cavity wall insulation where appropriate.
- We have planned and costed further works associated with the fabric of our buildings.
- We have incorporated costs associated with works into our annual budgets going forward.
- We have begun to plan and cost the replacement of traditional lighting to be upgraded to LED fittings with sensors to achieve energy efficiency.

Strategic and financial planning

Our sustainability strategy sets out how we will act to meet climate, environment and sustainability challenges. The strategy provides for CSHA's general direction and also provides a framework where innovation and improvements are enabled. This strategy was approved by the Board in 2022.

Our strategy was informed by an energy efficiency and decarbonisation study of our stock.

We have prioritised works that will improve the energy efficiency of a home by investing in its insulation before investing in clean heat (new heating systems).



Following on from this, we have developed a Forward Investment Plan, which coincides the timing of upgrading and 'retrofit' works with the natural life expiry of related components. The plan also includes an estimation of costs. Such costs will be incorporated into our annual budgets going forward.

Building efficient new homes

Any homes that we acquire or build will be efficient and meet the housing sustainability standards.

Utilising smart technology in homes

The aged UK telephony network is to be upgraded to meet the demands of digital communications. By the 31 December 2025, the existing analogue telephone system will be switched off, to be replaced by a digital communication network. We will plan and cost for the renewal of our telecare services in 2023.

New and emerging technologies will play a critical role in reducing our carbon footprint. The ability to use smart meters, light sensors and systems to control services such as heating, ventilation and lighting will make homes more comfortable, especially for more vulnerable tenants.

Refining stock data

We carried out a stock condition survey in 2009. Since that time, we have continued to update information about our properties when works are carried out. As a small organisation, we have been able to establish what needs to be done and the costs of meeting the zero carbon targets. We therefore have no plans, at this moment in time, to carry out a further survey within the next two years.

Switching energy supply to renewable sources

Most of our schemes operate communal boilers. Prior to the rise in energy costs, we aimed to switch energy supplies to companies that were able to demonstrate green credentials.

EPC ratings of new and existing homes

The top energy efficiency action in the last year saw landlords tackle improvements to building fabric and components of existing homes. Data for the Sustainability Reporting Standard shows:

- Some 1.45 million social homes have an EPC rating of D or lower.
- One in four landlords were unable to report the rating for some or all of their properties.
- In all, 71% of existing social homes had an EPC rating of C+.
- All new social homes had an EPC rating of C+.

We can report that 90.44% of our properties have an EPC rating of C or above.

Scope 1, 2 and 3 green house emissions

Scope 1 – 14% direct emissions from owned or controlled sources

Scope 2 – 6% indirect emissions from owned or controlled sources

Scope 3 – 80% other indirect emissions capturing value chain emissions

Reporting on the Sustainability Reporting Standard shows that 1.5 tonnes of CO₂ are emitted by the social housing sector per unit. Some 59% of landlords were able to provide some figures for Scope 1-3 emissions, while 43% were able to provide a full breakdown of figures for Scope 1-3 emissions.

CSHA is not able to provide a response to green house emissions from scope 1-3.

Ecology and resource management strategy

When it comes to ecology and resource management strategies, housing sector adopters report as shown on the next page.

CSHA has systems and strategies in place at all schemes to ensure and maintain good water quality. Monthly, quarterly, six-monthly and annual programmes with an approved contractor have been in place for some time and this will continue.

Ecology and resource management: data for early adopters

	Strategy in place	Planning to develop a strategy	No plans to develop a strategy
Good water management	33%	33%	34%
Waste management incorporating building materials	50%	29%	21%
Use or increase the use of responsibly sourced materials for all building works	28%	48%	24%
Actively manage and reduce all pollutants	28%	33%	39%

Pollutants are controlled, used and disposed of in a responsible manner. COSHH (Control of Substances Hazardous to Health) guidelines are followed at all schemes and offices.

We only use approved contractors. This ensures that only responsibly sourced materials are used. Approved contractors remove and dispose of building materials. Where this is not possible, we will only use contractors who have provided evidence that they hold appropriate waste carrier licenses.

However, we have been unable to report on the following:

- Waste management incorporating building materials
- Use or increase the use of responsibly sourced materials for all building works
- Actively manage and reduce all pollutants

Social

ESG metrics apply globally to all types of businesses and all industries. While some sectors may struggle to highlight examples of positive social outcomes resulting from their work, social housing has a demonstrable social purpose and a well-established sense of corporate responsibility and social value.

Many of the measures in the Sustainability and Reporting Standard that fall into the social category are focused on qualitative results – tangible examples rather than simply numbers. This is highlighted by adopters’ responses to SRS measures looking at the residents’ voice and support provided to customers. Other qualifiable measures show how the sector provides good quality, safe, secure and affordable homes for people in housing need.

Our homes are let on social rents and are below

both market rents and local housing allowance rates. Like other landlords, we are reducing the impacts of fuel poverty by:

- Improving the efficiency of existing homes with LED lighting
- Raising awareness on how to get the most from your energy
- Providing support and advice for tenants
- Utilising smart technology in homes

Building safety and quality

The data shows that over three-quarters (77%) of landlords have a fire risk assessment in place for all of their homes. CSHA has fire risk assessments in place for all our schemes and offices. At our schemes, remedial works highlighted by risk assessments are carried out as per the recommendations of a qualified assessor.

In addition, 100% of our properties have an up-to-date Gas Safe certificate.

Overall, 60% of landlords reported compliance against the Decent Homes Standard for all their properties. All of our properties comply with the Decent Homes Standard. We have a plan for the upgrade/renewal of components such as kitchens, bathrooms and boilers.



Most common tenant support services

Like other landlords, the most common tenant support services we offer are:

- General advice
- Mental health and wellbeing
- Practical help
- Community support
- Digital inclusion
- Partnering with local public sector agencies

However, we recognise that this is not consistent across all of our schemes. We will be working with Sheltered Housing Managers to develop a consistent approach.

Tenant voice

Resident voice has been a key priority, with 93% of landlords using formal groups to improve accountability. We measure tenant satisfaction and service quality using the following processes:

- Perception surveys
- Transactional surveys
- Focus groups
- Meeting with tenants
- Complaints

We carry out an annual service standards survey, which is sent to all tenants. The standards we work to have been produced in consultation with tenants.

Every two years, we carry out a tenant satisfaction survey, which is sent to all tenants. The survey covers all areas of our work and provides a general picture of the satisfaction levels.

Tenants are actively informed about policy and procedure on complaints, compliments and queries. A leaflet is handed to new tenants at sign up and the policy is made available at all schemes in a communal area. Complaints and compliments are

recorded and reported to tenants in our regular newsletters.

Tenants complete a repairs survey after a repair is carried out. This provides us with information with regard to satisfaction levels with completed repairs.

We have a Tenant Engagement and Scrutiny Panel (TESP), consisting of tenants from around CSHA, including our family accommodation.

Tenants in all schemes have the opportunity to meet the Housing Services Manager and the Chief Executive on a quarterly basis. In addition, members of staff are available on an *ad hoc* basis to visit schemes at any time. Members of staff arrange regular informal events such as coffee mornings with tenants at schemes.

Governance

Around 60% of UK social housing is provided by housing associations operating not-for-profit models that see commercial approaches generating surpluses for reinvestment. Regulatory bodies across each UK nation provide assurance through stringent governance requirements to safeguard taxpayers' interests and the reputation of social housing as a safe option with well-managed finances backed by robust regulation.

Governance in the sustainability and reporting standard uses measures that demonstrate adopters' adherence to industry and regulatory standards as well as establishing some benchmarks to show how governing bodies demographically represent people who live in social housing.

Structure and governance

Board composition remains an area of focus, with enhanced reporting, highlighting that women make up 37% of boards, with Black, Asian and Minority Ethnic (BAME) representation at only 9%, despite 73% of early housing association adopters reporting data.

Of the 47% of early adopters who reported disability data, more than half had no board representation.

As at 1 June 2023, CSHA has 11 Board members, including four males (36%) and seven female (64%) members. No Board members described themselves as disabled and one Board member (9%) identified as BAME. Two Board members are CSHA tenants.



As a result of our size, we do not have a governance rating and we are not subject to the governance rating process. However, we continue to comply with the Regulator's governance and financial viability standard.

All Board members are non-executive members and there is executive representation at all Board and committee meetings.

The roles of the Board Chair, Audit and Risk Committee Chair, Development Committee Chair and Chief Executive are held by different people.

We operate a Board member and selection policy. However, we do not present a succession plan. We know when further recruitment to the Board will be required and act accordingly.

We use the National Housing Federation (NHF) Code of Governance and are compliant with the 2020 version.

On average, landlords have been working with their current audit partner for five years. This also applies to CSHA.

Our Audit and Risk Committee currently has members with relevant financial experience.

We conduct effectiveness reviews of the Board and committees annually.

Staffing

Analysis shows that 81% of landlords are Real Living Wage employers and of those who submitted data, there was a gender pay gap median of 7%. All CSHA employees are paid above the Real Living Wage.

Across the sector, 6.3 days were lost, on average, due to sickness absence. At CSHA, the figure was 3.04 days.

We do not report data on the gender pay gap, due to the size of our organisation.

Board demographics

We report data on Board demographics in our equality and diversity report, contained within this annual report.

Board tenure

On average, our Board members have been active for 3.5 years. In the past two years, we have seen 26% turnover of Board members and executives.

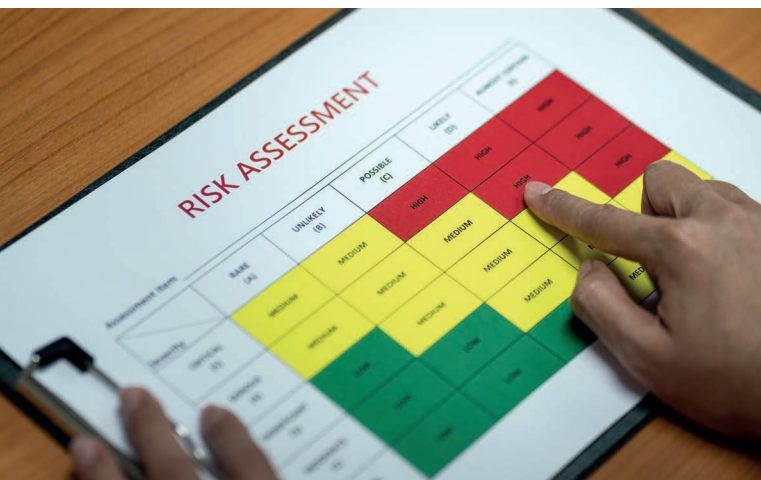
This is slightly higher than sector staff turnover over the same period.

- CSHA Board turnover in the past two years: 42%
- CSHA staff turnover in the past two years: 31%

Maximum tenure for board members

We comply with the rules on Board tenure as set out in the CSHA rules.

Statement on our approach to managing risks



The Board actively manages the risks faced by CSHA and obtains robust assurance that controls are effective and that plans and compliance obligations are being delivered. We also ensure that the organisation is financially viable.

In line with our mission and values, the Board retains ultimate responsibility for the organisation's compliance with all legal, statutory, regulatory and constitutional requirements. Each year, a review is carried out to ensure that we meet our compliance obligations in accordance with our code of governance and the financial viability regulatory standard. In carrying out these reviews, we ensure the following:

- We adhere to all relevant legislation.
- We comply with governing documents and regulatory requirements and remain accountable to tenants, the Regulator and relevant stakeholders.
- We safeguard taxpayers' interests and the reputation of the sector.
- We have an effective framework for risk management and internal controls assurance.
- We protect social housing assets.

We manage our risks by ensuring that there is a risk strategy in place, which is regularly reviewed and includes a robust and prudent framework for business planning, risk and control. This enables us to ensure the following:

- There is access to sufficient liquidity at all times.
- Financial forecasts are based on appropriate and reasonable assumptions.
- Effective systems are in place to monitor and accurately report the delivery of our plans.
- We consider the financial and other implications of risks to the delivery of plans.
- We monitor, report on and comply with our funders' covenants.
- We document all of our known risks, contained in a risk map, and assess the controls that are in place to minimise the impact of such risk materialising. The risk map is regularly reviewed.

We ensure our financial viability as follows:

- We maintain a thorough, accurate and up-to-date record of our assets and liabilities – and particularly those liabilities that may have recourse to social housing assets.
- We carry out detailed and robust stress testing against identified risks and combinations of risks, across a range of scenarios. We put appropriate mitigation strategies in place as a result.
- We carry out an internal audit, which assesses the effectiveness of key controls, including controls to ensure compliance. The internal audit is carried out every year, under the direction and control of CSHA's Audit and Risk Committee, as a matter of good practice. There is no legal or regulatory requirement to do so due to the small size of the organisation. Internal audit includes controls associated with financial and non-financial matters.
- We regularly monitor key performance information relating to financial viability.
- We adhere to our rules, financial regulations and standing orders, financial procedures and tender policy and procedures, as well as the guidance set out on the appointment of contractors and consultants.
- We submit all of our returns and financial information to the appropriate bodies on time.

Compliance

Regular assurance about compliance, including requirements relating to the health and safety of tenants and employees, and including safeguarding, is provided to the Board:

- We make regular reports on compliance matters, including the annual health and safety report, equality and diversity report, and relevant exception reports.
- We regularly review our risk map, which includes controls relating to health and safety and safeguarding.
- We adhere to and review established policies and procedures.
- We carry out an internal audit, which assesses the effectiveness of key controls, including controls covering health and safety matters.
- We arrange for external audit of health and safety activities across the organisation to be carried out periodically.
- We hold appropriate insurance, which is reviewed annually. This is not limited to the insurance of buildings, but includes liability insurance for directors and officers.
- In line with compliance requirements, we report annually on our governance arrangements and financial viability.



Performance benchmarking

We measure our performance using a set of indicators agreed by our Board. This allows us to demonstrate delivery of VfM to our tenants and to compare performance externally with comparable organisations.

We compare our performance with similar organisations, through the Smaller Providers

Benchmarking (SPBM) network, facilitated by Acuity, in partnership with Housemark. Housing providers in this group have up to 1,000 homes. We also compare our performance with the Housing for Older Persons benchmarking club (HFOP), which is a specialist benchmarking club for sheltered housing. *The figures quoted below for these two groups are from 2021-22.*

Maintaining and improving homes

	CSHA 2022-23	CSHA 2021-21	CSHA 2020-21	HfOP average	SPBM average
Percentage of tenants satisfied with repairs and maintenance service	98%	99%	99%	98%	94%
Percentage of repairs completed within target time	92%	90%	94%	Not reported	Not reported
Emergency repairs completed on time*	94%	93%	89%	100%	100%
Urgent repairs completed on time*	89%	88%	94%	97%	95%
Routine repairs completed on time*	92%	88%	93%		
Cost per property of major and cyclical works	£453	£1,712	£1,394	£1,711	£1,384
Cost per home of responsive repairs and void costs	£417	£829	£161	£696	£802
Properties with valid gas certificate	100%	100%	100%	No report	No report
Properties with overdue gas check	0%	0%	0%	0%	0%

*Not completed within target: four out of 68 emergency repairs; 23 out of 186 urgent repairs; 32 out of 494 routine repairs.

Note: our Peer group and the SPBM operate different target times for urgent and routine repairs.

Housing management

	CSHA 2022-23	CSHA 2021-21	CSHA 2020-21	HfOP average	SPBM average
Overhead costs as a percentage of turnover*	24.53%	23.47%	8.1%	23.13%	19%
Housing management cost per home*	£1,637	£1,036	£1,819	£433.5	£493.33
Lettings as a % of stock*	8.08%	16%	11%	13%	10.18%

*These figures exclude our general needs properties.

*Our figure for housing management costs per home is more than our peer groups because it includes the salaries of full-time Sheltered Housing Managers.

Rent collection and arrears

	CSHA 2022-23	CSHA 2021-21	CSHA 2020-21	HfOP average	SPBM average
Former tenant arrears as a % of rent debit	0.06%	0.3%	0.1%	0.05%	0.06%
Rent collected from current tenants (%)	99.6%	99%	102%	99.8%	99.61%
Current tenant arrears as a % of rent debit	2.1%	2.2%	2.3%	0.71%	1.17%
Rent loss due to voids	0.49%	1.87%	1.2%	1.27%	1.15%

Satisfaction levels

	CSHA 2022-23	CSHA 2021-21	CSHA 2020-21	HfOP average	SPBM average
Satisfaction with overall service	96%	96%	91%	96%	93%
Satisfaction with most recent repair	91%	91%	99%	93%	93%
Satisfaction with the support service provided	100%	100%	94%	N/A	N/A
Satisfaction that rent provides value for money	90%	90%	94%	95%	94%
Satisfaction that service charge provides value for money	87%	87%	90%	90%	88%
Satisfaction with quality of home	89%	89%	91%	95%	94%
Satisfaction with neighbourhood	94%	94%	93%	95%	94%

We carry out a tenant satisfaction survey every two years. The last survey took place in autumn 2021.

Summary

In comparison with other housing providers, some of our costs seem high. However, none of the comparison data included support charges, which leads us to assume that although a useful benchmark, we are not necessarily comparing like for like in terms of services provided. We will continue to assess our costs and services in line with other providers, and will look to bring down our costs where we can.

Value for money metrics

As part of the requirements of the 2018 Value for Money Standard, CSHA has a regulatory obligation to report on seven metrics defined by the Regulator. One of the Regulator's key objectives was to support transparency and allow providers to analyse their performance alongside that of their peers on a comparable basis. We compare our performance with Housing for Older Persons, which is a specialist sheltered housing benchmarking club.

VfM metrics

	2023 CSHA	2022 CSHA	2023 HfOP median	2022 Sector scorecard median
Reinvestment %	1.8%	2.0%	4.02%	5.7%
New supply delivered % (social housing)	0%	0%	0%	1.2%
Gearing %	7.6%	8.8%	6.8%	35.8%
Interest cover %	461.9%	248.3%	405.7%	181.9%
Headline social housing cost per unit	£6,381	£6,729	£5,755	£4,230
Operating margin social housing lettings %	16.4%	6.8%	13.2%	22.2%
Operating margin overall %	16.4%	6.8%	7.6%	20.2%
Return on capital employed %	4%	1.6%	1.2%	2.8%



A review of the data above highlights our strong performance compared with our peers in a number of areas.

Our reinvestment percentage is lower than that of our peers. This is because we have developed fewer properties in the relevant period and replaced fewer components, as many of our homes already meet the standard of Decent Homes.

Our gearing percentage has been reducing year by year and now is only slightly higher than that of our peers.

Our interest cover is in a strong position, showing that we have enough surplus to cover the interest on our loans and is higher than our peers.

Our headline social cost per unit is higher than our peers, because we retain one live-in Sheltered Housing Manager and who is employed full time. Both factors are not common amongst our peers.

Our operating margin for social housing lettings shows an increase, as a result of the increased operating surplus in 2023.

Our Return on Capital is stronger than that of our peers, and indicates that our capital is being used effectively.

Other performance information

Empty homes

During 2022-23, 15 properties became empty and 16 were let. Three of the homes let had become vacant in 2021-22.

Of all lettings:

- 15 were from our waiting list to applicants who approached us directly,
- one was an internal transfer, and
- none were successful council nominations.

Lettings by ethnicity

- White British 64.7%
- White Irish 11.8%
- White other 17.6%
- Asian or Asian British Chinese: 5.9%

Average weekly rents 2022-23

Type of home	Number	Assured	Secure
Bungalow	4	£150.92	£171.22
One bedroom	170	£158.04	£209.72
Two bedrooms	18	£154.90	N/A
Three bedrooms	4	£144.97	N/A
Four bedrooms	2	£124.10	N/A

The majority of our properties are one or two bedroom sheltered accommodation, which carry higher total rental charges than larger, general needs properties, due to the presence of support, service and personal (heating/hot water) charges. General needs properties carry a core rent charge only.

Financial performance

Statement of comprehensive income for the year ending 31 March 2023

	2023 £	2022 £
TURNOVER	1,712,988	1,615,337
Less: operating costs	(1,432,469)	(1,505,813)
OPERATING SURPLUS	280,519	109,524
Interest receivable and similar income	22,167	12,843
Interest payable and similar charges	(99,105)	(106,212)
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	203,581	16,155
Tax on surplus	-	-
SURPLUS FOR THE YEAR	203,581	16,155
OTHER COMPREHENSIVE INCOME		
Actuarial gains/(losses) in respect of pension schemes	3,000	102,000
	206,581	118,155
Unrealised (loss) in investment	(25,901)	(33,521)
Share capital new shares issued	-	1
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	£180,680	£84,635
Total reserves at 1 April 2022	2,875,761	2,791,126
Total comprehensive income for the year 49,882	180,680	84,635
Total reserves at 31 March 2023	£3,056,441	£2,875,761

Statement of financial position as at 31 March 2023

	2023 £	2022 £
TANGIBLE ASSETS		
Housing properties:		
Cost	9,059,243	8,977,850
Less: depreciation	(3,117,516)	(2,973,446)
	5,941,727	6,004,404
Other fixed assets	120,392	53,933
	6,062,119	6,058,337
CURRENT ASSETS		
Debtors	51,262	45,581
Cash and cash equivalents	1,187,952	1,201,864
	1,239,214	1,247,445
Less: CREDITORS		
Amount falling due within one year	252,907	294,375
NET CURRENT ASSETS	986,307	953,070
TOTAL ASSETS LESS CURRENT LIABILITIES	7,048,426	7,011,407
Less: creditors falling due after one year		
Housing loans	(1,533,746)	(1,636,173)
Pension – defined benefit liability	(127,000)	(130,000)
Grant – deferred income	(2,331,239)	(2,369,473)
TOTAL NET ASSETS	£3,056,441	£2,875,761
CAPITAL AND RESERVES		
Revenue reserves	3,144,744	2,938,163
Investment revaluation reserve	(88,381)	(62,480)
Share capital	78	78
TOTAL RESERVES	£3,056,441	£2,875,761



Board members 2022-23



Steve Kerridge Chair

Housing consultant with experience in local authorities, large and small housing associations, including as Assistant Director and interim Chief Executive.



Susan Clinton Vice Chair

Head of Housing (London Region) Clarion Housing Group, also has experience in housing strategy, having worked for a larger London borough.



Patsy Alexander Chair, Audit & Risk Committee

Qualified accountant and member of CIMA. Senior manager in the financial services sector.



Mark Hanson Chair, Development Committee

Development consultant and former Development Director with almost 50 years' experience of developing and constructing homes. Has a strong interest in zero energy homes and renewables.



Peter Brown

Trained architect working in housing since 1974. Experience with credit unions and as CEO for several housing associations. Supports consultants Campbell Tickell's work on affordable credit.



Jane Campbell

Trained solicitor who is now the Director of Legal Services with Optivo. Also has experience of working in local authority and private practice, specialising in social housing.



Joan Gatfield

Education professional specialising in adult education in several local authorities.



Carli Harper-Penman

Strategy & communication expert with significant social housing experience. Partner with Inflect Partners, a strategic communications & business transformation consultancy.



Michelle Mansfield

Experience in housing, including marketing and PR, as well as senior leadership roles in operations including complaints, business improvement and allocations.



Cathy Peters

Now retired, a Sheltered Housing Manager for more than 30 years. Cathy is also Chair of the Tenant Engagement & Scrutiny Panel.



Bruce Shelmerdine

Qualified chartered accountant and Finance Director of MHS homes. Has extensive experience of working in the housing sector, with a number of registered social landlords.



Angela George

Chief Executive

Our staff

Aimée Howard
Housing Services Manager

Kaye Payne
Finance Manager

Kym Regan
Business Support Manager

Paul Wenham
Building and Maintenance Surveyor

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