

Environmental, Social and Governance (ESG) Report 2024/25

Welcome

We're proud to share the progress we've made on our sustainability journey. Over the past year, we've taken significant steps forward, delivering meaningful environmental, social, and governance (ESG) improvements – guided by our commitment to achieving net zero carbon emissions by 2050.

This year marked the development of our first sustainability strategy. Created in collaboration with our customers, colleagues, and stakeholders, it provides a comprehensive roadmap outlining the actions we'll take over the next three years to reduce our environmental impact and build climate resilience across our operations and communities.

A key milestone was completing our first organisational carbon footprint, in partnership with sustainability experts SHIFT Environment. This baseline assessment gives us a clearer understanding of our environmental impact and will guide our actions and help us measure progress year on year.

Providing the best quality homes possible is at the heart of our efforts. We've made significant progress in retrofitting existing homes with energy efficiency improvements. Through our Warmer, Greener Living scheme, we've added insulation, solar panels, and other energy-efficient upgrades to more homes than ever before.

Warmer, Greener Living will continue improving homes following our successful application for £2.9 million from the Department for Energy Security and Net Zero (DESNZ). This funding will support energy efficiency upgrades to a further 335 homes over the next three years.

We've made great strides towards greener homes in our development programme, with a significant rise in the number of new builds achieving EPC A ratings. All new homes now meet EPC B or above – meaning they're built to be energy efficient right from the outset.

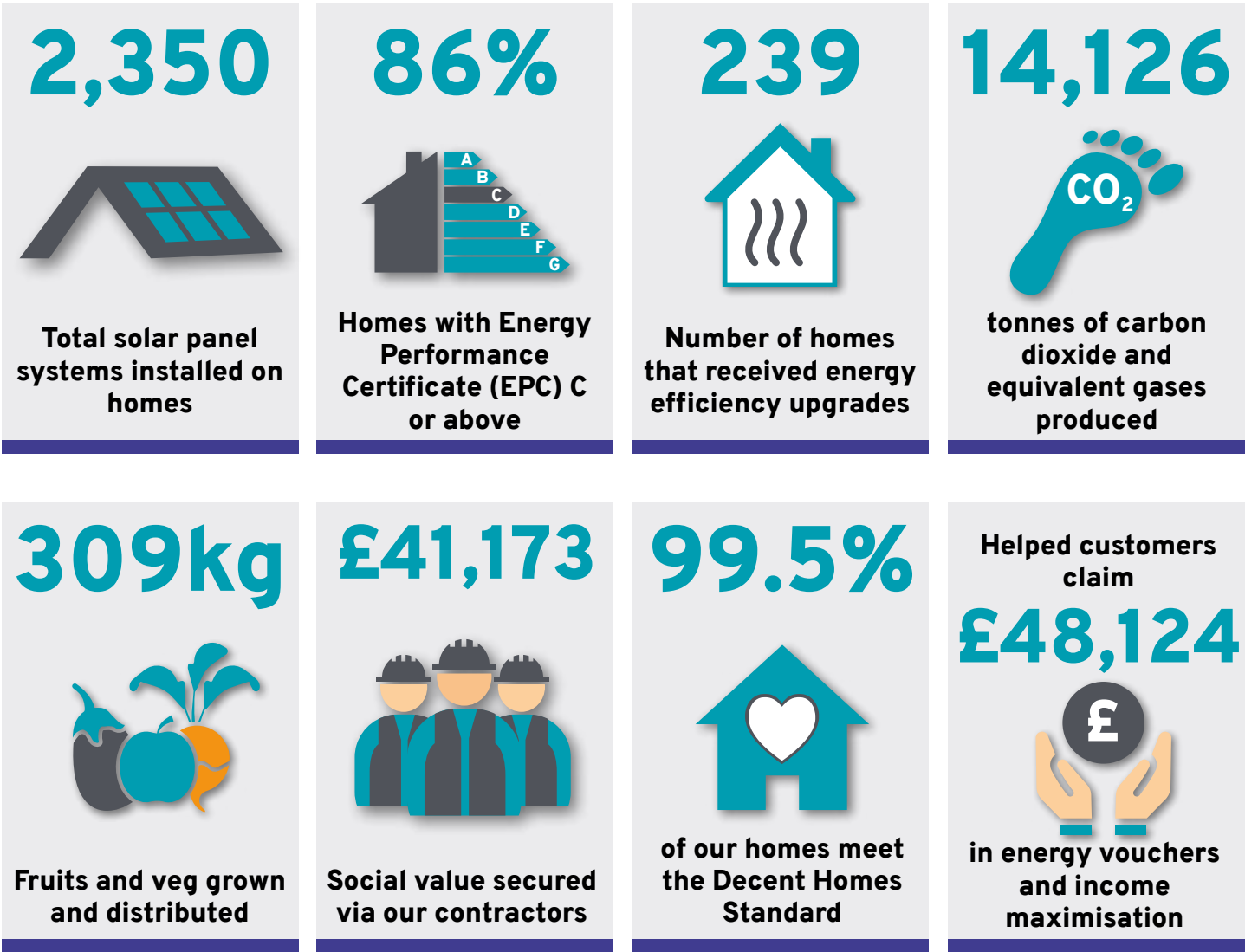
This year, our support services have made a meaningful difference in the lives of over 6,500 people across our communities – offering a wide range of help such as assistance with settling back home after a hospital discharge, and energy advice. This work has helped to improve the quality of life for our customers, and unlocked more than £2.2 million in financial support.

We've continued to invest in our people through training, development, and wellbeing initiatives - all designed to help colleagues thrive at work and feel supported in what they do.

We're proud to have once again been recognised as a Great Place to Work® – and named one of the UK's Best Workplaces™ for women and for wellbeing.

These achievements reflect our growing momentum and commitment to sustainability. We know there is more to do, and we remain focused on delivering positive environmental and social outcomes for our residents, communities, and future generations.

Our key ESG results in 2024/25



Netherton Grange, Nailsea.

A man wearing a straw hat and glasses is crouching in a garden, surrounded by various flowers including purple and yellow ones. He is looking towards the camera. The background shows a wooden fence and more greenery.

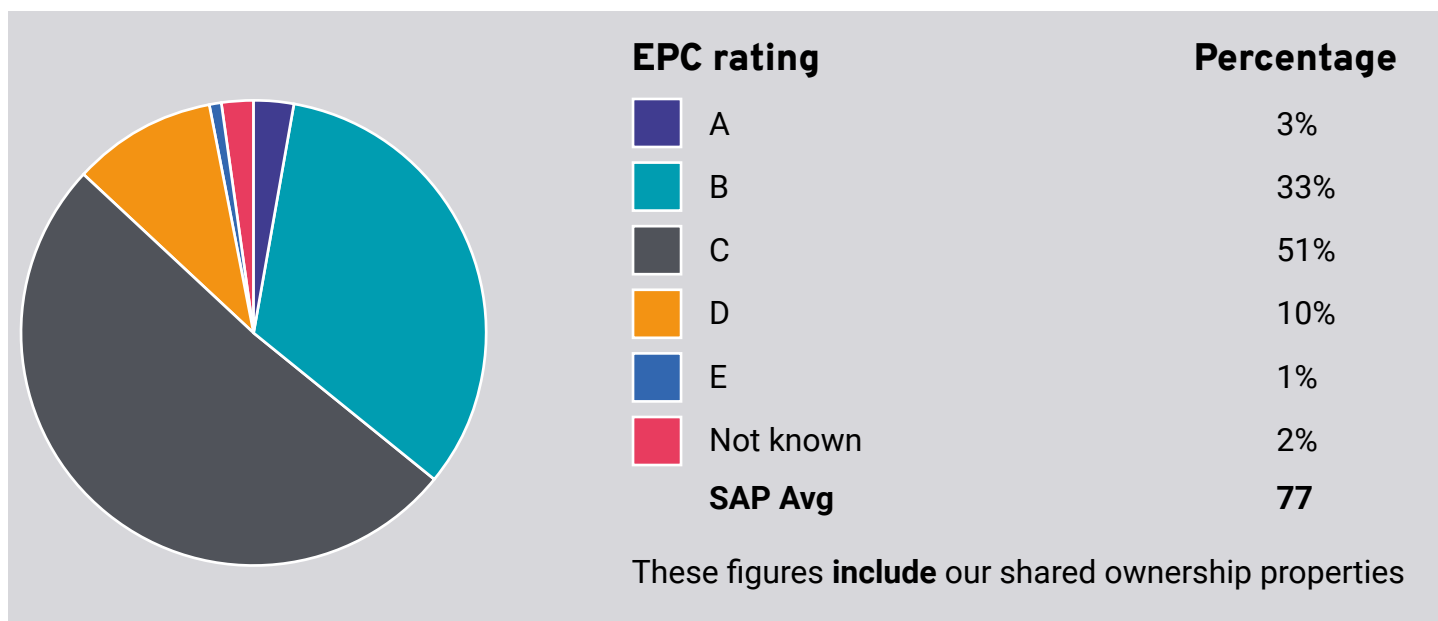
Environmental

Ben Gaines, community gardener and volunteer with Alliance Homes' Growing Together project.

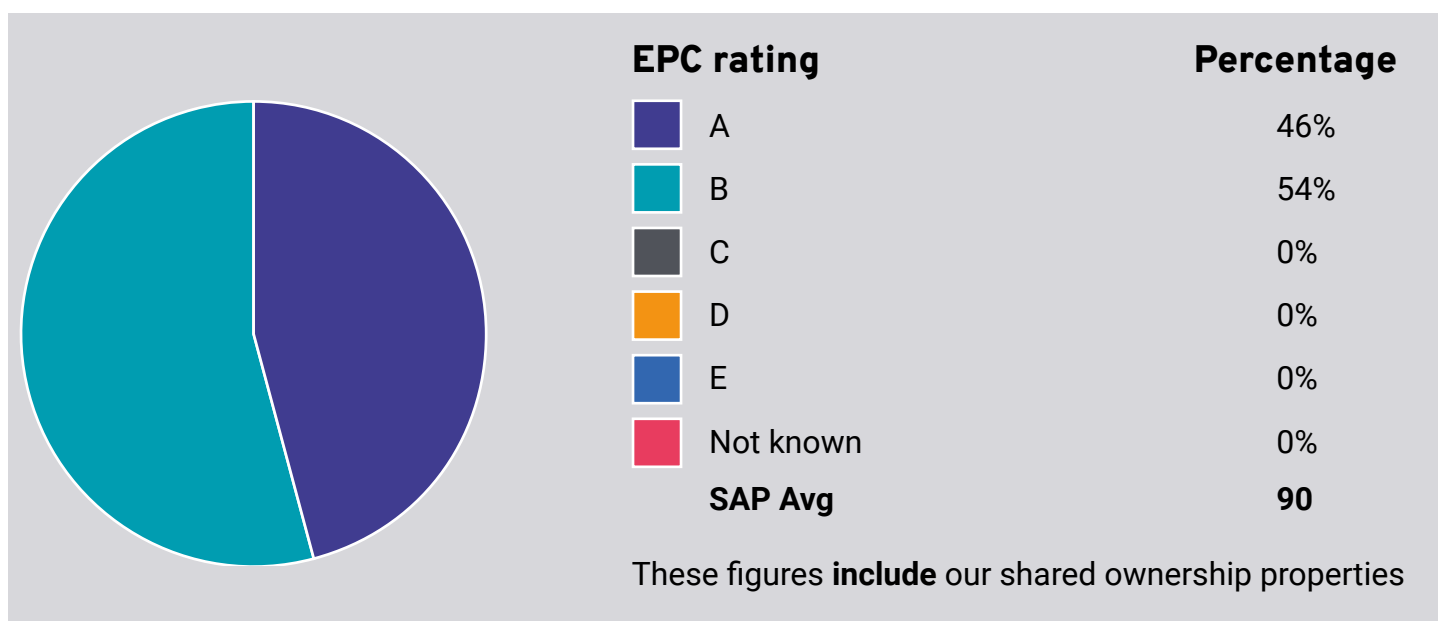
Theme 1 – Climate change

This theme seeks to assess how the activities of Alliance Homes are impacting on climate change. This theme considers current practice, as well as the changes being made to improve performance in the future. The theme is made up of six criteria, including the distribution of EPC ratings and heating sources, emissions data, capacity for renewable energy production, and environmental strategy.

C1. Distribution of EPC ratings of existing homes (those completed before the last financial year).



C2. Distribution of EPC ratings of new homes (those completed in the last financial year).



C3. Does the housing provider have a Net Zero target and strategy?

If so, what is it and when does the housing provider intend to be Net Zero by?

We published our first sustainability strategy in March 2025, setting out our ambition to achieve net zero by 2050. The strategy also outlines our wider sustainability ambitions on climate resilience and biodiversity. Across all eight themes of the strategy, we continually assess our impact and identify opportunities to improve.

Our three-year strategy (2025-2028) enables us to make clear progress towards our long-term sustainability goals, while allowing us to remain agile in response to any changes in legislation and technology, and sector-wide developments that can support our journey.

Developing the strategy marked a significant step in our sustainability journey. It was important to us for our strategy to reflect the actions that we are taking across our homes, offices and operations, while also recognising the role we can play in encouraging our customers to adopt more sustainable behaviours.

We have been working with the Sustainable Homes Index for Tomorrow (SHIFT) who are producing an additional carbon reduction report based on data from our first carbon inventory (2024/25). This report will identify further actions to reduce our emissions and allow us to build on the plans set out in our sustainability strategy.

You can read our sustainability strategy here: www.alliancehomes.org.uk/sustainability/

C4. What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

The improvements included:

- Cavity wall insulation in 238 homes
- External wall insulation in two homes
- Internal home insulation in one home
- Loft insulation in 122 homes
- Solar PV panels in 65 homes.

By retrofitting our homes, we're reducing the number of properties with an EPC rating below C – an important part of our sustainability strategy. This also helps us cut emissions from individually heated homes while providing customers with warmer, more energy-efficient living spaces.

In 2024/25, we were awarded £2.9 million of funding from Warm Homes: Social Housing Fund to deliver energy efficiency improvements to 335 homes by September 2028. This funding will further support our journey to reduce our emissions and achieve net zero by 2050.

Case study - Improving our existing homes

Cecilia Brookman lives in an older property in Worle. Last winter, we carried out several energy-saving upgrades to her home as part of our Warmer, Greener Living initiative.

To make her home warmer, we fitted cavity wall insulation and loft insulation and to help bring her electricity bill down we installed solar panels on the roof.

Cecilia told us what a difference the improvements had made to her life:

"The difference since the work was done has been enormous. Before, the upstairs was noticeably colder – you could really feel the chill drifting downstairs. Now, it's much warmer and more comfortable throughout the house, especially upstairs."

"The solar panels have made a big impact on my electricity bills. I keep an eye on my smart meter and try to use appliances like the washing machine when the panels are generating the most. It's really satisfying to see how little energy I'm using now. While my gas bill hasn't gone down, the house is warmer, so it's still a win. Overall, it's much less of a worry, and I feel more confident heading into the colder months."

"On a personal level, the changes have made a real difference to my health. I have congenital heart disease and suffer from chest pains and angina when it's cold. Since the upgrades, I've had fewer pains – it's been a huge health benefit."



Cecilia Brookman, Alliance Homes customer.

C5. Report Scope 1, Scope 2 and Scope 3 Greenhouse Gas emissions

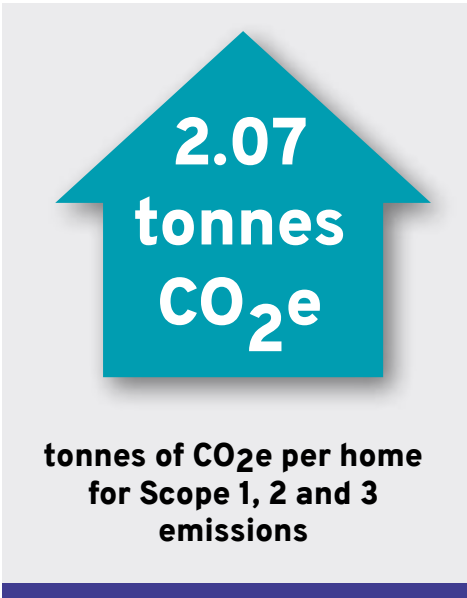
We worked with consultants at SHIFT Environment to produce our carbon footprint for 2024/25. The data helps us identify our emission hotspots as an organisation and implement actions to reduce our emissions.

For 2024/25, our total emissions were 14,125.67 tonnes CO₂e. The table below highlights our emissions sources for areas that where we currently capture data.

Scope 1: Direct emissions from combustion of natural gas for heating in our offices, communal areas and communally heated homes, in addition to combustion of fuel from our fleet vehicles.

Scope 2: Indirect energy emissions from the generation of purchased electricity.

Scope 3: Emissions that are the result of our business actions such as our supply chain, waste generated in operations and our independently heated homes.



Scope 1		1,371.46 tonnes CO ₂ e
Combustion of gas	Offices	18.48 tonnes CO ₂ e
	Communal areas	74.94 tonnes CO ₂ e
	Communal heating systems	942.93 tonnes CO ₂ e
Fleet vehicles		335.11 tonnes CO ₂ e
Scope 2		408.31 tonnes CO ₂ e
Emissions from purchased electricity (location based)	Offices	38.96 tonnes CO ₂ e
	Communal areas	369.35 tonnes CO ₂ e
Scope 3		12,345.90 tonnes CO ₂ e
Emissions from independently heated homes		12,275.32 tonnes CO ₂ e
Business travel in employee-owned vehicles		32.98 tonnes CO ₂ e
Waste generated in operations		0.67 tonnes CO ₂ e*
Transmission and distribution (T&D) losses associated with UK electricity		36.09 tonnes CO ₂ e
Business travel using public transportation and taxis		0.85 tonnes CO ₂ e
Total emissions across scopes 1, 2 and 3		14,125.67 tonnes CO ₂ e

*Currently only captures waste from our offices and proportion of our waste from our repairs service.

C6. How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?

How is the housing provider mitigating these risks?

In 2024/25, we introduced a new GIS platform and began updating it with our asset and land data. This is helping us to better understand climate risks to our homes. The system allows us to map all our homes, land and other assets against flood zones so we can spot potential vulnerabilities. As part of our wider climate resilience planning, we are also looking more closely at risks linked to overheating.

Given our location in North Somerset, we are aware of the specific climate challenges that affect our communities, particularly flood risks. We continue to engage proactively with North Somerset Council to ensure we remain prepared and resilient to current and future climate impacts, aligning our efforts with regional strategies and recommendations.

All new housing schemes continue to be assessed for various climate risks. Where needed, we build in design features to reduce environmental impact. For example, if a site is at risk of flooding, we adjust the layout and attenuation measures. To mitigate overheating risk, we consider things such as building orientation, thermal efficiency, and appropriate shading measures.



Theme 2 – Ecology

This theme seeks to assess how Alliance Homes is protecting the local environment and ecology. The theme considers both policies and performance results in this area. The theme is made up of criteria that review different elements that impact the local ecology: sourcing materials, waste management, managing pollutants, water management and biodiversity.

C7. C7 - Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

If yes, please describe with reference to targets in this area.

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

We know that green spaces and biodiversity play an important role in supporting the wellbeing of our communities and the local environment. That's why enhancing biodiversity on our land and promoting greener spaces are key considerations of our sustainability strategy.

We are exploring rewilding initiatives to restore natural habitats across our land. We will work with customers to identify potential sites, raise awareness of the benefits of rewilding, and encourage engagement and participation in our neighbourhoods. With approximately 1,600 trees already contributing to the local landscape, we're continuing to add more each year through our tree planting programme.

Our Growing Together programme continues to provide an opportunity for our customers of all ages to take part in local growing projects.

We are also developing our approach to Biodiversity Net Gain (BNG), looking at how we can deliver it directly on our sites or, where that's not possible, through partnerships with other organisations.

Some of our new build schemes include open green spaces as part of the development. To support local wildlife, we also incorporate features such as bat bricks, bird boxes, and hedgehog highways.

C8. Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?

If so, how does the housing provider target and measure performance?

We do not have a specific strategy to manage and reduce pollutants. Through the delivery of our sustainability strategy, we will introduce initiatives that support the reduction of pollutants and build on existing standards, such as our Asbestos Policy.

Theme 3 – Resource management

This theme looks at how Alliance Homes seeks to reduce waste generation and adopt sustainable practices.

C9. Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?

If so, how does the housing provider target and measure performance?

We do not have a standalone strategy on increasing the use of responsibly sourced materials, however we recognise the positive environmental and social impact this can have. We already use FSC-certified timber and are working towards incorporating more sustainably and ethically sourced products across our material catalogue, wherever possible.

As part of our ongoing sustainability journey, we're reviewing our materials supply chain to assess product pricing, quality, and sourcing. This will help us build a catalogue of more sustainable materials and make more informed choices. It also gives us the opportunity to work with suppliers who share our commitment to reducing environmental impact.

C10. Does the housing provider have a strategy for waste management incorporating building materials?

If so, how does the housing provider target and measure performance?

While we do not currently have a standalone strategy for waste management, it's a key element of our wider sustainability approach. Our strategy includes targeted actions to improve data quality across all waste streams, enabling us to better understand our environmental impact and identify opportunities for reduction.

We have set specific targets to improve how we collect and analyse waste data, which will support more informed decision-making and drive continuous improvement. We're also committed to phasing out single-use plastics in our offices, reflecting our wider ambition to reduce consumption and promote sustainable practices across our operations.

C11. Does the housing provider have a strategy for water management?

If so, how does the housing provider target and measure performance?

We do not have a standalone strategy for water management, but we recognise how important responsible water use is. We're taking steps to improve our performance in this area, starting with better monitoring of water usage across our offices and community hubs. This will help us identify opportunities for reduction and inform future actions.

Social



Jess Crowley, Curtis Davenport and family, Alliance Homes customers.

Theme 4 – Affordability and security

This theme seeks to assess the effectiveness of the initiatives that Alliance Homes runs to support individual residents.

C12 For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:

1. Rent compared to average private rental sector (PRS) rent across the relevant Local Authority
2. Rent compared to the relevant Local Housing Allowance (LHA)

The following figures are the averages across all the local authorities we operate in.

	LHA	Private rent
1 Bed	83.00%	70.58%
2 Bed	84.14%	70.79%
3 Bed	78.86%	66.47%
4 Bed and larger	73.08%	59.94%
Overall	79.87%	67.00%

C13 Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:

Measure	2024/25 Existing (Built pre April 2024)	
General Needs	5,933	84.9%
Supported Housing	46	0.7%
Intermediate Rent	32	0.5%
Affordable Rent General Needs	682	9.8%
Affordable Rent Supported Housing	40	0.6%
Shared Ownership	258	3.7%

C14 Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to:

Measure	2024/25 Completed in the year (Built pre April 2025)	
General Needs	89	56%
Affordable Rent General Needs	12	8%
Shared Ownership	57	36%

C15 How is the housing provider trying to reduce the effect of high energy costs on its residents?

High energy costs continue to impact our customers and we're helping them to manage this with a series of initiatives.

Home Energy Advice service

Our Home Energy Advice team offers free support to customers on all aspects of energy use and bills. They provide practical energy-saving tips, debt and benefit advice, and help accessing grants and fuel vouchers.

Over the past year, the team supported more people than ever before and helped customers claim £48,124 in energy vouchers and income maximisation.

Thanks to their valuable work, we've committed to funding the team directly following the end of the initial grant funding.

Retrofitting our existing homes

We recognise the difference in energy efficiency usage between our older housing stock and newer properties. To address this, we launched our Warmer, Greener Living scheme to identify the homes that would benefit the most from energy efficient and renewable energy measures. Last year, we carried out retrofit improvements to 239 homes, including external and cavity wall insulation, air source heat pumps and solar panels. By improving homes in this way, we are on course to hit our target of 100% of our homes achieving Energy Performance Certificate ratings of C or above.

Looking ahead, we're set to deliver Warmer, Greener Living upgrades to more than 300 homes in the next three years. That's thanks to our commitment to invest £4.3 million more, plus an extra £2.9m from the government's Warm Homes: Social Housing Fund.

Community Living Rooms at our hubs

To support those struggling to keep their homes warm, our community hubs adapted some of their sessions to become 'Community Living Rooms' – comfortable, safe and warm spaces where people can socialise, enjoy a cup of tea, and take part in activities.

Energy-efficient new homes

To better prepare our customers for higher energy costs in the future, we're incorporating sustainable technologies into more of our new homes. These features include high-quality triple glazing, additional insulation, heat pumps, and electric car charging stations. We're committed to making sure all homes built on our land-led schemes achieve EPC A ratings.

C16 How does the housing provider provide security of tenure for residents?

We want all our customers to feel safe and secure in their homes. Currently, 97% of our social rent customers have Assured Tenancies, meaning a secure home for as long as they need it, helping them build strong local connections and a sense of stability.

New tenants start with a Starter Tenancy, which becomes an Assured Tenancy after a 12 to 18-month probation period. In some cases, such as for high-demand or specially adapted homes, we offer Fixed-Term Tenancies for up to five years to make sure these properties remain available for those who need them most.

We also support customers in maintaining their tenancies and meeting their responsibilities. Our dedicated team of income officers and certified money advisors provide tailored support, including financial advice, budgeting guidance and help accessing benefits. This is especially important for vulnerable customers facing challenges related to health, income and other personal circumstances.

We also offer free, impartial support through the Tenant Support and Wellbeing Service, delivered by Life & Progress. This service is available 24 hours a day, 365 days a year. Last year, the service supported 389 interactions, helping customers with money advice, health concerns, depression and bereavement.

In times of crisis, customers can access financial assistance through our Springboard Fund. Last year, this fund helped 196 customers purchase essential items such as white goods, school clothing for children, and transport to attend job interviews. This support is designed to help customers stay on track and thrive in their homes.



Samantha and David Mildon, Alliance Homes customers.

Theme 5 – Building safety and quality

This theme seeks to assess how effective Alliance Homes is at meeting its legal responsibilities to protect residents and keep buildings safe.

C17 Describe the condition of the housing provider's portfolio, with reference to:

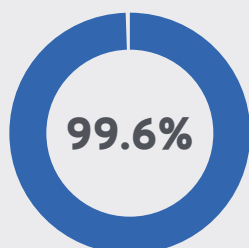
% of homes for which all required gas safety checks have been carried out.

% of homes for which all required fire risk assessments have been carried out.

% of homes for which all required asbestos management surveys or re-inspections have been carried out.

% of homes for which all required legionella risk assessments have been carried out.

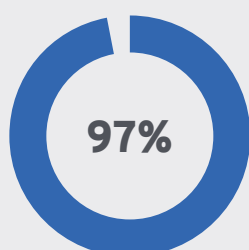
% of homes for which all required communal passenger lift safety checks have been carried out.



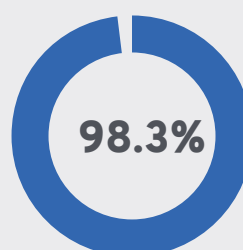
of our homes
have up to date
gas safety
checks



of our homes
have up to
date fire risk
assessments



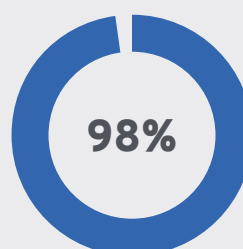
of our homes
have up to date
electrical safety
checks



of our homes
have up to date
asbestos checks



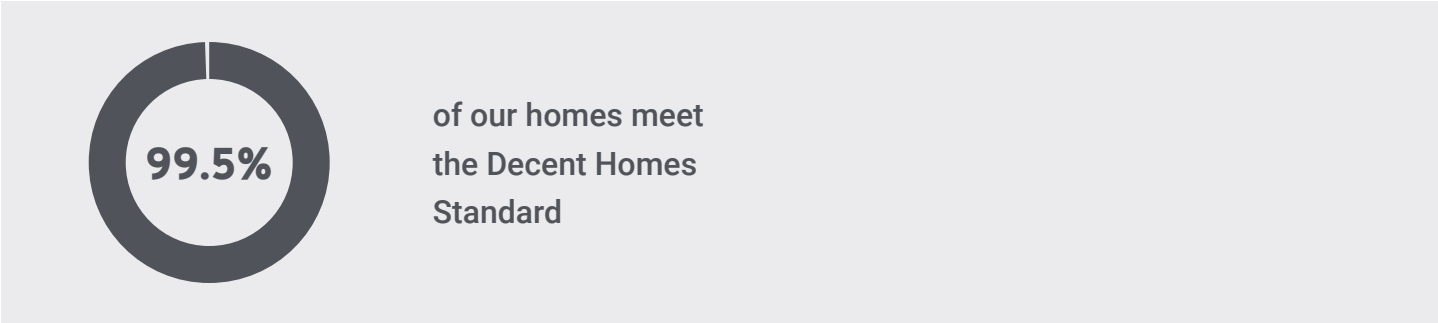
of our homes
have up to
date legionella
checks



of our homes
have up to date
communal lift
safety checks

C18 What % of homes meet the national housing quality standard?

Of those which fail, what is the housing provider doing to address these failings?



Next year we will once again be increasing our major works budget to bring even more of our homes up to the Decent Homes Standard. We are also proactively managing any Decent Homes Standard failures that are caused by Category 1 hazards under the Housing Health and Safety Rating System (HHSRS) to ensure that they are resolved as swiftly as possible.

C19 How do you manage and mitigate the risk of damp and mould for your residents?

Over a year ago, we created the Complex Works team focused on tackling damp and mould in our homes. The team is led by the Complex Works Manager, a certified surveyor with the Property Care Association. We take a "building first" approach, conducting a full inspection of customers' homes to find the root cause of dampness and/or mould before recommending solutions.

To make sure the team continues to deliver high-quality work, we're putting them through training for the ASCP Level 4 VRQ Certificate in Managing Damp, Mould and Customer Care in Housing.

The team made strong progress in their first year, and has since grown in size, allowing them to visit even more homes and support more customers.

Over the past year, they've also been preparing for the introduction of Awaab's Law, a new regulation that requires housing associations to respond to damp and mould issues within specific timeframes. To meet these requirements, the team has updated our policy and processes and is working to clear the backlog of cases by the end of September 2025. This includes expanding the team and increasing the use of contractors.

We continue to share advice with customers on preventing and managing damp and mould, using materials developed with the Centre for Sustainable Energy (CSE). This information is available on our website, promoted through our social media channels, and provided in printed copies to our customers.

Case study - Proactively tackling damp and mould for our customers

During a routine Home Improvement survey, our team found serious damp issues at the home of Hazel Baldwin and her daughter. The damp was hidden under the floorboards, so Hazel hadn't been aware of the problem.

Once identified, our Complex Works Team carried out a full inspection to understand the cause and extent of the issue. Based on their findings, we recommended a full renovation, not just to fix the immediate problem, but to prevent future issues. Because Hazel's home was eligible for upcoming improvement works, we proposed a full refurbishment.

We worked closely with Hazel to arrange a temporary move so the work could be done with minimal disruption. During this time, we carried out a full rewire, replastering, and installed new flooring, a modern kitchen, and a refreshed bathroom, creating a healthier and more comfortable home.

Hazel shared her experience:

"The team gave me full control throughout – they didn't just tell me what I was getting. I had a say in the design, the fittings, and the colours.

Throughout the renovation, they kept me informed at every stage. I always knew which trades were coming and when, I felt completely in control. They listened to my requests and did everything they could to accommodate them.

Now that it's finished, I absolutely love my new kitchen. It's made such a difference – not just to my home, but to how I feel. For the first time in my life, I've been able to choose what goes into my home. I feel settled, grateful, and privileged. I love this place. My home is perfect."



Hazel Baldwin, Alliance Homes customer.

Theme 6 – Resident voice

This theme seeks to assess how effective Alliance Homes is at listening to and empowering residents.

C20 What are the results of the housing provider's most recent tenant satisfaction survey?

Following our 2023/24 Tenant Satisfaction Measures (TSMs) results, we've worked hard to improve customer satisfaction with our services. We focused on restructuring teams and investing in better systems to help us get things right first time.

In our latest 2024/25 results, we're pleased to report that overall satisfaction has gone up by 6 percentage points, with 78.3% of customers now saying they're satisfied with the service we provide.

We've seen positive improvements across most areas, most notably in satisfaction with repairs and how we handle complaints.

See our full Tenant Satisfaction Measures performance for 2024/25 on our website:

www.alliancehomes.org.uk/tsms2025/.

How has the housing provider acted on these results?

Customer feedback is key to how we shape and improve our services. We're encouraged to see satisfaction increase over the past 12 months, but we also recognise there's more work to be done.

Following our 2024/25 results, our focus will be on:

- Continuing to improve how we manage repairs and reduce wait times
- Improving our complaints handling process and expanding our "lessons learnt" approach by working with teams to address the root cause of issues
- Developing our engagement channels to give customers more opportunities to share their views and help shape our services
- Improving how we manage and deliver our neighbourhood services.

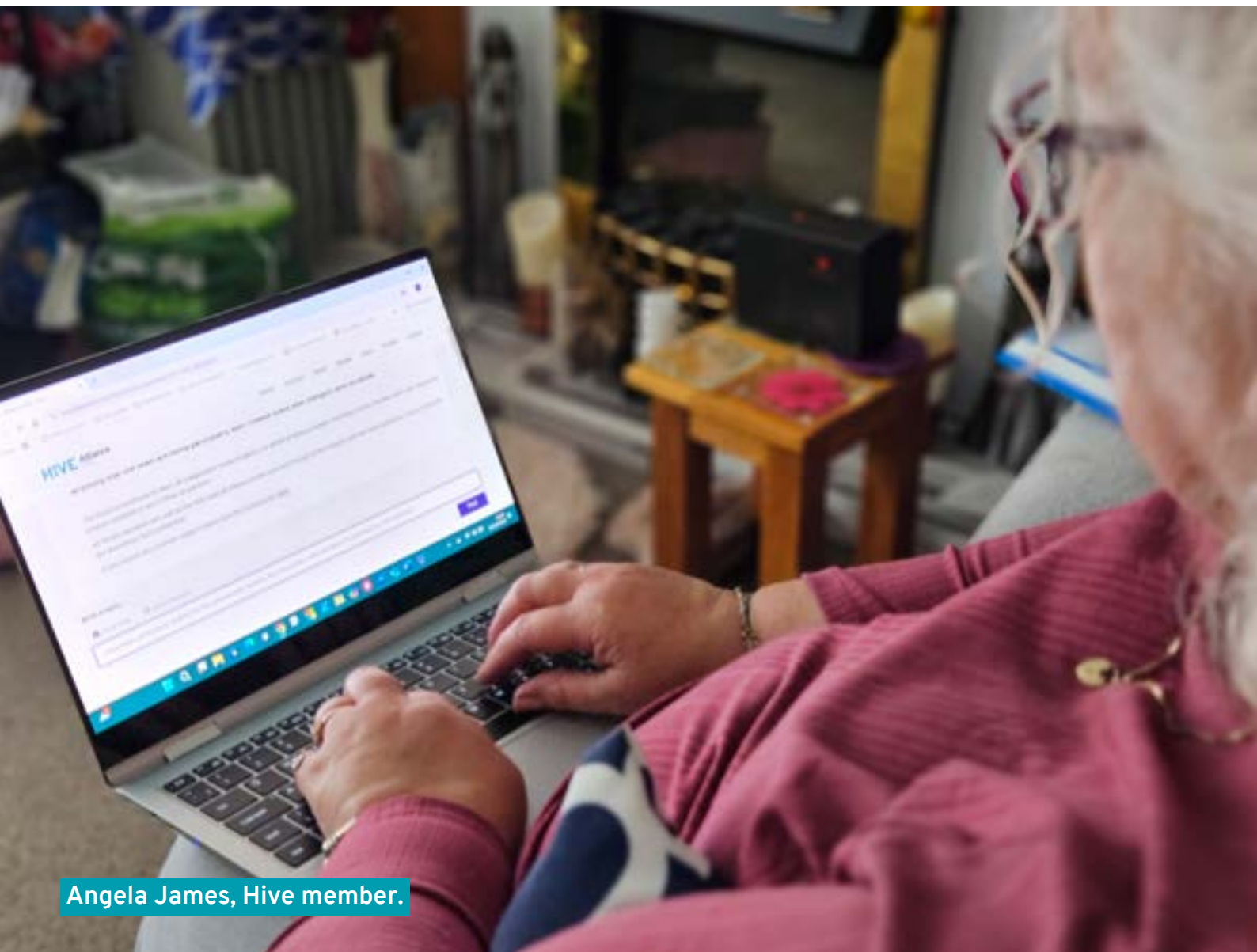
Our Tenant Satisfaction Measures report provides an overview of the actions we've taken over the past year, the improvements we've made as a result, and our plans for 2025/26.

C21 What arrangements are in place to enable residents to hold management to account for the provision of services?

Customer feedback is an important part of how we shape our services. By involving customers in decisions, we can make sure our services meet their needs and expectations. We offer several ways for customers to share their views and hold us accountable for the services we provide.

In 2025, we published our Customer Engagement Framework. It was co-created with our customers and outlines the ways in which they can get involved to shape our services. The framework includes our customer promise and the support available.

Hive: Our online community with 667 members is designed to give customers the opportunity to share feedback at a time that suits them. Through surveys and discussion forums, Hive members can comment on policies, voice their opinions on service delivery, and help develop new strategies. It's an accessible way to hear a wide range of perspectives and build services that reflect what our customers need.



Angela James, Hive member.

Customer Scrutiny Panel (formerly Customer Feedback Panel): A dedicated group of customers who meet regularly to review and provide feedback on specific aspects of our service. Their feedback is presented at quarterly board meetings, to make sure their voices are heard and taken into account in our decision-making.

Over the past year, we've strengthened the role and influence of the panel by providing training from Tentacle Consultancy to develop their role in scrutiny. These changes mean the panel will now have more regular contact with the Board and Strategic Leadership team, playing a bigger role in making sure we're delivering high quality services and holding us accountable.



Customer Scrutiny Panel members.

Transactional surveys: Customers are invited to share feedback through surveys following key interactions with our services, such as a repair appointment or anti-social behaviour case. This feedback helps us identify areas for improvement and make changes to our services to better meet customers' needs.

Suggestion boxes: We know not everyone uses digital channels, so in 2025 we launched a trial of suggestion boxes in our age-restricted housing schemes. These give customers a chance to share written feedback about the services they receive and suggest ways we can improve.

Community catch-ups: We also run a series of in-person community catch-up sessions at our age-restricted schemes. These give customers the opportunity to talk to us directly and help shape the services they rely on.

We've also piloted an Estate Champions programme, where customers represent their communities and work with us to improve services such as cleaning and grounds maintenance.



National Ageing without Limits Customer Forum.

C22 In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?

Between 1 April 2024 and 31 March 2025, four complaints were sent to the Ombudsman. In three of these cases, the Ombudsman determined maladministration. These complaints related to how we managed repairs and adaptations, maintenance and compensation claims.

We see complaints as a chance to learn and improve how we deliver our services. In response to the Ombudsman's findings, we have:

- Reviewed our transfer and complaints processes to improve support for vulnerable customers and ensure compliance with our complaints policy and the Ombudsman's complaint handling code
- Delivered ongoing training to help colleagues understand the difference between service requests and a formal complaint, so we can give customers the right support from the start
- Reviewed and updated our compensation policy to better match our service delivery and what customers expect.

How have these complaints (or others) resulted in change of practice within the housing provider?

Feedback is an important part of improving our services. When things go wrong, we encourage customers to tell us so we can put it right and learn from the experience.

Throughout 2024/25, we've focused on improving our complaints handling process, and we're pleased to see satisfaction in this area has increased in our latest Tenant Satisfaction Measures results.

To support this progress and improve transparency and accountability, we now share a quarterly complaints trend report to our Board and Strategic Leadership team. We've also introduced quarterly "lessons learnt" sessions with service area managers to review recurring issues, team challenges and customer feedback.

Our Feedback team has built on the centralised complaints model implemented in 2023/24. This approach has helped us improve communication, reduce the number of colleagues customers need to speak to, and make sure every complaint has clear ownership.



Alliance Homes Customer Experience Advisors.

Theme 7 – Resident support

This theme seeks to assess the effectiveness of the initiatives that Alliance Homes runs to support individual residents.

C23 What are the key support services that the housing provider offers to its residents? - How successful are these services in improving outcomes?

We offer a range of support services to help our customers stay well, secure and independent in their homes and communities.

Many of our support services are funded and delivered in partnership with North Somerset Council and are available to all residents in the area.

Tenancy Support service

The service is to anyone in North Somerset who needs housing-related support. It helps people find suitable housing, access health and social care services, manage financial challenges, and much more. The service also supports people settling into a new home by arranging removals and sourcing furniture and other essential household items. Between April 2024 and March 2025, the service supported 2,409 people.

Home from Hospital

Funded by North Somerset Council, this free service helps people aged 18 and over to return home safely after a hospital stay. In 2024/25, the service expanded to support patients at Bristol Royal Infirmary and Southmead Hospital in Bristol.

The service supported 1,339 patients, helping to reduce hospital bed use and saving £920,080 in delayed discharge (bed blocking) costs.



Sophie Fereday and Helen Parkinson, Alliance Homes' Home from Hospital Facilitators.

Home Energy service

Available to all Alliance Homes customers, this service helps people save money on their energy bills and improve the energy efficiency of their home. Last year, we supported 458 customers this way.

Carers Support service

We support unpaid and young carers across North Somerset, by offering respite sessions, one-to-one support, and help with carer assessments. The service supported 380 unpaid adult carers and 582 young carers between April 2024 and March 2025.



Caring for Carers community event.

Social prescribing

Together with Citizen's Advice North Somerset we deliver social prescribing support, funded by Pier Health Group. The service supported 982 residents in the year 2024-2025. The service supports individuals find non-medical services to improve health and wellbeing.

Money Advice service

Our accredited money advisors provide vital support to customer facing debt and financial challenges. Cost of living pressures have significantly increased demand for the service. In response, our team supported 360 customers, producing financial outcomes totalling £2,224,392 through debt management, benefit appeals and income maximisation.

Through our transactional surveys, 90% of service users reported being satisfied with the service.



Marc Robinson

Alliance Homes Social Prescribing Link Worker.

Theme 8 – Placemaking

This theme seeks to highlight the wider set of activities that Alliance Homes undertakes to create great places for people to live and enjoy.

C24 Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.

Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

We believe that a home is more than just a place to live, it's about feeling part of a strong and supportive community. Through our community investment work – we aim to help people feel connected, safe and able to thrive.

In 2024/25, our Community Investment team partnered with a range of organisations to help deliver £543,394 worth of investment into our neighbourhoods and local projects. This included £41,173 of social value through our suppliers, and awarding £31,702.32 to 11 local projects through our customer-led Communities Together Grants. Because the grant process is led by our customers, it helps make sure we're funding the things that matter most to them.

We run and support range a community-led and outdoor-based activities, including three community hubs and three outdoor community gardens. We work closely with local groups and organisations to run events and activities, helping people to improve their health and wellbeing, and to feel connected.



Coleridge Road Open Garden event.

Bringing 'Christmas Past' to life

In December 2024, we partnered with Super Culture (a North Somerset-based arts organisation) and local artist Zara Emily to run a festive project with 80 of our older customers.

Together, they created decorations inspired by the 'Twelve Days of Christmas' and their own memories. These were displayed at the National Trust site, Tyntesfield, as part of its Christmas Past festive display.

The project was an opportunity for customers to share their memories, connect with others and celebrate the festive season. Their stories were collected in a special book for visitors to read and reflect on their own Christmas memories.

You can listen to two customers, Sheila and Andrew, sharing their Christmas memories.

Thanks to the success of the project, all our customers will be able to visit Tyntesfield for free between April 2025 to August 2025.



**Scan the QR
code to hear
Sheila and
Andrew share
their memories**



Left to right: two Alliance Homes customers with, Alliance Homes Community Growth Manager Helen Wheelock and Alliance Homes Chief Executive Louise Swain.

Connecting people and nature

In 2024/25, our green spaces produced 309kg of fresh fruit and vegetables, distributed to the community for free through our hubs and local community centres. These spaces are supported by a team of dedicated volunteers, who contributed a total of 1,262 hours of their time to help.

We've been working to reduce food insecurity and food waste in our neighbourhoods. In 2024, with funding from Shaping Places and in partnership with Purple Sheep Pantry Weston-super-Mare, we trailed a pop-up food pantry at one of our community hubs. We used surplus food from FairShare UK as well as produce grown in our community gardens. The pantry allows local residents a share of food at a much lower affordable price.

Our outdoor spaces are used for lots of activities, from 'Nature Tots' sessions for young children and parents to seasonal get-togethers, wellbeing sessions and learning programmes. These spaces play an important role in helping people connect with nature, and each other.

Nature Connect and craft course

In September 2024, we ran a six-week wellbeing and nature craft course with funding from the National Lottery. Led by local artist Mhairi Cornish, the course supported ten residents, many of whom live with physical or mental health conditions which impact their daily lives. The aim of the course was to help people improve their wellbeing, find ways to build resilience and connect with nature.



Everyone who took part said they have a positive experience. Many enjoyed trying something new, meeting others and finding ways to relax. After the course ended, the group met again to make festive wreaths, and now plan to start their own monthly craft group.

"I was very nervous at first, but I needed something positive to focus on after my stroke. I enjoyed all the activities, especially the flower cyanotype, willow weaving and making the walking sticks. The grounding exercises were new to me, and they really helped me reflect. Living alone, it can be hard to connect with others, but this course helped me feel included." - Participant feedback



Governance



Theme 9 – Structure and Governance

This theme assesses how Alliance Homes develops effective, accountable and transparent institutions at all levels.

C25 Is the housing provider registered with the national regulator of social housing?

Yes.

C26 What is the housing provider's most recent regulatory grading/status?

G1/V2.

C27 Which Code of Governance does the housing provider follow, if any?

The National Housing Federation's Code of Governance 2020.

C28 Is the housing provider a Not-For-Profit?

Yes.

C29 Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?

We're committed to managing risk well and monitoring our operating environment. This means we continuously assess risks and what's driving them, so we can respond appropriately.

Being a green and ethical business is a strategic objective within our five-year corporate plan (Plan A 2.0). Risks that may prevent us achieving our objectives are considered and reviewed quarterly by the Strategic Leadership team, the Audit and Risk Committee, and the Board.

In particular, the Audit and Risk Committee plays a key role in risk management. It monitors and reviews the Risk and Control framework, including the assessment and management of the risk system, making sure there is a rigorous process for the identification and classification of risks. The Committee ensures detailed scrutiny and evaluation of risks on behalf of the Board, assisting the Board in the identification and regular review of the individual and combined material risks faced by the organisation and its plans and strategies in order to mitigate and manage them effectively.

All our risks are assessed in terms of their impact and probability, across their life cycle. Adjustments to risks, including the identification of new risks are proposed as part of our decision making, which are then approved by the Board or Audit and Risk Committee. In addition, reports presented to our Board and committees outline the risks involved in the matter under consideration.

An annual review of our management of risk is carried out by an independent advisor.

C30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?

No.

Theme 10 – Board and Trustees

This theme seeks to assess the quality, suitability and performance of the Board of Alliance Homes.

C31. How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?

Does the housing provider consider resident voice at the board and senior management level?

Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

We understand that diversity brings strength. Increased diversity helps us make the best decisions for our customers and colleagues, so our aim is to bring together people with different backgrounds and experiences, making sure every voice is heard. This commitment is supported by the Board Membership and Recruitment Policy.

Our Board has agreed on our ED&I approach, Alliance for All, and signed up to the National Housing Federation's Chairs' Challenge - a public commitment to take our Board on a journey to understand how diverse and inclusive we are now and develop a vision for the future.

Board members are recruited based on their skills and competencies. We're always looking for ways to improve diversity, including taking part in the Insight Programme, developed by advisors GatenbySanderson. This programme gives first-hand experience to prospective non-executive directors from under-represented groups.

Our Board is made up of 43% women, plus one female co-optee Board member bringing the figure to 50%, 0% ethnic minority, 0% disability and 0% LGBTQ+. The average age of the Board is 54 and the average tenure of current members is 3 years and 11 months. We're working on plans to make our Board more diverse over the next year, so it better represents the communities we serve.

Our Board is also working with our Customer Scrutiny Panel to strengthen how our customers' voices are heard at senior levels.

All decisions made by the Board and/or Strategic Leadership team include a mandatory check on how they affect customers, and take into account feedback from relevant stakeholders. This is built into our reporting template to make sure these considerations are part of every decision.

All our customers are able, and encouraged regularly, to join Hive, our online community where they can share their views through surveys, opinion polls, and other forms of consultation.

As a community benefit society, Company Membership is open to all customers and local independent business or social representatives via our website.

C32 What % of the housing provider's Board have turned over in the last two years?

In the last two years (2023/24 and 2024/25) there has been a 25% turnover of the Board, and a 29% turnover of the Strategic Leadership team.

C33 Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

Two members of the Audit and Risk Committee are Chartered Accountants, including the Chair of the committee.

C34 What % of the housing provider's board are non-executive directors?

87.5%. Except for the CEO, all board members are non-executive directors.

C35 Has a succession plan been provided to the housing provider's board in the last 12 months?

Yes.

C36 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

Three years.

C37. When was the last independently-run, board-effectiveness review?

July 2024.

C38 How does the housing provider handle conflicts of interest at the board?

Declarations of interest are made on first appointment, annually thereafter and required following any material change of circumstance. In addition, Board members are asked to declare any actual or potential conflict or duality of interest at the start of each meeting and at any point during the meeting should the situation require it. Board members also have documented guidance on conflict of interest and duality of interest.

Theme 11 – Staff and Wellbeing

This theme seeks to assess the extent to which Alliance Homes is a good employer to its internal staff.

C39 Does the housing provider pay the Real Living Wage?

Yes, Alliance Homes is a Living Wage Employer.

C40 What is the housing provider's median gender pay gap?

11.91% median gap.

C41 What is the housing provider's CEO: median worker pay ratio?

The CEO: median worker pay ratio is 4:8.

C42 How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

At Alliance, we celebrate the diversity within our workforce and the communities we support. We strive to ensure our workforce reflects the communities we serve, enabling us to provide the most inclusive and effective services possible. We are committed to treating colleagues and customers equitably, ensuring that no individual, group, or community faces disadvantage or discrimination in accessing our services.

Our approach to equality, diversity, and inclusion (ED&I) extends to our customers, colleagues, Board, and volunteers. We are continuously working to evolve our culture to be more inclusive and representative.



We have a team of Equalities Champions from across the organisation who are dedicated to:

- raising awareness of diversity and equality issues
- promoting a respectful and inclusive environment
- speaking out against discrimination, harassment, or inappropriate behaviour
- continuously improving our diversity policies and procedures.

We aim to create a workplace that promotes dignity and respect, celebrates differences, and values the contributions of all colleagues. For example, we mark cultural events throughout the year, including Neurodiversity Week, Pride, and Black History Month. We've found that blogs written by our colleagues and customers are particularly impactful in sharing lived experiences.

All colleagues receive mandatory ED&I training every three years, along with ongoing learning opportunities on topics such as Sexual Harassment Awareness, Being an Ally, Disability Etiquette, and Dementia Friends.

Our Alliance for All document outlines our commitments to equality, diversity and inclusion, supported by Being You!, our ED&I strategy and action plan. We regularly review our recruitment and employment practices to ensure they are fair, inclusive, and free from unlawful discrimination.

We also work with external partners to strengthen our ED&I approach and ensure it remains current and robust. These partners include the Housing Diversity Network, SARI (Stand Against Racism and Inequality), Disability Confident Leader, and the North Somerset LGBT+ Forum.

C43 How does the housing provider support the physical and mental health of its staff?

Alliance Homes has recently become accredited for the second time as a Best Workplace for Wellbeing. Our success in wellbeing hinges on the support and services we provide, as well as our approach to agile working, which empowers colleagues to choose where and when they work, in alignment with business needs. This flexibility helps to promote a healthy work-life balance.

We also support a wide range of equality, diversity and inclusion initiatives that help to build an inclusive culture where colleagues feel encouraged to be themselves at work.

Physical health

Physical safety is a priority for Alliance Homes, as many of our colleagues work in customer-facing roles or out in the community. Our Colleague Safety project group, which consists of the Health and Safety team with HR, regularly gather feedback from colleagues and managers to review how to make our workplace safer.

We also support physical health through our colleague benefits plan. Our Medicash health plan provides money back for everyday health expenses and treatments including dental care, optical treatments, therapies, and consultations. Senior leaders receive this benefit through Aviva.

We provide an online Wellbeing Centre through Reward House, our savings and discounts portal. The Wellbeing Centre provides education, support and tools for a healthier, happier life.

Colleagues are encouraged to attend 'Know Your Numbers' sessions, an MOT-style health check where key health measures (BMI, blood pressure, etc.) are taken and they can discuss how to manage any concerns.

More specialist support is available through an occupational health service. This supports colleagues when their health is affecting their ability to work. This helps us to understand their situation and recommends ways to help them get back to work, for example what reasonable adjustments might help. New starter referrals and Display Screen Equipment (DSE) assessments are carried out, with online e-learning for DSE available too.

We're proud to offer dedicated support for menopause. A group chat is open to all colleagues to share information and experiences, and we run menopause awareness sessions to help everyone understand its impact and how it can affect women at work, and what we can offer in support. We also offer free menstruation products in workplace bathrooms.

Mental health support

We offer a variety of mental health support options to help our colleagues feel supported and cared for.

Our Mental Health First Aiders are a group of colleagues trained to spot the signs and symptoms of mental ill health and are available for colleagues to approach for support and signposting.

All our colleagues can access our Employee Assistance Programme (EAP). This is a professional service that provides confidential advice, support and counselling around the clock over the phone, as well as face-to-face counselling. Further resources for our customers, colleagues and managers include a range of guides on the EAP website and colleagues and free access to the wellbeing app MindPal.



Alliance Homes colleagues.

Workplace stress risk assessments are used to ensure we are working with colleagues to minimise work-related stress. Wellness action plans, as created by Mind, are published on our intranet to help colleagues and managers identify and manage wellbeing.

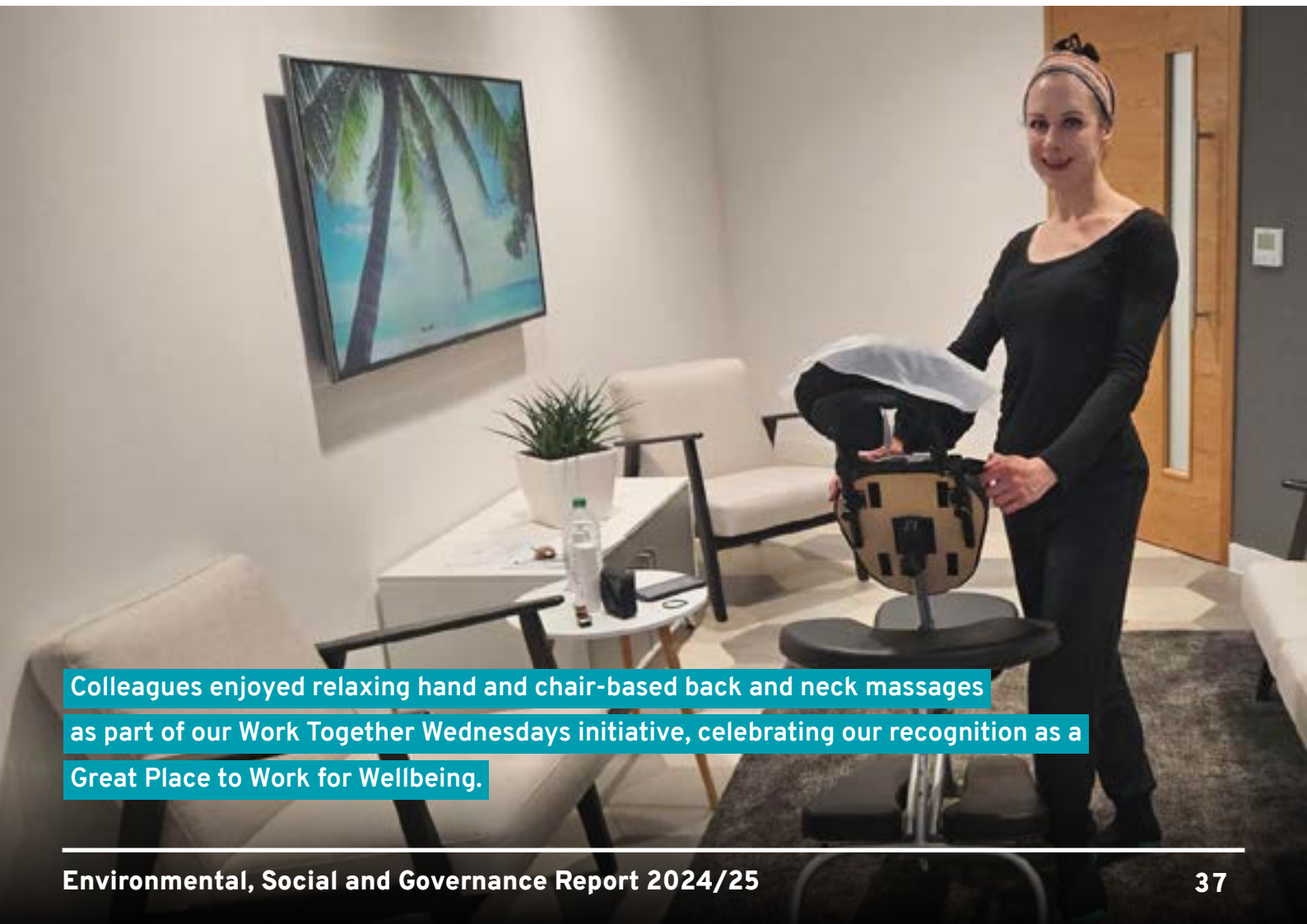
As part of our commitment to social purpose and employee wellbeing, we encourage colleagues to take time to give back in meaningful ways. Each year, employees are entitled to up to two days of paid leave (pro-rata) to volunteer for a charity or cause that aligns with our values.

Recognising the importance of personal wellbeing, we also offer flexibility in how these days are used. Following a conversation with their manager, colleagues may choose to repurpose one of their "Make the Difference" days from a community-focused activity to a personal wellbeing day. This option supports individuals in taking time for self-care, reflection, or activities that promote mental and emotional health.

Our Colleague Crisis Plan is a mechanism that can be used to agree with managers or HR how we would support a colleague who is facing acute mental health challenges.

We want our managers and colleagues to develop better understanding of mental health issues so our eLearning system provides a comprehensive suite of guidance resources.

In the office, our onsite Wellbeing Room is a quiet place for anyone in need of some time out to de-stress, or to access some of our online support information in privacy, while at work. Free massages and healthy food options are on offer as part of company events.



Colleagues enjoyed relaxing hand and chair-based back and neck massages as part of our Work Together Wednesdays initiative, celebrating our recognition as a Great Place to Work for Wellbeing.

C44 How does the housing provider support the professional development of its staff?

Professional development enables colleagues to develop their knowledge, skills and behaviours. It also encourages them to keep up to date with the latest developments relevant to their profession and social housing in general. Since the publication of the Social Housing (Regulation) Act 2023, promoting professionalism has become a key focus for the sector and for Alliance Homes.

In preparation for the Competence and Conduct Standard which will come into effect from October 2026, we have enrolled a number of managers on CIH Level 4 and Level 5, including colleagues from our Home Repairs Service, and four managers have successfully completed these qualifications this year. We also support other colleagues to achieve professional qualifications relevant to their role.

Following a successful pilot, we have also commissioned an in-house development programme called The Alliance Professional. This helps colleagues become reflective practitioners and to update their understanding of what being a housing professional means, linked to the new Consumer Standards.

We provide a wide range of training opportunities for all colleagues which is wider than mandatory compliance training. Learn365, our new learning management system, offers a comprehensive range of learning and development opportunities including e learning, in-person courses, and short learning boosts on topical issues.

Internally, we run a programme of corporate learning and development, planned in consultation with managers in response to business needs. Additionally each department has a budget for the development of individual colleagues, which can include undertaking professional qualifications.

We also encourage all colleagues to undertake continuing professional development, tailored to their own needs and aspirations. We fund membership of a relevant professional body for colleagues and give them access to development opportunities through our corporate membership of organisations such as the Housing Quality Network. Development is regularly discussed as part of quarterly personal reviews or 'ASK' conversations.

For managers we have a comprehensive programme of development opportunities designed to enhance their management skills and expertise. It features a blend of bite-sized learning modules, comprehensive resources and dedicated support.

We have continued to invest in new apprenticeship roles within our Home Repairs Service and are also using our Apprenticeship Levy to fund higher level qualifications for colleagues, making further study accessible and affordable.

Theme 12 – Supply Chain

This theme looks at how Alliance Homes promotes public procurement practices that are sustainable.

C45 How is social value creation considered when procuring goods and services?

What measures are in place to monitor the delivery of this Social Value?

Where appropriate, social value contributions from bidders are included in the scoring of tenders for the procurement of goods and services. We provide a clear guidance document as part of the tender documents outlining our social value expectations and approach. Our evaluation process assesses the bidder's social value commitments, delivery methods and accountability.

Social value priorities vary between procurements, as they are shaped by individual project needs and broader strategic goals. We track supplier commitments through a dedicated tracking system and report regularly on their impact.

Our Community Investment Manager works closely with our suppliers to implement and monitor social value projects. In 2024/25, our supply chain generated £41,173 in social value. Supplier contributions ranged from apprenticeships and work placements to school visits, career guidance, volunteering, pro bono services, and financial donations. These efforts directly support our wider community investment initiatives and help foster vibrant, sustainable neighbourhoods.

C46 How is sustainability considered when procuring goods and services?

What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

Incorporating environmental considerations into our specifications and tender process is essential for achieving our broader sustainability goals. In 2024/25, we began the process of reviewing our Procurement Policy for goods, services and works to ensure that sustainability and ethical considerations are included.

As part of our sustainability strategy, we will develop a suite of sustainability focussed questions that can be used depending on the goods, service or works being procured. This will enable us to better understand bidders' sustainability goals, in addition to the steps they will take to limit the environmental impact of the contract.

As we evolve our emissions data processes, we will begin collecting data from our suppliers, starting with larger contracts, to gain deeper insight into our scope 3 emissions. This will enable us to identify opportunities to reduce our environmental impact by targeting specific suppliers and informing future tenders.

If you need this document in another format, such as large print, please let us know.

You can contact us by calling 03000 120 120, emailing act@alliancehomes.org.uk or writing to us at 40 Martingale Way, Portishead, BS20 7AW.