



**Thrive**  
Homes

# Welcome



**Elspeth Mackenzie**  
Chief Executive

Thrive Homes is built around the importance of home as the foundation that enables individuals and families to build and sustain the lives they want. As an organisation, we are focused on increasing housing availability and affordability in some of the most expensive areas in the UK.

Next year we will be publishing an update to our Strategic Framework, which sets out how we will continue to achieve our ambition for growth, whilst adapting to changes in customer expectation, regulation and the economy and how we will meet Net Zero targets.

This is our third-year reporting against the Sustainability Reporting Standard (SRS) for Social Housing and we have used this framework to incorporate ESG metrics into our six existing Sub-Strategic Plans. We have made a good start but recognise that further work is required to fully develop our approach across all areas included in the SRS criteria.

As heating homes contributes to a third of all carbon emissions in the UK, we have a critical role to play in minimising the impact our homes have on the environment. Over the past 24 months our environmental performance has centred around improving the energy efficiency of our homes, reducing both energy consumption and the impact of rising energy prices for our customers. We are proud to now be able to say with confidence that



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83% of our homes are rated EPC-C or above and we will achieve 100% by 2030.

Of course, our ESG report is an opportunity to focus in on our environmental impact and performance. However, as a registered provider of social housing it's also about the positive social impact we have on our customers, colleagues and the communities we work within.

Thrive's primary contribution is providing safe, secure and affordable homes to people who are unable to rent or buy in the private market. Last year, our average social and affordable rents were 50.38% lower than Private Rental Sector (PRS) and 39.56% lower than the Local Housing Allowance (LHA). We also supported around 500 customers to sustain their tenancies, by providing advice and referrals for financial wellbeing, ASB, domestic abuse and more (see page 31).

I'm pleased to share Thrive's ESG Report for 2023/24. We've made good progress this year and are proud of the work we are doing to better understand our data.

As we reflect on the past 12 months and look forward to the next, I would like to personally thank my colleagues for their continued hard work. It is because of their combined expertise, curiosity and smart, can-do attitude that we continue to evolve, develop and improve on what we do each year.





## About Thrive

Thrive exists to provide and manage housing that helps individuals and families secure a good quality, safe home that they can afford.

We own and manage nearly 6,000 homes throughout Hertfordshire, Bedfordshire, Buckinghamshire and Oxfordshire delivering much-needed homes for social and affordable rent, intermediate rent, leasehold, shared ownership and private market rent (through Thrive Places). We are focused on increasing housing availability and affordability in some of the most expensive parts of the UK.

Since its formation in 2008, Thrive has pursued its aim of improving the condition of its existing homes, developing new homes for rent and sale, and expanding our area of operation to include adjacent home counties and the Oxford-Cambridge Arc. In 2021, Thrive achieved its first growth milestone of 5,000 homes. Following an acquisition of 500 homes in 2022/23, we now own and manage 5,859 homes – a 41% growth in 16 years.



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# ESG Highlights

**83%**

of existing homes are  
**EPC-C rating** or above

**18,124**

**tonnes** of carbon emissions  
across scopes 1, 2, and 3

**£6.1m**

**invested** in maintaining  
existing homes

**73%**

customer satisfaction  
low-cost rental  
accommodation  
(LCRA)

# 99.94%

of homes meet  
Decent Homes Standard

# £144

**Average  
weekly rent**  
for social and  
affordable  
homes

# G1/V2 REGULATOR

of Social Housing Governance  
and Viability Rating

**Investors in People**  
**'We invest in wellbeing'**

# GOLD



## ENVIRONMENTAL



At Thrive we are committed to growing our organisation and delivering our services in a way that is environmentally sustainable and minimises our impact on our planet. This approach ensures we provide high quality housing that is safe, comfortable, and affordable for our current and future customers.

By creating a 'Roadmap for Every Home', we have been able to identify the level of improvement work needed to meet energy efficiency standards so we can plan future investment.

In 2023/24 we are proud to report:

- 83% of existing homes are rated EPC-C or above by the end of year.
- Successful completion of SHDF Wave 1 programme bringing external wall insulation to 82 homes.
- Successfully secured over £1.6million of grant funding to undertake energy efficiency upgrades to 131 homes under wave 2 of SHDF scheme.
- Rollout of Endotherm to 700 homes (a heating additive designed to reduce bills and CO2 emissions by up to 15%).





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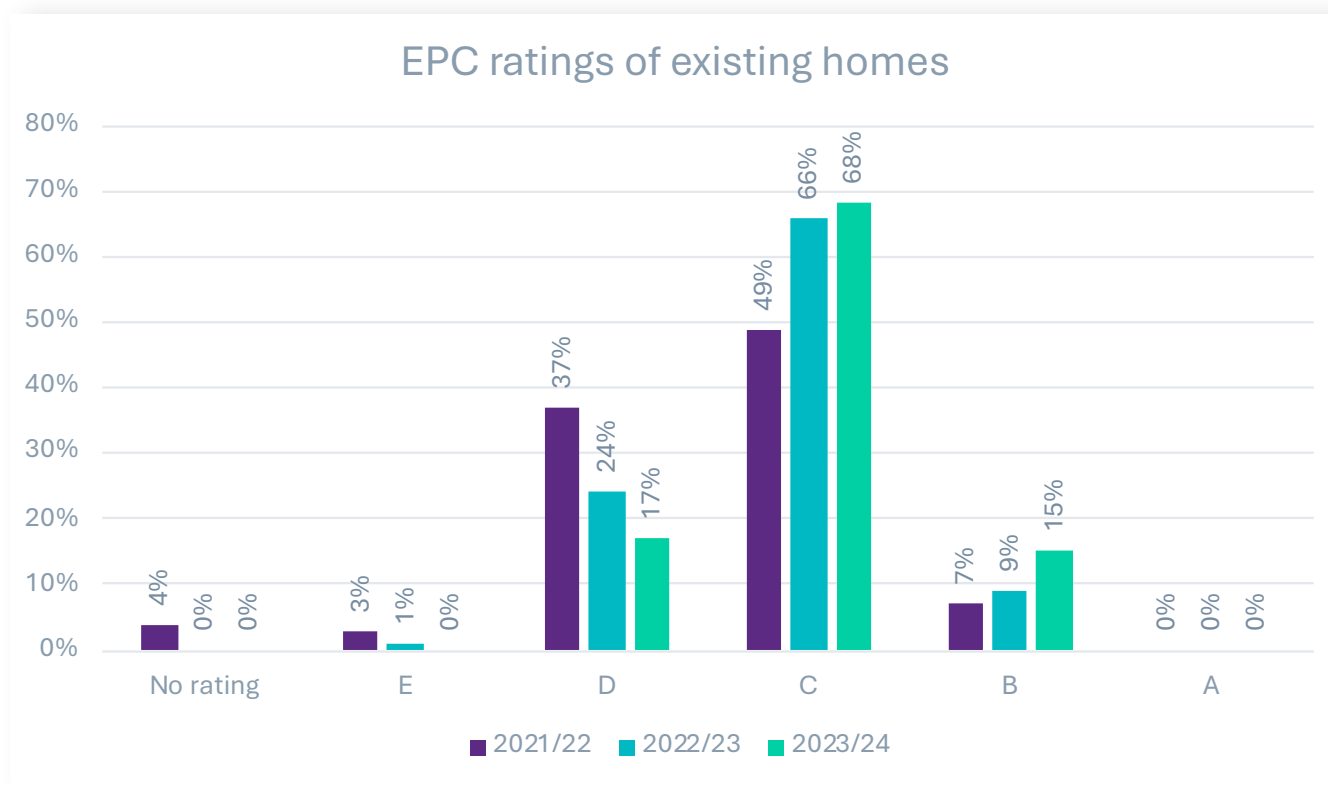


# Climate Change

## C1

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

In March 2024, 83% of existing homes had an EPC-C rating or above. With an average SAP score of 73.78 and energy use intensity (EUI) of 176.5Kwh/m<sup>2</sup>/yr. Both these figures are significantly higher than the region's average of 68 and 231kWh/m<sup>2</sup>/yr respectively.





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## **C2**

### **Distribution of EPC ratings of new homes (completed in the last financial year).**

100% of new homes were built to EPC-B rating

## **C3**

### **Does the housing provider have a Net Zero target and strategy?**

We currently have a component lead pathway to Net Zero in place for our housing stock. We are working towards a business-wide strategy to cover all our emissions.

## **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?**

Since April 2022, we have secured £2.5 million from the Social Housing Decarbonisation Fund waves 1 and 2. This year saw the completion of external wall insulation to 82 homes (wave 1) with a further 131 homes being prepared for the second phase which is due to complete in 2024/25.

Further funding to support energy efficiency upgrades is being procured through the Government's ECO4 and GBIS schemes ahead of 2024/25 programmes. Additionally, a total of £82,000 was secured through HACT's retrofit credit programme and funding through the Social Decarb scheme has been utilised to fund the installation of EndoTherm.

*"I've noticed I have more energy due to it being warmer. My wife sleeps downstairs due to having a disability, and she said it's now much warmer."*

*"I'm very happy with the look of the house. There's also better indoor air quality, it's less draughty, and the sound proofing is a lot better."*

**Paul, Thrive Customer**



**C5**

Report your Scope 1, Scope 2, Scope 3 greenhouse gas emissions, including Scope 1, Scope 2, and Scope 3 greenhouse gas emissions per home.

Does the housing provider qualify for SECR reporting? If so, report your SECR Intensity Ratio for Total Emissions (Scope 1-3) [kg CO<sub>2</sub>e/m<sup>2</sup>]

We have categorised our emissions into three core areas: operations, development, and our existing stock. Where gaps in our data exist, we have used appropriate proxies and put in place a pathway towards obtaining the data needed for more accurate carbon accounting.

Our reporting broadly aligns with the Greenhouse Gas Protocol and has been split across scopes 1, 2 and 3.

- Scope 1: Direct emissions from burning natural gas and fuel combustion (e.g. company vehicles and communal heating).
- Scope 2: Indirect emissions from purchased electricity (e.g. heating and cooling and our offices and lighting within communal spaces).
- Scope 3: Indirect emissions not produced by Thrive itself, but where we still have influence (e.g. heating out properties where customers are responsible for utilities and emissions from procured goods and services).

As residential emissions from our existing homes is our largest contributor to scope 3, we are focused on improving the efficiency of our homes to reduce energy consumption, carbon emissions and the impact of rising energy prices for our customers.

**SCOPE 1** **754.22**

**SCOPE 2** **170.67**

**SCOPE 3** **17,199.66**



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Area	Description	Carbon (tCO <sub>2</sub> e)
<b>Scope 1 Total</b>		<b>754.22</b>
Operations	Thrive Fleet	109.76
Existing Stock	Residential Gas (Communal Supply)	644.46
<b>Scope 2 Total</b>		<b>170.67</b>
Operations	Office Grid-Supplied Electricity	20.01
Existing Stock	Residential Grid-Supplied Electricity (Communal Supply)	150.66
<b>Scope 3 Total</b>		<b>17,199.66</b>
Operations	Grey Fleet	44.26
Operations	Procured Goods (For Office)	14.84
Operations	Repairs & Planned Maintenance	576.23
Operations	Staff Commuting	80.59
Operations	Staff Work From Home	57.39
Operations	Office Waste	2.56
Existing Stock	Residential (where Thrive has no control of utility bills)	11,770.11
Development	Development	3,614.37
Operations	Thrive Fleet (not included with scopes 1 & 2)	2.72
Credits	Sold Carbon Credits <sup>1</sup>	1,036.60
<b>Emission Total</b>		<b>18,124.56</b>
Offsets	Tree Planting Schemes	- 75.00
<b>Grand Total</b>		<b>18,049.56</b>
	<b>t CO<sub>2</sub> emissions per home</b>	<b>3.95</b>

<sup>1</sup> Sold credits (for example through the social decarb project) have been kept in scope 3 emission totals.

## Streamline Energy and Carbon Reporting

Additionally Thrive discloses Scope 1 & 2 emissions data in line with SECR reporting requirements through our financial statements. The below carbon intensity ratios for scopes 1 and 2 are taken from that disclosure:

Intensity Ratios	Energy (kWh)	Carbon (tCO <sub>2</sub> e)
All Scopes tCO <sub>2</sub> e per £m turnover	97,505	20.06
All Scopes tCO <sub>2</sub> e per FTE	25,543	5.26

## 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?**

Underway due for completion 2025/26.

## Ecology

### C7

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

We ensure that we meet planning requirements for ecology and biodiversity net gain in all new developments.

### 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?**

Thrive Homes has a selection of policies, procedures and processes in place to manage and reduce pollutants in our operations that could cause material harm. Further work is being done to expand this and create a formal strategy by the end of 2025/26.

#### **The Brambles Leighton Buzzard**

An attenuation pond forms part of this new development, with the purpose of collecting surface water draining from neighbouring land. Crates buried below ground allow a gradual release of surface/rainwater to prevent flooding and create natural filtration by removing pollutants and sediment before releasing it back into the environment.

The pond also provides habitat for wildlife, supporting biodiversity and creating an ecological space in area surrounded by new build developments.







## Resource Management

### 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?

No but planning to develop a strategy by the end of the 2025/26.

### 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?

No, but planning to develop a strategy by 2025/26. Our development and maintenance tender processes incorporate a commitment to responsible waste management from our contractors. These commitments are then reviewed and reported on at regular site and contractor meetings. We are working to further develop how we capture information and report on this.





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## **C11**

Does the housing provider have a strategy for water management?

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

No, but planning to finalise our strategy during 2026/27.





## SOCIAL

Our business is built around the importance of home as the foundation that enables individuals and families to build and sustain the lives they want. We are focused on increasing housing availability and affordability in some of the most expensive areas in the UK.

As customers continue to be impacted by rising living costs, it is important that we manage our impact as much as we can whilst covering our increased operating costs and continuing to invest in our existing homes whilst providing more families with a place to call home.

In 2023/24, our customers typically paid 50.38% of less than the average private market rents and 39.56% less than the Local Housing Allowance.





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## Affordability and Security

### C12

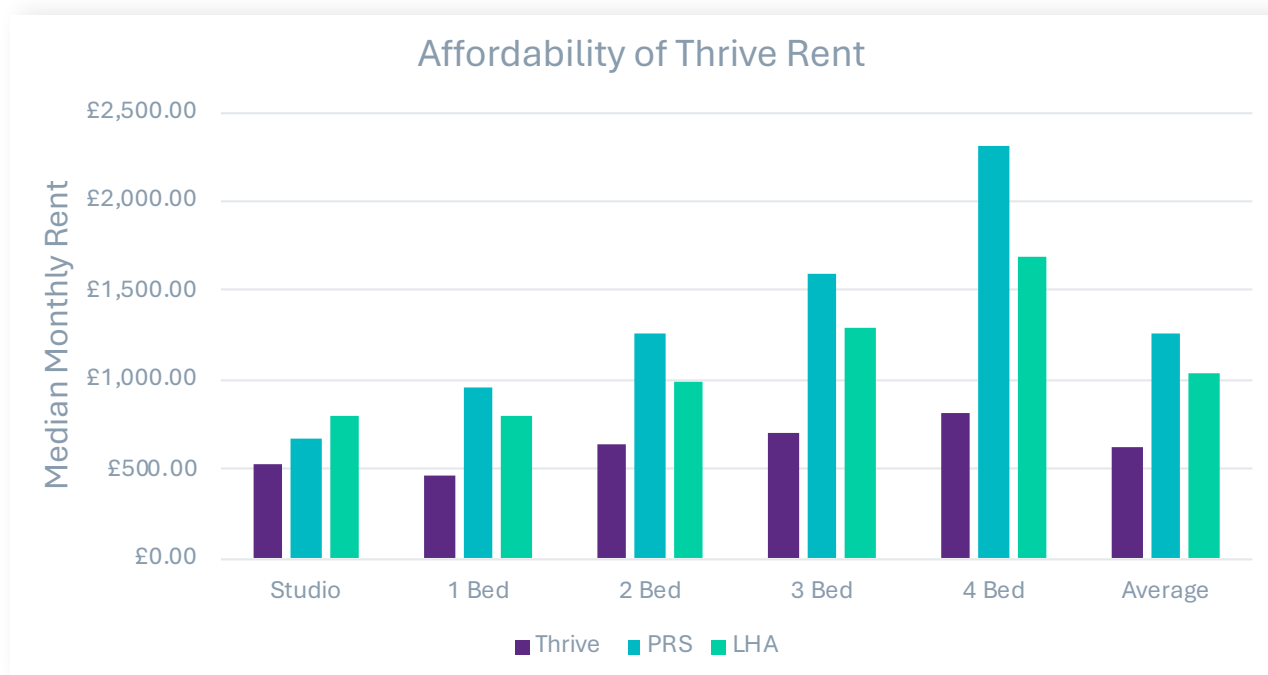
For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:

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

Across Thrive's homes for social and affordable rent our median rents are:

- 50.38% Cheaper than the average Private Rental Sector (PRS)
- 39.56% Cheaper than the Local Housing Allowance (LHA) for the local authority of operation.

	As a % of PRS/LHA	% Cheaper than
Equivalent PRS	51.11%	50.38%
Equivalent LHA	61.52%	39.56%





## C13

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

	Number	%
General needs (social rent)	3,386	59%
Intermediate rent	200	3%
Affordable rent	407	7%
Supported Housing	-	-
Housing for older people	544	9%
Low cost home ownership	495	9%
Care homes	-	-
Private Rented Sector	61	1%
Other	685	12%

## C14

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

	Number	%
General needs (social rent)	4	5%
Intermediate rent	-	-
Affordable rent	-	-
Supported Housing	-	-
Housing for older people	-	-
Low cost home ownership	73	95%
Care homes	-	-
Private Rented Sector	-	-
Other	-	-

# 700

customers benefited from the installation of EndoTherm energy saving additive in their wet heating systems

## C15

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

We are working to improve the energy efficiency of our homes for the benefit of our customers, our portfolio and the environment. In order to achieve government targets for social housing, we have developed a 'Roadmap for Every Home', detailing what improvement work is needed to meet energy efficiency standards so we can plan future investment. Projects cover boiler upgrades, window and door replacement programmes as well as improvements to loft and external wall insulation.

Since April 2022, we have secured a total £2.5 million from the Social Housing Decarbonisation Fund waves 1 and 2. This year saw the completion of external wall insulation to 82 homes (wave 1) with a further 131 homes being prepared for the second phase which is due to complete in 2024/25. Further funding to support energy efficiency upgrades is being mobilised from the Government's ECO4 and GBIS schemes ahead of 24/25 programmes. Additionally, a total of £82,000 was secured through HACT's retrofit credit programme and funding through the Social Decarb scheme has been utilised to fund the installation of EndoTherm.

To further support residents struggling with increasing energy costs, we have developed a page on our website offering information and advice about using their heating systems efficiently. In addition, 700 customers benefited from the installation of the EndoTherm energy saving additive in their wet heating systems.



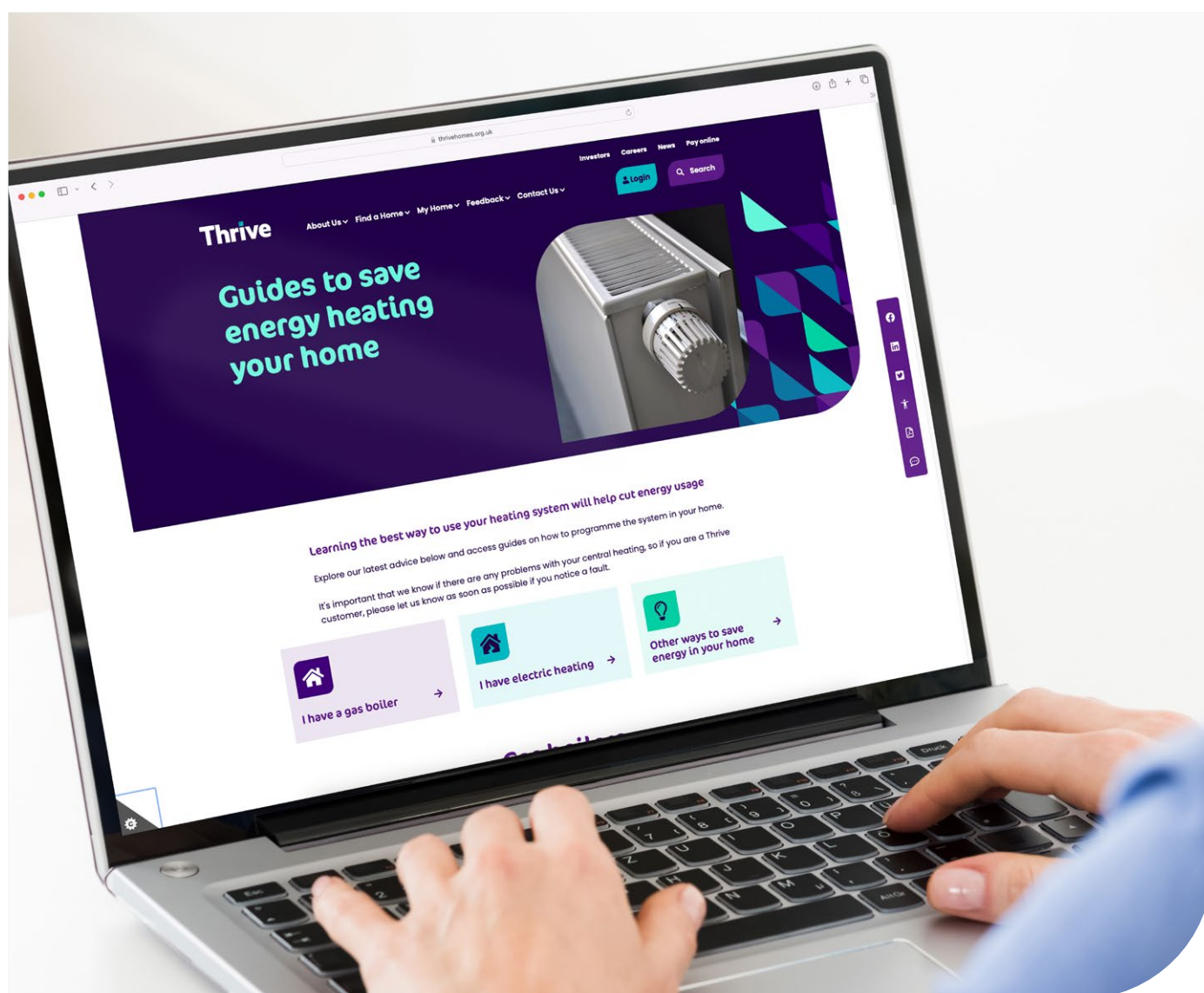


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C16

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

Thrive Homes offers assured tenancies, except in exceptional circumstances where a fixed term tenancy may be offered. Our full Tenure Policy can be found at [www.thrivehomes.org.uk/tenure-policy](http://www.thrivehomes.org.uk/tenure-policy)



## Building Safety and Quality

### C17

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

	End of March 2024
% of homes for which all required gas safety checks have been carried out.	99.95%
% of homes for which all required electrical safety checks have been carried out.	97.66%
% of homes for which all required legionella risk assessments have been carried out.	100%
% of homes for which all required fire risk assessments have been carried out.	100%
% of homes for which all required communal asbestos management surveys or re-inspections have been carried out.	100%
% of homes for which all required communal passenger lift safety checks have been carried out.	100%

In total, two homes have outstanding gas safety checks due to access issues, with appointments booked in for quarter one in 2024/25. All overdue electrical safety checks are either booked in or legal action is underway.





## C18

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

As of 31 March 2024, 99.94% of homes met the Decent Homes Standard. In total, three homes failed to meet the Standard with upgrades programmed in to be completed by the end of the 2024/25 financial year.

## C19

### How do you manage and mitigate the risk of damp and mould for your residents? *(enhanced) How many cases of damp and mould were reported in the period that required action? What % of the portfolio do these homes account for?*

In July 2023, Thrive Customer Voice (TCV) members were tasked with reviewing and suggesting improvements on our updated approach to managing damp and mould. Supporting continued proactive communication to residents, the updated process ensures that every instance of damp and mould is recorded no matter how minor. Thrive colleagues visiting a home will take the opportunity to inspect for mould. If identified, works will be booked in and the case will remain open in the system until three annual inspections show no further reoccurrence.

Feedback from TCV members was positive and recommendations were made around improving imagery in communications and training for all customer facing colleagues to handle enquiries at the first point of contact.

In 2023/24 282 cases (5% of the portfolio) of damp and mould were reported and investigated, with a programme of ongoing monitoring put in place after the works are checked.

## Resident Voice

### C20

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

Thrive has been reporting against the draft Tenant Satisfaction Measures (TSMs) since Q4 2021/22, in preparedness for them to become a regulatory requirement in April 2023.

For the past 12 months we have used these measures to interview approximately 100 customers a month, so that we benefit from customer experience data throughout the year. We triangulate performance data against customer feedback and satisfaction results to determine customer priorities, which identify the service improvements that need to be focussed on and invested in accordingly. Alongside handling complaints, areas for improvement this year included improving our record keeping within our centralised IT system, with system actions captured confirming steps and timeframes agreed with customers. Responses to calls and emails are then quality checked to ensure the accuracy and timeliness of the response.

At the end of the year Thrive's level of customer satisfaction (overall) ranked 26 against 44 comparators and was 3.3% higher than the average benchmark from our independent market research agency, IFF Research. Overall satisfaction for low-cost rented customers sits above average at 73%, whilst low-cost home ownership is slightly lower than average at 52.8%.





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## Customer Voice in Action (case study)

In Q4 2022/23 our initial TSM surveys indicated a slight decrease in satisfaction when asked if 'Thrive provides a home that is safe'. This triggered a follow-up survey to all customers who responded with low scores. They were invited to go into more depth with questions covering fire, security and more.

The additional feedback identified that reasons behind the low scores largely reflected concerns about door entry systems and anti-social behaviour (ASB). After being shared with senior leadership and board, the following actions were agreed:

- An engagement activity to review Thrive's ASB policy, resulting in the creation and publication of a **Good Neighbour Agreement** fully endorsed by customers.
- Our **door entry upgrade** programme costing over £350K, was brought forward and expanded upon. It has moved from a simple digital upgrade with our existing supplier to a full review and system changeover.

### C21

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

Our new engagement model, Thrive Customer Voice (TCV) has been in operation for just under two years and is having a meaningful impact on how customers' views are heard and responded to.

In 2023/24 we maintained a membership with circa 45% of households being members and 22% (1,259 households) taking part in at least one activity, up from 798 households the previous year.

When we created the model, we were mindful of the update to the Consumer Standards and designed it to be compliant with the new Transparency, Influence and Accountability Standard. This year, we have undertaken an audit through an external consultant, which confirmed that Board is hearing the voice of the customer and using data to inform business decisions.



*"It's great to know a company is actively seeking feedback from their customers to want to improve the customer experience."*

**Thrive Customer Voice member, January 2023**



### C22

*In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?*

Whilst the volume of complaints has increased by 13% on the previous year, we've made significant progress in responding within the timeframes set out by the Housing Ombudsman Complaints Code. By the end of year, we were proud to report that 93% of stage 1 complaints and 98% of stage 2 complaints were responded to on time. **A total of five complaints were escalated to the Housing Ombudsman Service with determinations yet to be received.** Further details have been published on our website in our Annual Complaints Performance and Service Improvements Report 2023/24.

It's important that we continue to manage the professional and timely handling of complaints with our ability to provide quality services to our customers. We want to make the best use of talent and resources within the business and were finding that our operational teams were being pulled away from their areas of expertise to focus on responses, with a negative impact on services for customers.

To address this, we ran a pilot programme within the property team in November 2023. Complaints were handled centrally by colleagues with an expertise in complaint handling. This approach was a success and resulted in:

- greater efficiency, with a 75% reduction in the time taken to respond to a complaint
- a reduction in the number of stage 1 complaints being escalated to stage 2
- 26% of responses received compliments from customers around the way they were handled.



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Following the pilot's success, we will be rolling out this approach across the business in April 2024 with additional resource and capability being recruited to this team. In 2024/25, the Housing Ombudsman has predicted that complaints will continue to increase (by approximately 80%) due to changes in the way they are being logged and the Government's continued **Make Things Right** campaign. We are confident this new approach is the best way to address the predicted increase but recognise the impact that the additional resource has on operating costs.





## Resident Support

### C23

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

Our primary relationship with our customers is as a landlord and property manager. Working with customers, we shaped the Thrive Deal – which sets out clearly what customers can expect of Thrive (our offer) and we expect in return (our ask).

We do recognise that customers may need other services to support them, for example around money advice, ASB, mental health and domestic abuse. Internal teams are available to provide advice and work closely with a range of agencies and specialists. Colleagues are therefore able to connect our customers with the support and services they need to sustain their tenancies.

In 2023/24 we reported a total of 594 cases across the service areas with only 72 (12%) remaining open at the end of the year. Our primary focus is to work with customers so that they can maintain their tenancies. Eviction is only ever used as a last resort. During this reporting period we undertook five evictions due to anti-social behaviour and non-payment of rent. However, we are proud to report that due to the hard work of our Income Protection team and partnership with Citizens Advice Service, customer arrears consistently remained below our target of 3.9% ending the year at 2.63%.



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Type	No. of cases/referrals	Remain open
Money advice referral to Citizens Advice Service	197	-
Anti-social behaviour (support for both victims and perpetrators)	276	64
Tenancy Sustainment Support	53	1
Hate crime (all racial)	7	1
Domestic abuse	12	6
Referrals to other agencies including police, mental health, alcohol and drug services	49	-

*"I was left at the breaking point unable to see a way forward until Casey and her team became involved. Casey has been amazing and managed to bring everyone involved with my brother's care and safety together via a meeting, something I wasn't able to achieve without her support for over 25 years.*

*Words fall short of the feeling of gratitude that I feel. Without Casey's team involved, I would still be trying to find support for my brother. I had no idea Thrive Homes had such a service available and I cannot express the high importance and value of such a team within your service.*

*Casey was amazing and so professional with the way she conducted the meeting, and the positive outcome couldn't have been achieved without her support."*

### **Thrive Customer**

Read the full case study at [www.thrivehomes.org.uk/news/case-studies/wellbeing-support](http://www.thrivehomes.org.uk/news/case-studies/wellbeing-support)

# Placemaking

## C24

Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for communities in which homes are located. *Provide examples or case studies of where the housing provider has been engaged in placemaking or place shaping activities.*

Thrive Homes works closely with local authorities, police, fire brigade, mental health and social care workers in the areas where we have homes. We attend a range of local authority partnership meetings covering areas of community safety, allocations, planning, decarbonisation, and housing management and are available for drop-in sessions at 'healthy hubs' to answer any questions around tenancies and the services we provide.

In terms of new development, we seek to achieve sympathetically designed schemes, with a focus on placemaking, in accordance with relevant planning guidance.

Alongside all of this, our community grant application scheme – Thrive GIVE – provides funding to locally based charities and community groups, enabling them to deliver projects and services that make a real difference to our customers.

In 2023/24 grants were awarded to eight community-based organisations. This included a significant grant to Three Rivers Citizens Advice Service who provided money advice and budgeting support to over 197 Thrive customers following a referral from our Income Protection Team.

*"We are delighted to receive a Thrive GIVE grant to fund our crisis support work at our centre, The Junction, in High Wycombe. This is a vital project which catches disadvantaged young people at a critical point, offering vital crisis, mental health/ wellbeing support, plus a community where they can integrate and feel safe and supported. It was developed in response to the increased mental wellbeing needs of young people during the Covid-19 pandemic and never has the need been greater."*

**Jenifer Cameron CEO,  
Action4Youth**





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## GOVERNANCE

At Thrive, we pride ourselves on an innovative approach to challenges and the ability to adapt to the fast-changing environment in which our sector operates. Our culture, governance, and approach to managing risk are central to our success and resilience as a business. In the last financial year highlights include:

- retention of our G1/V2 rating
- the Investors in People 'We invest in wellbeing' gold accreditation
- beyond our annual EDI training, 21% of colleagues have completed Thrive's Allyship programme.





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## Structure and Governance

### C25

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

Thrive Homes is registered with the Regulator for Social Housing.

### C26

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

The Regulator of Social Housing (RSH) published the results of their In-Depth Assessment (IDA) in April 2023. The results were that the Association was assessed to retain the highest level possible for Governance (G1) and, reflecting the current economic climate, Viability (V2).

### C27

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

Thrive Homes continues to comply with the NHF Code of Governance 2020. Compliance is reviewed annually with an internal self-assessment which is approved by Board.

### C28

Is the housing provider a Not-For-Profit?

We are a registered not-for-profit provider of affordable homes.



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## C29

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

To maintain our strength, resilience and agility as a business, we are very conscious of the need to take an astute and proactive approach to balancing risk in the short, medium and long-term.

All meetings of the Board include a review of our 13 corporate risks which incorporate ESG risk across health & safety, corporate governance, customer, portfolio growth and performance. Constantly monitoring and managing such risks ensures that we are able to successfully rise to today's challenges while being well-prepared for the potential challenges in the future.

We have programmes of internal audit to sustain and improve the quality of our day-to-day business operations, along with mitigation strategies which flag up risks at the earliest opportunity so we can take appropriate steps to address them.

## 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

## Board and Trustees

### 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?

To ensure board membership is accessible to individuals with a variety of backgrounds and experience, Thrive Homes works with 'Dynamic Boards' an external recruitment agency. Dynamic Boards showcase Non-Executive Director (NED) vacancies to candidates free of charge and have created an inclusive community that inspires individuals who may not otherwise think to apply for an NED role. Thrive's EDI Statement of Intent is available on our website and board membership is reviewed on a regular basis with a skills audit identifying gaps for future recruitment or training.

In addition to this, Thrive Homes launched an Associate Board Member programme in 2022, to encourage further diversity at board level by enabling those with less experience to contribute and prepare them for full board membership in the future.

Through Thrive Customer Voice, board members hear directly from a broad cross-section of our residents. This feedback is regularly reported at board meetings and has influenced decisions on the prioritisation of projects and budget allocation (see page 26).







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“Having searched for my first board role for some time, I was finding it hard as the majority of roles require experience and receive a lot of applications.

Thrive is pretty unique in offering an associate programme, which provides full training and the opportunity to learn from experienced board members. I’ve really enjoyed my time so far, with associates very much encouraged to contribute to discussions and I’m looking forward to continuing to develop in the role.

The Associate Board member programme is a great platform to work towards full board membership, without having that direct experience. Thrive’s offer was a particularly appealing opportunity due to the impressive team across the executive and non-exec board.”

**Robert Abraham**  
**Associate Board Member**

**C32**

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

Board turnover in the last two years has been 14% (down from 25% the previous year), due to members reaching the end of their tenure period.

The Executive Management Team has seen two members leave, resulting in a turnover of 40%.

**C33**

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

All five non-executive members of the Risk & Audit Committee have relevant financial experience.

**C34**

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

100%

**C35**

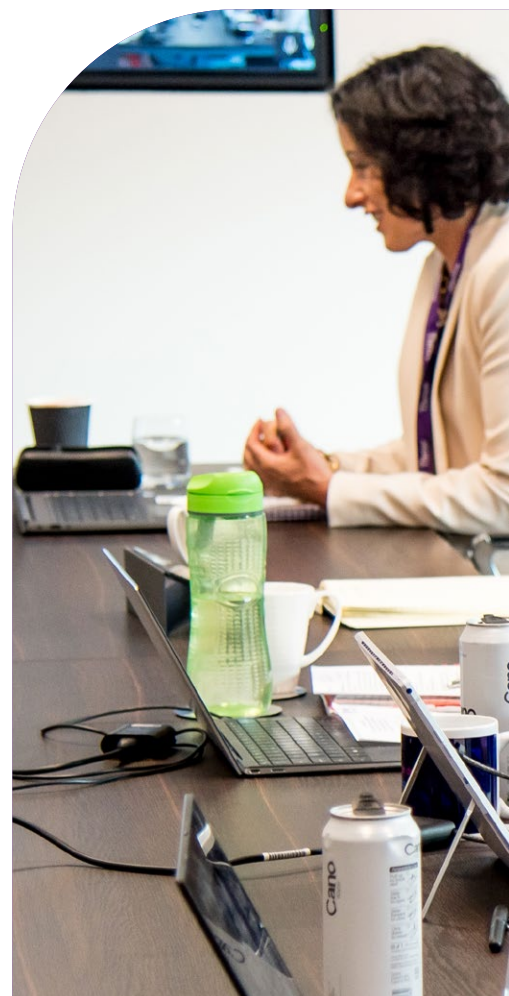
Has a succession plan been provided to the housing provider's board in the last 12 months?

Yes, succession plan reports are presented to Board annually. The last report was presented and approved in September 2023.

**C36**

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

Five years







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C37

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

An external governance review was completed in June 2023 which assessed the Board effectiveness.

C38

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

Board members are reminded to declare any changes in conflict of interest at each meeting by reporting directly to the Company Secretary. All declarations are reported annually at both Committee and Board level with details published on Thrive's website.



## Colleague Wellbeing

### C39

Does the housing provider pay the Real Living Wage?

Yes

### C40

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

At the end of March 2024, the median average gender pay gap was 11.33%. This figure is influenced by the disproportionate number of female colleagues (72.73%) in the lowest pay quartile. However, this has reduced from 77.77% in the previous year.

Thrive is working hard to ensure entry-level roles within the business attract applicants from all genders and is actively ensuring that roles are advertised using gender-neutral language and imagery to avoid bias.

### C41

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

Thrive Homes is not required to report the CEO:median-worker pay ratio at this stage but it is something we will keep under review.

### C42

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

Thrive aims to be an organisation where everyone feels they belong – where their contribution is valued, and they can be the person that they truly are.

We are committed to providing equality of opportunity for everyone we provide services to, those we employ and do business with. Our approach is laid out in our EDI Statement of Intent on our website and training is undertaken by colleagues each year.

In 2023, we launched our Allyship Project – an internally led training that supports and educates colleagues to become better allies, who foster a culture of inclusivity and diversity at every level of the business. The Allyship Project is a vital component of our commitment to create a fair, inclusive and customer-centric culture that prioritises the well-being of both our colleagues and customers.

To date 37 colleagues have completed the Allyship course, equating to 21% of the business.





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## C43

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

Health and wellbeing is central to all we do at Thrive. We understand that our colleagues are our greatest assets, and we want to do everything we can to maintain their physical, mental and financial wellbeing. Since the introduction of our Wellbeing Commitment in 2020, we have seen an increase in training and health related benefits available to colleagues including the introduction of YuLife providing incentives for movement and mindfulness, alongside financial advice from our pension provider.

Colleagues are surveyed regularly, with questions about our offer as well as temperature checks on their physical, mental and financial health. Using feedback

from these surveys, as well as suggestions from our intranet and internal meetings, we evaluate the successes and make changes based on real, measured feedback.

In October 2023, Thrive Homes were proud to be one of the first organisations awarded the new 'We invest in wellbeing' gold award from Investors in People.



*"It is very apparent that the culture at Thrive is warm, friendly and people centric. With your people being the target audience for the variety of considered wellbeing support, resources and interventions. It is also very clear that your values play a big part in shaping culture as well as have a hand in how wellbeing is delivered and received."*

**Investors in People,  
July 2023**

**C44**

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

**What % of employees have received qualification that are relevant for their professional development, within the last year? Split result by demographic.**

We continue to invest in the ongoing development of our colleagues, enabling us to meet the demands of the business and pursue career ambitions. As part of the consultation on the Competence and Conduct Standard we have created a register of qualifications across the business and identified gaps for further development, as relevant.

In 2023/24 just over 6% of colleagues received funding for formal qualifications and training with additional internal learning opportunities provided for all through our dedicated Learning & Development programme.

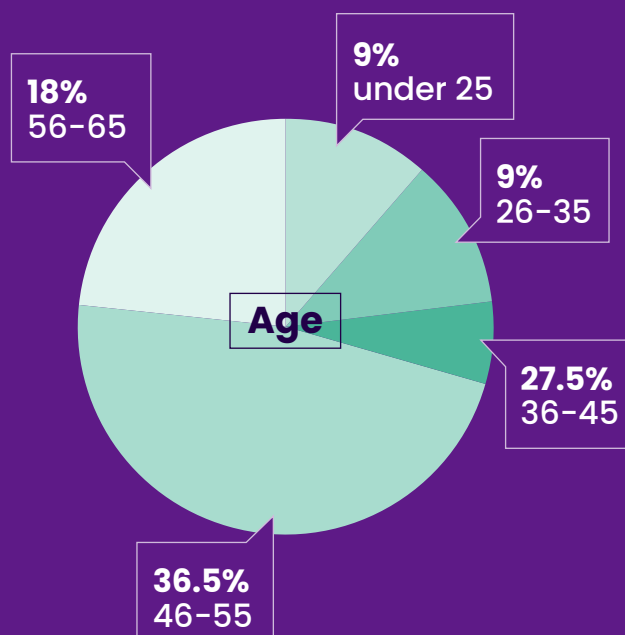
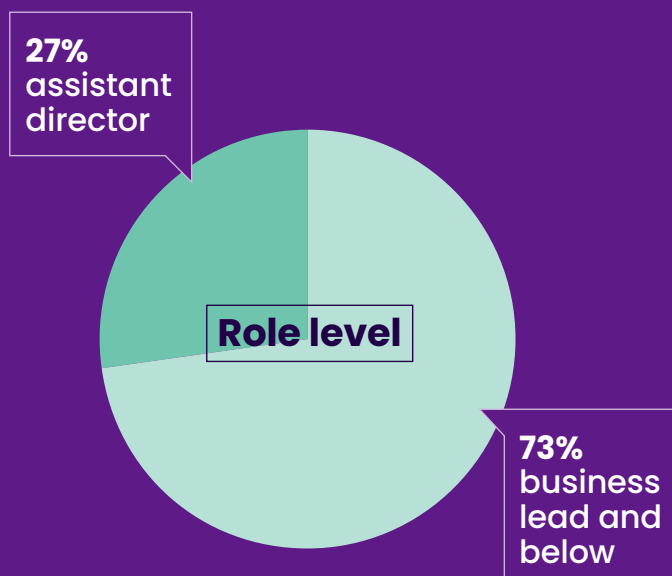
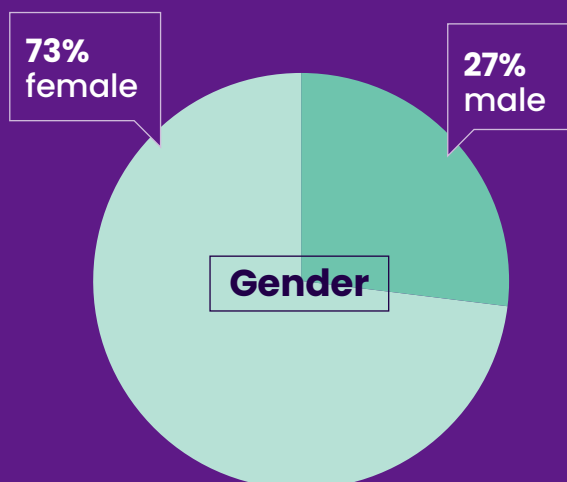
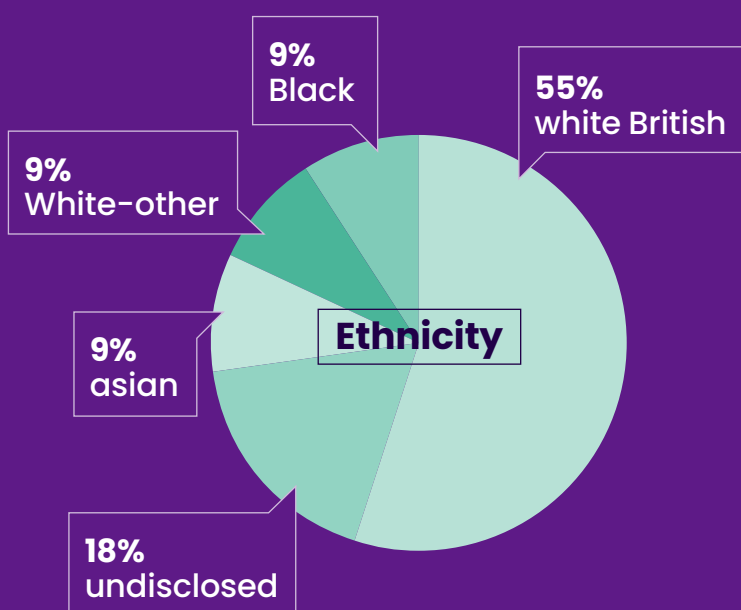
Internal learning and development opportunities throughout the year, were influenced by feedback from customers and colleagues and focused on:

- empathy – improving how we handle feedback and complaints
- conflict management – requested by customer facing colleagues to help support the mental wellbeing of customers and colleagues handling difficult situations
- allyship – empowering colleagues to foster a culture of inclusivity and diversity at every level of the business.



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# Demographics for external training





## Supply Chain

### 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?**

Thrive has a Procurement & Contract Management Policy, which sets out our approach to social value creation. Social value has been replaced with ESG based on future Net Zero strategy where relevant. This is considered at all stages in the procurement cycle from the business case considering what opportunities could be available for relevant contracts, through to the quality questions in the ITT (weighted at least 10%), evaluation of the benefits, contractualising the tender promises and finally monitoring progress

### 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?**

Thrive has a Procurement & Contract Management Policy which sets out our approach to environmental improvements based on future Net Zero strategy where relevant. This is considered at all stages in the procurement cycle from the business case considering what opportunities could be available for relevant contracts, through to the quality questions in the ITT (weighted at least 10%), evaluation of the benefits, contractualising the tender promises and finally monitoring progress.





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**Contact us**

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