



COASTAL HOUSING ENVIRONMENT, SOCIAL & GOVERNANCE REPORT 2023



INTRODUCTION

In October 2022, we announced our commitment to reducing our carbon footprint and becoming a more sustainable organisation, by publishing our first ever sustainability strategy. Our strategy, 'All Possible Action', committed us to measuring our carbon footprint, reducing waste, improving our environment, and reporting annually on a wide-ranging set of measures. This strategy is a "live" document because we really want to change the way we work in light of the global climate and biodiversity crises.



Our upgrade of 85 The Kingsway in Swansea features the city centre's first living, green walls.

By joining the Sustainability Reporting Standard (SRS), we are reaffirming the commitment we made last year. As well as our voluntary sustainability strategy, we are pledging to publish our sustainability performance data in a way that is standardised across the social housing sector in the UK.

Because the SRS is a consistent, industry-wide reporting method, committing to it ensures our reporting will be comprehensive and transparent. It also means that our performance can be compared to that of our peers.

As we strive to become a more environmentally responsible organisation, joining the SRS will be as much a learning experience as it is a statement of our shared responsibility as a sector. We're excited to see where the SRS will take us.

Debbie Green
Chief Executive



Chief Executive Debbie Green presents at the 2023 Swansea City Centre Conference. Coastal sponsored the event's Energy and Environment Zone.

AFFORDABILITY AND SECURITY

C1. HOUSING PROVIDER AFFORDABILITY INDICATOR.

Providing affordable housing is a core purpose of regulated Housing Providers like Coastal. Standardised measures to demonstrate affordability are difficult to define and will vary depending on local market housing costs.

Two metrics are proposed: rent levels compared to Private Rented Sector (PRS) or compared to Local Housing Allowance (LHA). In areas with very low private market rents, we recognise comparisons to the LHA are more relevant. Affordability has the most meaning when the costs of housing are compared to income; affordable rents are typically defined as costing no more than 35% of a household's net income.

Local Authority	% of PRS rent	% of LHA
Neath and Port Talbot	80%	113%
Swansea	63%	93%
Carmarthenshire	85%	116%
Bridgend	62%	83%

		% of PRS rent				
	Local Authority		1B	2B	3B	4B
C1	All	69%	72%	68%	67%	68%

C2. EXISTING AFFORDABLE HOUSING BY CATEGORY.

This breakdown by tenure type demonstrates the extent to which Coastal provides accommodation for those with a higher level of social need for affordable housing (i.e.

social rent and supported housing = higher social need, whereas low-cost home ownership and private rental sector = lower social need).

Existing Homes	2023	% Mix
General	5,432	89%
Property Ownership	496	8%
Shared Ownership	39	1%
Leasehold	164	3%
Total	6,131	100%

Use	2023	% Mix
Elderly Needs	864	16%
General Needs	4,116	76%
Managed Agent	203	4%
Adapted Property	133	2%
Under Review	1	0%
Extra Care	115	2%
General	5,432	100%

C3. NEW AFFORDABLE HOUSING BY CATEGORY.

New Homes	2023
General	112
Property Ownership	0
Shared Ownership	0
Leasehold	0
Total	112

Use	
Elderly Needs	0
General Needs	112
Managed Agent	0
Adapted Property	0
Under Review	0
Extra Care	0
General	112

C4. HOW IS THE HOUSING PROVIDER TRYING TO REDUCE THE EFFECT OF FUEL POVERTY ON RESIDENTS?

Coastal has been trying to reduce its service charges for the last few years. This has become especially pertinent in the last 12 months because increased utility costs have impacted landlords' heating and lighting costs. This has indirectly increased the cost burden on our residents and Coastal is reconfiguring its estates management team and vehicle fleet in order to reduce service charges. Additionally, landlord heating and lighting components are being upgraded to reduce costs passed on to residents.

Coastal directly employs a Financial Health Manager, whose role it is to build the capability and expertise of housing officers to work with people in financial distress and ensure they are claiming all of the income available to them.

Coastal also ensures that homes are properly insulated and exclusively installs Worcester Bosch Greenstar boilers in order to keep home running costs down for residents.

BUILDING SAFETY AND QUALITY

C6. WHAT % OF HOMES WITH A GAS APPLIANCE HAVE AN IN-DATE, ACCREDITED GAS SAFETY CHECK?

As of 31/03/23 there were 23 outstanding gas checks, out of 4988 required. This equates to 0.5% gas safety checks outstanding.

C7. WHAT % OF BUILDINGS HAVE AN IN-DATE AND COMPLIANT FIRE RISK ASSESSMENT?

As of 31/03/23 there were 0 outstanding fire risk assessments, of the 308 required. This equates to 0% of fire risk assessments outstanding.

37 properties require remedial action which had not been completed within the agreed or recommended target. This equates to 12%.

Fire risk assessments are completed on a risk-based approach and are completed annually, bi-annually or every 4 years.

C8. WHAT % OF HOMES MEET THE DECENT HOMES STANDARD?

100% of Coastal's housing stock meets the Welsh Housing Quality Standard. This figure includes acceptable fails.

RESIDENT VOICE

C9. WHAT ARRANGEMENTS ARE IN PLACE TO ENABLE RESIDENTS TO HOLD MANAGEMENT TO ACCOUNT FOR PROVISION OF SERVICES?

The board is a skills-based board. One member is also a resident of Coastal and is able to bring lived experience of service delivery.

We have a long history of using the Vanguard method of continuous improvement which has the study of systems (practice and resident experience) at its core. It ensures that the resident experience is actively sought out to redesign the way the work works and that resident demand is studied to learn where we are failing to deliver the best services.

Through interventions, we listen to the unique experiences of many multiples of residents, or applicants, so we can build a picture that is based on diverse feedback. This approach generates a culture of curiosity, listening and a commitment to excellent customer service, which permeates through all teams. This style of study creates a culture of openness and honesty, with staff able and supported to speak out about areas of performance that need improving – this is critical to support an effective health and safety culture and the pursuit of great customer service.

Coastal has specific reference groups that residents can join, e.g affordability, climate change, performance, and these are consulted with when looking at specific areas of service.

C10. HOW DOES THE HOUSING PROVIDER MEASURE RESIDENT SATISFACTION AND HOW HAS RESIDENT SATISFACTION CHANGED OVER THE LAST 3 YEARS?

An independently-commissioned resident survey was completed in 2021/22; this achieved a 43% response rate. The data was presented to board and the results have been used to inform work plans. In this survey, resident satisfaction overall was **86%**; resident satisfaction with repairs was **87%**; resident satisfaction with housing quality was **87%**

Repair surveys are sent after completion of jobs; these are monitored and lower scores receive callbacks and potentially lead to changes in service design. **96%** of residents were highly satisfied with their repair.

C11. IN THE LAST 12 MONTHS, HOW MANY COMPLAINTS HAVE BEEN UPHELD BY THE OMBUDSMAN?

No complaints have been upheld by the ombudsman in the past 12 months.

RESIDENT SUPPORT

C12. WHAT SUPPORT SERVICES DOES THE HOUSING PROVIDER OFFER TO RESIDENTS? HOW SUCCESSFUL ARE THESE SERVICES IN IMPROVING OUTCOMES?

As determined by current and previous boards, we do not engage in any direct delivery of care and support services. Instead, we partner with those expert organisations to meet care and support needs in the communities we operate in.

We have a number of internal experts in the housing team who lead on the provision of information, guidance and advice for internal teams and maintaining links with a wide range of external organisations. These include resident financial health, health and wellbeing and support (safeguarding, restorative approaches, etc.).

We have a long history of providing housing for older people in a range of different housing products, including extra care.

We have developed a responsive and efficient system for delivering a wide range of adaptations to meet the health needs of older and disabled residents so they are able to sustain tenancies in communities.

On behalf of the four social housing providers in Swansea, we run the ADAPT project matching people with high-level adaptation needs to suitable properties in the county.

We're running one of two pilot projects in Wales experimenting with a Housing First scheme for young people and are signed up to the campaign to end youth homelessness. We're currently engaged in conversations with a domestic abuse provider to commence a Housing First scheme for survivors.

We have continued to expand our portfolio of Welsh Housing Partnership homes, offering these as an intermediate rent product to those who may not qualify for social housing but cannot get their needs met in the private rented or owner occupier sector.

We provide properties for 14 different providers to deliver supported housing to young people; survivors of domestic abuse; Black, Asian and Minority Ethnic survivors of domestic and other forms of abuse; homeless people; people with histories of offending/substance misuse; people with learning disabilities; and people with physical disabilities.

We have designed quality assurance systems to ensure supported housing providers are meeting the housing management responsibilities delegated to them through the agreement.



Coastal is in the process of electrifying its fleet, with 20% of vehicles being 100% electric by the end of 2023.

PLACEMAKING

C13. PROVIDE EXAMPLES OF CASE STUDIES OF WHERE THE HOUSING PROVIDER HAS BEEN ENGAGED IN PLACEMAKING OR PLACESHAPING PRINCIPLES.

As of 19th July 2023, Coastal is officially a signatory to the **Wales Place Making Charter**, a Wales-wide initiative operated by the Design Commission for Wales and supported by Welsh Government. We are pledged to uphold this nationally recognised placemaking code.

Coastal is proud of its two-decade history of major city and town centre regeneration. Starting with the redevelopment of the old Post Office, a 1950s concrete building in Swansea's Wind Street heritage area, Coastal has gone on to work with local authorities on major regeneration schemes in Neath Port Talbot and Bridgend. Further sites have also helped the overall redevelopment of Swansea city centre, such as Castle Quarter and Urban Village.

Coastal is heavily involved in the regeneration of Swansea's High Street in concert with the local authority, Welsh Government and other stakeholders. Coastal also applies principles of the Placemaking Charter and Manual for Streets onto all of its developments in urban and suburban areas. For example, Coastal's mixed tenure site at Pennard in the Gower Area of Outstanding Natural Beauty had to respond to its rural setting and enhances its village location with a sensitive design.



Coastal's 'Urban Village' regeneration scheme on Swansea's High Street brings together social housing and a mix of commercial premises let to independent retailers, creative industry and tech companies.

CLIMATE CHANGE

C14. DISTRIBUTION OF EPC RATINGS OF EXISTING HOMES (THOSE COMPLETED BEFORE THE START OF THE PREVIOUS FINANCIAL YEAR).

- EPC A: 0%
- EPC B: 21.6%
- EPC C: 65.4%
- EPC D: 10.9%
- EPC E: 1.3%
- EPC F: 0%
- EPC G: 0%
- NO DATA: 0.85%

C15. DISTRIBUTION OF EPC RATINGS IN NEW HOMES (THOSE COMPLETED IN THE PREVIOUS FINANCIAL YEAR).

- EPC A: 8%
- HIGH EPC B: 0%
- LOW EPC B: 39%
- EPC C: 31%

C16. SCOPE 1, SCOPE 2 AND SCOPE 3 GREENHOUSE GAS EMISSIONS.

SCOPE 1: 317.80 TONNES CO2E

SCOPE 2: 515.31 TONNES CO2E

SCOPE 3: 13,587.69 TONNES CO2E

TOTAL: 14,420.80 TONNES CO2E

C17. WHAT ENERGY EFFICIENCY ACTIONS HAS THE HOUSING PROVIDER UNDERTAKEN IN THE LAST 12 MONTHS?

Over 2022/23, Coastal renewed 193 gas boilers. These are far more efficient models than those they replaced. Also in that year, 6 properties were fitted with external wall insulation, with a holistic approach taken to the buildings to mitigate unintended consequences. Another 18 homes were fitted with solar photovoltaics and batteries to reduce energy use for the residents.

C18. HOW IS THE HOUSING PROVIDER MITIGATING THE FOLLOWING CLIMATE RISKS: INCREASED FLOOD RISK; INCREASED RISK OF HOMES OVERHEATING?

Coastal works with its insurers to ensure flooding risks are mitigated. Most flooding experienced by Coastal homes has been because of drainage being overwhelmed rather than marine or fluvial flooding. Only a small amount of Coastal's stock is actually affected by flood risk. Overheating is a more serious risk on newer homes, designed to retain heat. We monitor resident complaints closely and our greening and tree-planting strategies should help to mitigate overheating in the short term.

Flooding

- 87.5% of homes estimated to be at low risk

- 12.5% of homes estimated to be at medium risk

Overheating

- 90.2% of homes estimated to be at low risk
- 9.8% of homes estimated to be at medium risk

C19. DOES THE HOUSING PROVIDER GIVE RESIDENTS INFORMATION ABOUT CORRECT VENTILATION, HEATING, RECYCLING ETC.?

Coastal regularly uses its social media accounts to share and signpost to information on issues such as recycling, ventilation and gas safety. It also participates in online campaigns such as Recycle Week, Green Week and so on.

Coastal's websites contain information about its sustainability work and green information for residents.

Coastal's estates teams and skilled tradespeople are encouraged to engage with residents about waste reduction, efficient home energy use and biodiversity on each occasion they deal with residents.

Countless 'Coastal conversations' ensure that environmental messaging reaches as many residents as possible through several channels.

- 3.35% of residents actively engaged on energy efficiency
- 100% of residents passively engaged on energy efficiency
- 100% of residents passively engaged on water efficiency



Coastal's nature zones provide biodiverse habitats for pollinators through reduced mowing and chemical use.

ECOLOGY

C20. HOW IS THE HOUSING PROVIDER INCREASING GREEN SPACE AND PROMOTING BIODIVERSITY ON OR NEAR HOMES?

Section 3.7 of Coastal's sustainability strategy, All Possible Action, sets out Coastal's strategy to enhance biodiversity on its sites. Each point of the strategy is connected to a measurable Key Performance Indicator (KPI). The KPIs include pledges to maintain wildflower and no-mow areas, as well as planting trees and placing bird boxes and bug hotels where its appropriate to do so.

C21. DOES THE HOUSING PROVIDER HAVE A STRATEGY TO ACTIVELY MANAGE OR REDUCE ALL POLLUTANTS?

Section 3.10 of All Possible Action sets out Coastal's strategy for dealing with pollutants with each part of the strategy linked to a KPI. These KPIs include reductions in paints used, fossil fuels burned and support for residents to help them minimise their own impacts.



Coastal's sustainability strategy - 'All Possible Action' - was launched in November 2022.

RESOURCE MANAGEMENT

C22. DOES THE HOUSING PROVIDER HAVE A STRATEGY TO USE OR INCREASE THE USE OF RESPONSIBLY-SOURCED MATERIALS FOR ALL BUILDING WORKS?

Yes. See section 3.3 of [All Possible Action](#).

C23. DOES THE HOUSING PROVIDER HAVE A STRATEGY FOR WASTE MANAGEMENT INCORPORATING BUILDING MATERIALS?

Yes. See section 3.5 of [All Possible Action](#).

C24. DOES THE HOUSING PROVIDER HAVE A STRATEGY FOR GOOD WATER MANAGEMENT?

Yes. See section 3.5 of [All Possible Action](#).



Used Coastal-branded workwear is recycled into a range of products including relief blankets, mattress-toppers and sound insulation under a new scheme launched in 2023.

STRUCTURE AND GOVERNANCE

C25. IS THE HOUSING PROVIDER REGISTERED WITH THE REGULATOR OF SOCIAL HOUSING?

Coastal Housing Group is regulated by the Housing Regulation Team on behalf of the Welsh Government.

C26. WHAT IS THE MOST RECENT VIABILITY AND GOVERNANCE REGULATORY GRADING?

The Welsh Housing Regulator introduced a new grading system in January 2022 and committed to provide HAs with an annual judgement. Our most recent regulatory judgements, issued in July 2023, were:

Governance and Tenant Services - **Green** (compliant)

The association meets the regulatory standards and will receive routine regulatory oversight.

Financial Viability - **Green** (compliant)

The association meets the regulatory standards and will receive routine regulatory oversight.

C27. WHICH CODE OF GOVERNANCE DOES THE HOUSING PROVIDER FOLLOW, IF ANY?

The board has adopted Community Housing Cymru's Code of Governance and a detailed review of compliance against the code is conducted on an annual cycle. Given the importance attached to the code, a board working group was convened in September 2022 to review the code in detail and provide assurance to the wider board that the 7 principles are being applied.

C28. IS THE HOUSING PROVIDER A NON-PROFIT?

Yes. Coastal Housing Group is registered with the FCA as a charitable Community Benefit Society (Co-operative and Community Benefit Societies Act 2014) registration number 30438R. Welsh Government registration number L146.

C29. EXPLAIN HOW THE HOUSING PROVIDER'S BOARD MANAGES ORGANISATIONAL RISKS.

Coastal Housing Group has a risk management policy in place which provides a framework for the management of risk to support the Group's achievement of its strategic objectives (as set out in the Corporate Plan), protect people and assets, and ensure long term financial strength.

The policy explains Coastal's underlying approach to risk management and documents internal roles and responsibilities. It outlines key aspects of the risk management process, and identifies the main reporting procedures.

A dedicated risk day takes place annually, attended by Coastal's board of management and senior management team.

The board has overall responsibility for ensuring the adequacy of the strategic risk management framework and operation of the process and receives both quarterly reports and regular update reports on risk.

C30. HAS THE HOUSING PROVIDER BEEN SUBJECT TO ANY ADVERSE REGULATORY FINDINGS IN THE LAST 12 MONTHS?

No.

BOARD AND TRUSTEES

C31. WHAT ARE THE DEMOGRAPHICS OF THE BOARD? AND HOW DOES THIS COMPARE TO THE DEMOGRAPHICS OF THE HOUSING PROVIDER'S RESIDENTS, AND THE AREA THEY OPERATE IN?

A recent board member recruitment exercise was completed & 3 candidates have been appointed as observers. Pending a successful probationary period, they will be appointed to the board in September 2023.

One board member is stepping down in September so the demographics will change. The new demographics are noted in brackets:

44% of board members are women. (September '23 - 55%)

None of the board members are from black, asian or minority ethnic backgrounds. (September '23 - 18%)

None of the board members have disclosed a disability. (September '23 - 0%)

Average age of the board is 57. (September '23 - 58).

Average tenure of the board is 4 years. (September '23 - 2 years 10 months).

A project is underway to collect more robust resident demographic data.

C32. WHAT PERCENTAGE OF THE BOARD AND MANAGEMENT TEAM HAVE TURNED OVER IN THE LAST 2 YEARS?

Board turnover - 22%

There are 9 board members. None stood down in 2021/22; two stood down in 2022/23 - these were not immediately replaced. 3 observers are due to be appointed as board members in September '23. Board turnover for this 2 year period is 22%.

Management team turnover - 8%

There are 12 members of the management team. No members left in 21/22, one member left in 22/23 and has since been replaced. Management team turnover for this 2 year period is 8%.

C33. IS THERE A MAXIMUM TENURE FOR A BOARD MEMBER? IF SO, WHAT IS IT?

Maximum tenure is 9 years. Non-executive directors may serve 3 terms of 3 years. After serving 2 terms of 3 years, tenure is considered annually to manage succession and ensure skills remain relevant for the board to achieve its purpose.

C34. WHAT PERCENTAGE OF THE BOARD ARE NON-EXECUTIVE DIRECTORS?

Currently 78% of the board are non-executive directors. Upon successful appointment of the new observers, this will increase to 82%.

C35. NUMBER OF BOARD MEMBERS ON THE AUDIT COMMITTEE WITH RECENT AND RELEVANT FINANCIAL EXPERIENCE?

Of the 5 members, 2 have recent and relevant financial experience.

2 members are qualified accountants, both of whom have extensive experience of financial and treasury management. 1 of those has also worked in a senior audit role.

C36. ARE THERE ANY CURRENT EXECUTIVES ON THE REMUNERATION COMMITTEE?

No.

C37. HAS A SUCCESSION PLAN BEEN PROVIDED TO BOARD IN THE LAST 12 MONTHS?

Yes - the board has received and considered the succession plan. This has led to the recruitment and appointment of a replacement Chair as the current Chair's tenure ends in September '23.

Early recruitment was planned to enable a lengthy handover period and to allow the incumbent Chair to shadow the outgoing Chair.

The succession plan was also considered when deciding on the number of new appointments required in the recent board recruitment.

C38. FOR HOW MANY YEARS HAS THE HOUSING PROVIDER'S CURRENT EXTERNAL AUDIT PARTNER BEEN RESPONSIBLE FOR AUDITING ACCOUNTS?

Auditors have been in place for 15 years. However, during that time, we have been subject to partner rotation to avoid conflicts and of course, as auditors, they are bound by professional standards which safeguard against conflict of interest and lack of scrutiny.

The role of auditor is frequently tendered, however the pool of potential auditing firms is small because Coastal is too small for larger firms to be interested.

C39. WHEN WAS THE LAST, INDEPENDENTLY-RUN BOARD EFFECTIVENESS REVIEW?

June 2021.

C40. ARE THE ROLES OF THE CHAIR OF THE BOARD AND THE CHIEF EXECUTIVE OFFICER HELD BY TWO DIFFERENT PEOPLE?

Yes.

C41. HOW DOES THE HOUSING PROVIDER HANDLE CONFLICTS OF INTEREST AT THE BOARD?

Board members are asked to declare any conflicts of interest at the start of every board and committee meeting or as anything arises through the duration of the meeting. Members are also required to complete an annual declaration of interest form.

STAFF WELLBEING

C42. DOES THE HOUSING PROVIDER PAY THE REAL LIVING WAGE?

Yes.

C43. WHAT IS THE GENDER PAY GAP?

The gender pay gap at Coastal is 1.40% in favour of female employees.

C44. WHAT IS THE CEO : MEDIAN-WORKER PAY RATIO?

The ratio of Coastal's Chief Executive Officer's pay to that of the median-salaried worker is 5:1.

C45. HOW DOES THE HOUSING PROVIDER SUPPORT THE PHYSICAL AND MENTAL HEALTH OF THEIR STAFF?

At Coastal we are proud of the support we provide to our employees. For many years we have provided private cognitive behavioural therapy, sports massage, and osteopath sessions to our employees, either fully funded or at a greatly reduced rate. Coastal also has a number of benefits under our Permanent Health Insurance (PHI) provision, including

access to an employee assistance programme, virtual GP, financial wellbeing advisor, legal advice, counselling, and personal training sessions.

Sickness absence is paid at 6 months full pay and 6 months half pay for those with 5 years service; new starters get 1 month full and 1 month half pay, accruing 1 month full and 1 month half for every years service until they reach the full entitlement at 5 years.

PHI cover starts after 1 year's service and covers employees with 66% of salary after 1 year of continuous absence, for a period of up to 3 years. Coastal also offers enhanced time off to care for dependents and enhanced maternity and shared parental pay.

There is regular training and support offered both formally and through our learning management system or our internal communications platform, Workplace. This includes campaigns for various wellbeing weeks, the last of which saw 90% of the organisation interact with content created by Coastal employees discussing topics such as obsessive compulsive disorder and anxiety.

C46. WHAT IS THE AVERAGE NUMBER OF SICK DAYS TAKEN PER EMPLOYEE?

13.8 days.

SUPPLY CHAIN

C47. HOW IS SOCIAL VALUE CREATION CONSIDERED WHEN PROCURING GOODS AND SERVICES?

Social value is embedded within the development procurement process, requiring all contractors to provide employment opportunities, training opportunities and community benefit initiatives as a core requirement.

A community investment sum is required on all contracts over £0.5m to be invested in projects addressing social value and the wellbeing of future generation act's core aims and themes.

Coastal reports on money spent in its local area in its annual reports. For 2022, 56% of Coastal's money was spent in our local area, with a further 27% spent within Wales. Coastal also reported a £1.88 local economic benefit for every £1 it spent, calculated using the Value Wales toolkit.

C48. HOW IS ENVIRONMENTAL IMPACT CONSIDERED WHEN PROCURING GOODS AND SERVICES?

Maintenance contractor code of conduct from 2022 requires contractors to disclose environmental data to us. Lyreco, Coastal's office provision supplier, provides environmental impact statements for products we buy from them.

Coastal operates a fairtrade policy when purchasing coffee, tea, sugar etc. No bleach-based cleaning products are used at our sites.

Development contractors are required to record the level of waste materials recycled or reused, record energy use and water saved during the contract.

Coastal is looking to modern methods of construction, insulation and carbon-neutral options during design phases in order to procure in an environmentally sensitive manner.