

## ESG Reporting 2021

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### About Dolphin Living

**Dolphin Living** is an affordable housing charity formed in 2005 and initially funded through gifts from the Dolphin Square Trust from the sale of Dolphin Square in Pimlico. Our primary objective is to support London's workers on modest incomes, who cannot afford housing near to their place of work. This is fulfilled through the provision of homes to rent at below market levels. In 2021 79% of our 799 homes were available for intermediate rent at an average discount of 40% to the local market rent.

Over the next three years our strategic aims are focusing on three key areas:

- Customers – keeping our homes affordable to our beneficiaries, delivering high quality services;
- Growth – growing our portfolio by committing to deliver 200+ new homes; and;
- Our homes – improving our portfolio by upgrading existing older homes and investing in our affordable homes in Inner London.

We are both a developer and a long term investor in homes. We house those who make London work and with whom London is a better place to live and work.

### Dolphin Living in numbers

- 798 homes in management
- 10 homes in development
- 9: number of London boroughs Dolphin operate in
- 86% customer satisfaction
- £278m gross assets
- 14 employees

### *Explanatory note:*

- Dolphin Living comprises the Dolphin Square Charitable Foundation (the Foundation) and its subsidiaries, DSF Developments Limited (DSFD), Hoxton Regeneration Limited (HRL) and Dolphin Living Limited (DLL).
- Responses in this report relate to Dolphin Living as a whole, except where we have separately identified responses as relating to an individual entity.
- The Directors of DSFD and HRL are drawn from the Board of the Foundation and the Executive Team at Dolphin. DLL is registered with the Regulator of Affordable Housing and has an independent Board.
- All staff are jointly employed by all Dolphin Living entities.
- Our portfolio comprises 798 homes. 540 are described as 'new build' and are less than 10 years old. The remainder are described as 'older stock'. Of the older stock 41 have been refurbished in the last 10 years.
- We have responded to all Core criteria and where possible have provided full or partial responses to Enhanced criteria.

## AFFORDABILITY AND SECURITY

### C1. Housing Provider Affordability Indicator

Our rents are compared to Local Housing Allowance (LHA) for all properties subject to the rent regulation regime:

<b>Social rent</b>	Average rent as a % of LHA
4 bed units	30%
<b>Fair rent</b>	
2 bed units	40%
3 bed units	35%
<b>Affordable rent housing</b>	
1 bed unit	58%
2 bed unit	51%
3 bed unit	46%
4 bed unit	35%

### C2. Existing affordable housing by category (homes completed before the start of the previous financial year)

General needs (social rent)	2
Intermediate rent	507 (net of disposals)
Affordable rent	37
Supported housing	0
Housing for older people	0
Low-cost home ownership	0
Care homes	0
Private rented sector	111
<b>Total</b>	<b>657</b>

### C3. New affordable housing by category (homes completed in the previous financial year)

Two properties completed in the last financial year; Lanark Road (Westminster) and Kingsland Road (Hackney).

General needs (social rent)	0
Intermediate rent	73
Affordable rent	10
Supported housing	0
Housing for older people	0
Low-cost home ownership	0
Care homes	0
Private rented sector	58
<b>Total</b>	<b>141</b>

**C4. How is the housing provider trying to reduce the effect of fuel poverty on its residents?**

A review of the EPC band ratings has been completed with a plan to undertake interventions on properties with a D rating or below. Once the improvements are completed, we will share with residents how the improvements made aim to reduce energy costs and so eliminate fuel poverty. We will also undertake some resident behaviour training to assist residents in techniques on fuel efficiency.

Other measures taken include:

- Our repairs standard has been updated to include energy efficiency measures in the day-to-day management of our homes
- Energy costs are part of our affordability criteria when assessing Personalised Rents.
- We have installed a number of devices, with resident consent, in their homes to monitor fuel usage and identify if any tenant is not using heating or hot water, as well as thermal efficiencies and other metrics.

**C5. What % of the rental homes have a three-year fixed tenancy agreement (or longer)?**

98% of our homes for intermediate rent and rent regulation properties have tenancy agreements of three years or more. We do not usually offer tenancies of longer than one year at our market rent homes and have not received demand for this.

## **BUILDING SAFETY AND QUALITY**

**C6. What % of homes with a gas appliance have an in-date, accredited gas safety check?**

As at 31 March 2021 99.31% of homes had an in-date gas safety certificate. Where compliance has not been achieved during the year this has been as result of restrictions put in place during the pandemic. Our target of 100% has been achieved in previous years.

**C7. What % of buildings have an in-date and compliant Fire Risk Assessment?**

100% of the buildings have an in-date Fire Risk Assessments. These are completed on an annual basis.

**C8. What % of homes meet the Decent Homes Standard?**

The Decent Homes Standard does not apply to our intermediate rent properties, however we still aim to achieve above the Standard. All of our affordable and social rent properties achieve 100% in the Decent Homes Standard.

## RESIDENT VOICE

### **C9. What arrangements are in place to enable the residents to hold management to account for provision of services?**

We recognise resident forums and support their creation where a majority of residents are in favour of them. We have a tenant association at one estate, which we support. We undertake regular customer surveys at key contact points and carry out an annual customer satisfaction survey. We will explore the opportunity to invite a tenant representative to the Operations Committee from one of our resident forums once their operation is established.

### **C10. How does the housing provider measure resident satisfaction and how has resident satisfaction changed over the last three years?**

Surveys measuring resident satisfaction are conducted throughout the year. Metrics are analysed at each property and attention is paid to the narrative feedback, as well as trend analysis, to inform service and business decisions. Metrics such as net promoter score, are used to improve our knowledge of customer expectations and deliver against those expectations.

Surveys include:

- Move in / Move out – Residents moving in are asked how satisfied they were with the letting and move in process, the quality, and standard of their new home. Residents moving out are asked reason for leaving and what improvements can be made in service delivery.
- Repairs and maintenance – Residents who have had a repair carried out receive a survey focusing on quality of the contractor and repair, overall satisfaction with the repair process, as well as open-ended question to enable residents to share their views.
- Annual customer satisfaction – Resident satisfaction is based on a net promoter score survey asking residents to rate how likely they are to recommend our company/ product to a friend or colleague. Every two years, we carry out an in-depth survey to learn more about the residents we house, to understand the impact living in a Dolphin Living home has had on the residents such as easier commute to work or being able to save money to move into homeownership.

All surveys are reviewed and analysed against targets with a recommendations report circulated to the relevant teams.

Prior to 2020/21 resident satisfaction had been improving however in 2020/21 it declined. The target for the annual customer satisfaction of 85% was not achieved in 2020/21 due to lower levels of responses and delays with new developments due to impact from the pandemic. We will continue to address these issues and monitor performance, targeting improvement and 85% customer satisfaction for the coming year.

### **C11. In the last 12 months, how many complaints have been upheld by the Ombudsman? How have these complaints (or others) resulted in change of practice within the housing provider?**

Only residents who are tenants of DLL have recourse to the Housing Ombudsman. In the last year, no complaints were received from residents living in DLL homes and therefore none were investigated by the Housing Ombudsman.

## RESIDENT SUPPORT

**C12. What support services does the housing provider offer to its residents? How successful are these services in improving outcomes?**

As a provider primarily of intermediate rental homes Dolphin does not offer additional support services to residents. We do however respond to individual requests for support and signpost residents to organisations that can offer the necessary support.

## PLACEMAKING

**C13. Provide examples of case studies of where the housing provider has been engaged in placemaking or placeshaping activities**

As a smaller housing provider Dolphin does not have a placemaking remit at any of our properties. Our portfolio ranges in size from single individual homes to an estate of 96 homes.

## CLIMATE CHANGE

**C14. Distribution of EPC ratings of existing homes (those completed before the start of the previous financial year)**

% of Homes rated A	0%
% of Homes rated B	68%
% of Homes rated C	12.9%
% of Homes rated D	15.6%
% of Homes rated E or worse	3.5%

**C15. Distribution of EPC ratings in new homes (those completed in the previous financial year)**

All 141 homes completed in the 2020/21 financial year had an EPC rating of B.

**C16. Scope 1, Scope 2 and Scope 3 greenhouse gas emissions**

This is an enhanced criteria which Dolphin, as a small housing provider, does not have the data available to report against.

**C17. What energy efficiency actions has the housing provider undertaken in the last 12 months?**

We are undertaking a boiler replacement programme across the portfolio including replacing 9 boilers in our older homes (circa 25% of our portfolio) during the year. We have commenced an extensive refurbishment of 11 properties at Grove Court which includes further energy efficiency measures such as loft insulation, internal wall insulation, more efficient boilers and energy efficient light bulbs. We have tendered for the replacement of 98 flat front doors as part of our fire safety approach and this will also ensure there are no draughts or gaps in the door frame so reducing heat loss. This work will be completed in 2021/22. To date we have installed 29 smart monitors at older properties within our portfolio to monitor boiler performance, heat loss, to reduce residents' energy bills, and assists in identifying and addressing high humidity levels (a key cause of condensation and mould). We will report further on the outcomes of this work in future years.

We are carrying out a roll out of smart meters across the portfolio through energy suppliers to assist residents in reducing their energy bills. 122 homes that would benefit from smart meters have been identified and we are working to provide these during the current year.

Two developments comprising 141 homes completed during the year. Carbon reduction and energy performance on our new build developments have been maximised through measures developed in line with the following:

- Developments have been built to Code for Sustainable Homes Level 4.
- Communal heating systems included.
- Passive design including facades developed to balance between daylight and reducing heat loss.
- Energy efficient fabric used e.g. efficient windows for all residential facades.
- Energy efficient lighting.
- Renewable technologies used where possible e.g. photovoltaic panels on roofs.

**C18. How is the housing provider mitigating the following climate risks: increased flood risk; increased risk of homes overheating?**

During the year we obtained resolution to grant planning for rebuilding the New Era estate in Hackney. In accordance with the London Plan, Draft New London Plan and LB Hackney policy, surface water drainage networks are designed to incorporate SuDS into the fabric of the building and landscaped areas.

In our new build properties, the potential for overheating is minimised by the following:

- minimising internal heat generation through energy efficient design
- reducing the amount of heat entering the building in summer by using high performance glazing
- managing the heat within the building by ensuring high levels of air-tightness & passive ventilation.

We have received one complaint of overheating in the common areas at one of our properties. We are monitoring this before deciding on the appropriate action to take.

No cases of flooding or near flooding were reporting during the year.

**C19. Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.**

All residents receive Home User Guides when they first move into their new home. This includes a thorough check-in process which includes explanation of how the ventilation, heating and recycling works at each building.

## ECOLOGY

**C20. How is the housing provider increasing green space and promoting biodiversity on or near homes?**

We have currently no plans to increase green space or expand biodiversity on or near existing homes which are all on small sites (less than 100 homes) and we do not own undeveloped land. However we have the opportunity take advice on this in respect of upcoming developments and will create an approach based upon this advice.

**C21. Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?**

We have no plans to develop a strategy, however we will monitor what is being undertaken by larger housing providers, who have expertise to undertake this work, and take appropriate action in due course.

## RESOURCE MANAGEMENT

**C22. Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?**

We have no plans to develop a strategy, however we will monitor what is being undertaken by larger housing providers, who have specific expertise, and take appropriate action in due course.

**C23. Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?**

We have no plans to develop a strategy, however we will address this for future developments and create an appropriate strategy for each development.

**C24. Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?**

All of our new build homes were built to Code for Sustainable Homes requirements and so include sanitaryware fittings that aim reduce the amount of mains water that will be used. These water saving features include:

- Low flow rate taps and showers
- Dual flush toilets
- A lower volume bath

Refurbishments on our older stock will include consideration of water saving features.

We have no plans to develop a strategy or target and measure performance, however we will monitor what is being undertaken by larger housing providers and take appropriate action in due course.

## **STRUCTURE AND GOVERNANCE**

### **C25. Is the housing provider registered with the Regulator of Social Housing?**

The Dolphin Group and the Foundation are not registered with the Regulator of Social Housing. DLL is registered with the Regulator of Social Housing.

### **C26. What is the most recent viability and governance regulatory grading?**

DLL is a small Registered Provider (<1000 homes) and does not have a governance or viability rating.

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

The Foundation follows the Charity Commission Code of Governance. DLL followed the NHF Code of Governance in the year ending March 2021 and will follow the Charity Commission Code of Governance from April 2021 onwards.

### **C28. Is the housing provider Not-For-Profit?**

Dolphin is a charity and therefore a not-for-profit provider of housing.

### **C29. Explain how the housing provider's Board manages organisational risks**

Dolphin has a Risk Management Policy which sets out how the Board will determine and understand their risk appetite and, based upon this, assess and effectively manage risk. The objectives of the policy are to ensure that risk management is embedded in the culture and processes of the Group, that it forms part of our decision making, and that it remains a dynamic process. This will ensure risk management underpins the success of our business plan, protect our assets, financial standing and reputation.

The Board:

- regularly reviews its risk appetite and records this in a risk appetite framework;
- identifies and assesses key risks and determines how these are to be mitigated, managed and monitored, as set out in the risk register;
- reviews activities and decisions in the context of risk management;
- reviews internal control systems and other policies and strategies for effectiveness and appropriateness; and
- produces a risk management statement in the annual report and accounts.



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

No entity in the Dolphin Group has been subject to any adverse regulatory findings in the 12 months to 31 March 2021.

## **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 that they operate in?

The following applies to the combined boards of the Dolphin Square Charitable Foundation and Dolphin Living Limited.

- 58% of board members are female.
- 8% of board members are BAME
- No board members have a disability.
- The average age of on-executive board members is 58.
- The average tenure on the board is 4.7 years.

This compares to our tenants as follows:

- 55% women
- 33% BAME
- 9% identify as having a disability
- The average age of residents is 39.

This is based upon information provided by our tenants in January 2020 as part of our bi-annual customer survey and therefore only reflects what tenants choose to share with us.

**C32.** What percentage of the Board AND management team have turned over in the last two years?

There has been a 20% turnover in the management team over the 2 years to 31 March 2021. There has been a 8.3% turnover in the Board over the 2 years to 31 March 2021.

**C33.** Is there a maximum tenure for a Board member? If so, what is it?

Board members of the Foundation initially serve a 4 year term and this may be followed by a further 4 year term. In exceptional circumstances this may be followed by a third term. Board members of DLL serve up to three terms of three years each.

**C34.** What % of the Board are non-executive directors?

100% of the Board of the Foundation are non-executive directors. 71% of the Board of DLL are non-executive directors.

**C35.** Number of Board members on the Audit Committee with recent and relevant financial experience

One member of the Audit Committee is a qualified accountant currently working as Finance Director of a housing association. One member of the Audit Committee has recent and relevant financial experience in his role as Chief Executive of a housing association.

**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?**

In the 12 months to March 2021 a succession plan has been in place for the role of Chair of the Foundation with the most recent Chair retiring in July 2021. The new Chair has a further 4 year term with the Charity and a succession plan will be put in place in 3 years. Following on from a skills audit carried out in the last 12 months, 2 new Board posts were identified, and recruitment is underway. With two Board members of Dolphin Living Limited retiring in late 2023, including the Chair, a succession plan will be put in place in the coming year.

**C38. For how many years has the housing provider's current external audit partners been responsible for auditing accounts?**

The current external audit partner has been responsible for the audit for the last 3 financial years.

**C39. When was the last independently-run Board effectiveness review?**

December 2019.

**C40. Are the roles of the Chair of the Board and CEO held by two different people?**

Yes

**C41. How does the housing provider handle conflicts of interest at the Board?**

Each Board has a conflicts of interest policy which sets out the requirement to disclose any potential conflicts of interest at each meeting, and provides for an annual review by Board members of key suppliers, as well as a protocol for managing conflicts that arise, including affected Board members absenting themselves from voting and or discussion on a matter where a conflict arises.

## **STAFF WELLBEING**

**C42. Does the housing provider pay the Real Living Wage?**

Dolphin pays the Real Living Wage.

**C43. What is the gender pay gap?**

The gender pay gap at Dolphin is 13.5% in favour of female staff.

**C44. What is the CEO-worker pay ratio?**

The ratio of the median salaried worker to CEO pay is 1:3

**C45. How does the housing provider support the physical and mental health of their staff?**

As a small organisation Dolphin does not have internal dedicated resources to support the physical and mental health of employees. It does however have several offerings to staff to support their physical and mental health and wellbeing including, but not limited to, provision of a healthcare cashback scheme which provides access to one-off counselling and an employee assistance phoneline. Dolphin also provides mental health awareness training, cycle to work loans, promotes the use of public transport, cycling and walking to attend meetings and visit our homes and outsourced independent HR support available to staff as required.

**C46. Average number of sick days taken per employee**

The average number of sick days taken in the year to 31 March 2021 is 0.5.

## **SUPPLY CHAIN**

**C47. How is social value creation considered when procuring goods and services?**

This is an enhanced criteria that Dolphin is not currently able to report against.

**C48. How is environmental impact considered when procuring goods and services?**

This is an enhanced criteria that Dolphin is not currently able to report against.