



Our Environmental, Social and Governance Impact

ESG Report 2022/23





Who we are

Acis Group Limited (Acis) is a diverse organisation with substantial diversity in our customers; our people; our physical locations and in the wide range of services that we offer across the Group. This is something we are proud of and we believe it enables us to adapt to our ever-changing operating environment, and to make noticeable improvements to our customers' lives.

We began life in 1999 out of the large-scale voluntary transfer of properties previously owned by West Lindsey District Council. Since then, the organisation has grown significantly. Today, we develop new homes, provide housing and related services, deliver community regeneration and provide training and employability support across 26 local authority areas.

We own and manage nearly 8,000 properties to rent or lease, including a growing portfolio of low-cost home ownership products and more than 1,100 student accommodation bedspaces in Nottingham and Sheffield.

We deliver education, employability and skills support across Lincolnshire through Community Learning in Partnership (CLIP) and Riverside Training, helping people in communities thrive.

We deliver an active new development programme across our areas of operation, and we continue to invest in our existing estates and communities. We focus on four priorities – customers, partnerships, efficiency, growth, which by doing so we believe we can help the people we work with live better lives.

Introduction

This report is the first for us to show our baseline against a clear and externally verified benchmark for our impact on environmental, social and governance (ESG) areas.

Although this is our first report on ESG, this is not a new topic for us.

We have a strong track record of delivering social value for our customers and the wider communities in which we operate. Whilst others have cut back, we have continued to grow our offer so that we can provide more services and help more people in our communities.

We are conscious of our environmental impact and are focused on achieving EPC C or above for all of our properties. We also continue to put the foundations in place to achieve net zero carbon, but we are aware of the challenges that the social housing sector and wider society will face in achieving this. We are working hard to get our base data right so that we can charter a course for a no regrets strategy to improving the thermal efficiency of our existing social housing stock.

The Group has strong governance arrangements in place and an embedded internal controls framework. And we take pride in ensuring this is a constant within our day to day operations.

This report aligns to our assessment against the Sustainability Reporting Standard for social housing of which we adopted in 2023.

Unless otherwise stated all data and narrative reflected activity during 1 April 2022 and 31 March 2023. For our social outcomes, where we talk about our education and skills work through CLIP and Riverside, this is based on our last academic year 1 August 2022 to 31 July 2023.

Acis Group in numbers - 2022/23



6,629

Homes



294

Colleagues
(average FTE over the year)



£40.1m

Turnover



1,131

Student bedspaces



100

New Homes Completed



£5m

Net Surplus



26

Local authorities



£14.2m

Investment in new homes



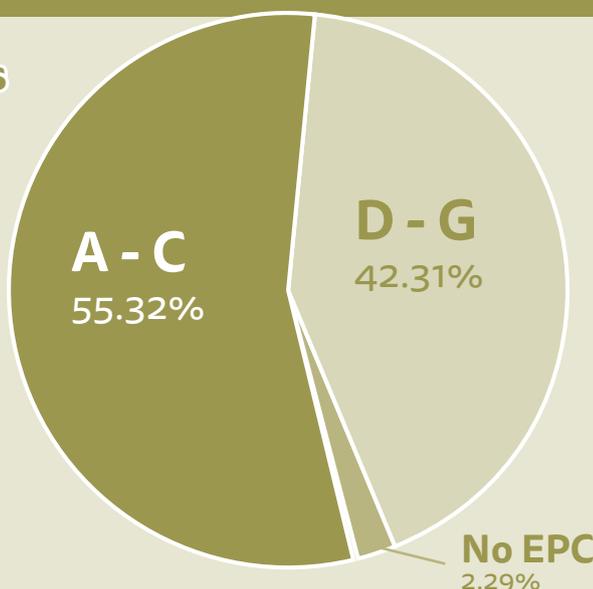
76%

Overall customer satisfaction

ESG in 2023 – a summary of key performance:

Environmental

EPC ratings
of existing
homes:



Greenhouse emissions:

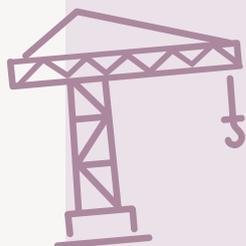
Scope 1: **490 kg Co2e**

Scope 2: **471 kg Co2e**

Scope 3: **60 kg Co2e**

*Using 5,981 homes (Mar-23)

Social



100

New homes developed

Total drawn down of external funding of
£1,285,956 within the year
to deliver services to
3,502 people



Governance

G1/V2

**governance rating 1 /
viability rating 2**

following the regulator of social
housing's in depth assessment
during 2023

Median gender pay gap:

April 2022: **3.17%**

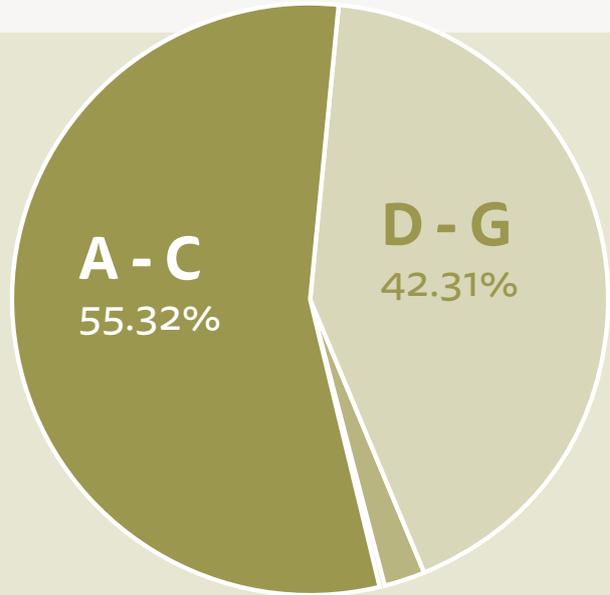
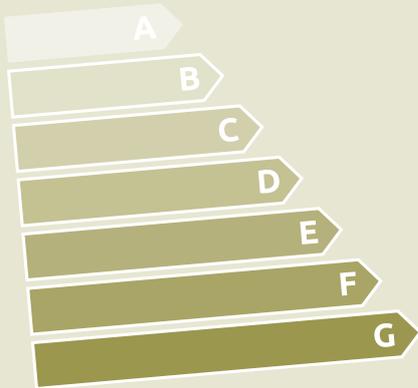
April 2023: **2.74%**



Our Environmental Impact

2022/23

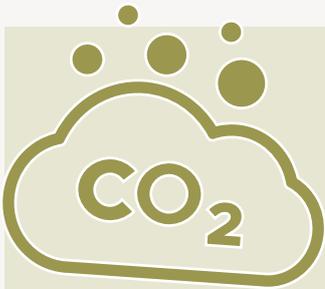
EPC ratings of existing homes:



*for all existing and new homes completed before the last financial year

EPC rating of new homes:

100% EPC



Greenhouse emissions:

Scope 1: **490 kg Co2e**

Scope 2: **471 kg Co2e**

Scope 3: **60 kg Co2e**

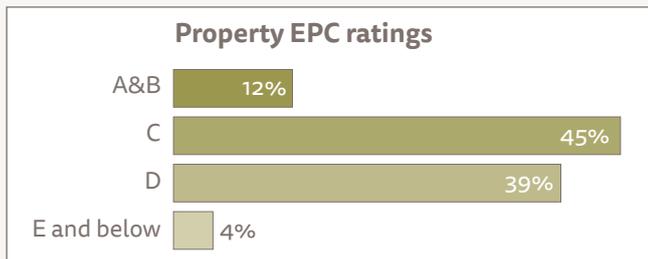
*grey fleet data only for this reporting period

Climate Change

The UK has a target of achieving net zero carbon by 2050. It is estimated that 80% of the homes that exist today will still be occupied in 2050 - this means there are approximately 29 million existing homes that need to be upgraded to low carbon standards by 2050 across the UK. There is a legal requirement for all rented homes to be EPC rated 'C' or above by 2030.

Our new Asset Management Strategy was approved in 2021 and runs to 2026. This sets the foundations for preparing the organisation for future investment into net zero carbon by 2050. Works undertaken in conjunction with our consultants has identified significant investment challenges which are further exacerbated by skills shortages and supply chain issues which are driving retrofit prices even higher. Although the plan is costed, the volatility in the market will impact on affordability and delivery.

Our Asset Management Working Group, which includes members of our Board, was formed in the last year and has met regularly to consider immediate actions to address hard to heat/hard to treat properties and establish a plan to deal with properties rated at EPC "D" and below.



Our plans for 2023/24 will see us invest £1.3m to improve the energy efficiency of these hard to heat/hard to treat homes and other high priority stock, which aims to help reduce customer's energy bills.

SAP scores are constantly updated due to the continuous delivery and development of EPC surveys and data resulting from this process is analysed via the Intelligent Energy software to

inform investment decisions moving forward.

Over the last 12 months, limited activity was undertaken around retrofit activities. Where work did take place it was to combat rising fuel bills in 395 properties. A plan is in place and starts in 2023/24 which identifies our targets over the next 5 years.

Climate risks, such as increased flood, drought and overheating risks, are embedded in our existing business continuity management processes and formalised in the Business Continuity Plan. They have been regularly tested both in simulated desk-top exercises and by real time events.

Ecology

Our new Sustainability Policy (2023-2026) will identify our aspirations to contribute to community development initiatives including the enhancement of green spaces and the promotion of biodiversity in current stock. This will be in place early in 2023. The Development Design Brief was drafted before the end of the financial year and approved by Board in July 2023 which formalises these issues for new developments.

Although we have a suite of policies that identify the risks around managing specific pollutants, including the Asbestos Management Policy, and Damp & Mould Policy, we are planning to develop an overarching Policy document this year to incorporate pollutants and all other waste management measures.

In focus: emissions and energy consumption

In line with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 our energy use and greenhouse gas (GHG) emissions are set out below.

Acis Group Ltd Energy Use and Associated Greenhouse Gas Emissions		
	Year end Mar-23	Year end Mar-22
Total Energy consumption (kWh)	4,780,743	3,150,194
Emissions from combustion of gas (Scope 1) (tCO ₂ e)	72	82
Emissions from transport (Scope 1) (tCO ₂ e)	418	404
Emissions from purchased electricity (Scope 2) (tCO ₂ e)	471	180
Emissions from business travel in employee-owned vehicles where the company is responsible for purchasing the fuel or electricity (Scope 3) (tCO ₂ e)	60	55
Total gross emissions (tCO₂e)	1,021	721
tCO₂e per staff number	3.5	2.7
Renewable Energy generated and then exported (kWh)	278,998	15,550
Renewable Energy Generated and then exported (tCO ₂ e)	54	3
Emissions avoided by purchasing renewable electricity (tCO ₂ e)	0	180
Total annual net emissions (tCO₂e)	967	538

Acis Group Ltd Energy Use and Associated Greenhouse Gas Emissions: Company Breakdown											
	Electricity		Renewables	Gas		Company Fleet		Grey Fleet		Total kWh	Total co₂e
	kWh	co₂e	kWh	kWh	co₂e	kWh	co₂e	kWh	co₂e		
Acis	2,407,593	466	278,998	390,724	71	1,674,419	418	218,025	52	4,969,758	1,007
Riverside	10,470	2		0	0			21,471	5	31,941	7
Clip	17,671	3		4,899	1			10,648	3	33,218	7
Totals	2,435,733.86	471.02	278,998.23	395,622.66	72.22	1,674,418.66	418.02	250,143.61	59.79	5,034,917.02	1,021.05

Group structure changes

Total gross emissions for the Group have significantly increased in the year due to a large increase in electricity consumption. This is consistent with the number of MPANs in the Group this year as a result of changes in the group structure which includes new companies and the transfer of our student activities into the Group which has 74 associated MPAN's.

Quantification and reporting methodology

The boundaries of this report are based on operational control. We report our emissions

with reference to the latest Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). In accordance with the 2018 Regulations, the energy use and associated greenhouse gas emissions are for those within the UK only that come under the operational control boundary. The 2022 UK Government GHG Conversion Factors for Company Reporting published by the UK Department for Environment Food & Rural Affairs (DEFRA) are used to convert energy use in our operations to emissions of CO₂e.

Carbon emission factors for purchased electricity calculated according to the 'location-based grid average' method. This

reflects the average emission of the grid where the energy consumption occurs.

Data sources include billing, invoices and the Group's internal systems. At the time of reporting, there were multiple sites with several months of missing energy data, the approach to estimate this data was to either use average monthly figures, or assume zero consumption dependent on the site. For transport data where actual usage data (e.g. litres) was unavailable conversions were made using average fuel consumption factors to estimate the usage.

Resource management

This is an area that continues to be a focus for us and one where we know more work is needed.

Our Repairs Strategy approved by Board in 2022 covers our approach to material supply. A new corporate Materials Contract was tendered in partnership with Efficiency North in 2021 and is continuously reviewed and benchmarked to measure VFM by the Commercial team. Regular contract review meetings are also held with all major supplier partners to review the operation and efficiency of the contract and to measure VFM.

Although we have a suite of policies that identify and measure specific risks, we are planning to develop an overarching Policy document this year to incorporate all relevant waste management measures. We are also in the first year of Reconomy and Wasclle being able to provide us with waste data so we can monitor landfill and recycling of materials. We will use this data to determine targets and measures for this area for the group.

We will develop a Water Management Policy during 2023/24 to support the general principles outlined in the new Sustainability policy.

We continued our work to regenerate parts of our hometown, Gainsborough. With the completion of the work to re-develop our properties in North Parade, Gainsborough which has transformed the local area. Work has also continued at pace at our Bowling Green Road, Gainsborough project which will provide a mix of 138 much needed affordable homes, including 60 accessible apartments offering supported accommodation to older persons and helping to shape our older persons services for the future.

Forward plan 2023/24: Environmental

- 1.** Develop an overarching Policy document this year to incorporate pollutants and all other waste management measures.
- 2.** Use the data from Reconomy and Wasclle around our waste usage to determine targets and measures for this area for the group.
- 3.** We will develop a Water Management Policy during 2023/24 to support the general principles outlined in the new Sustainability policy.



Our Social Impact

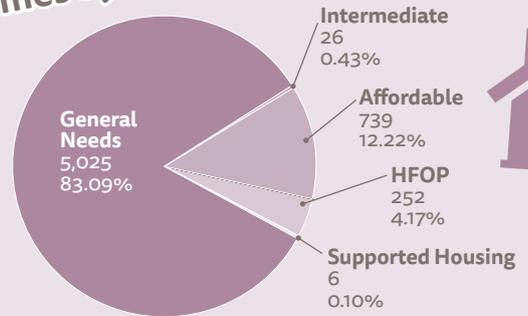
2022/23

Rent compared to the relevant Local Housing Allowance (LHA)

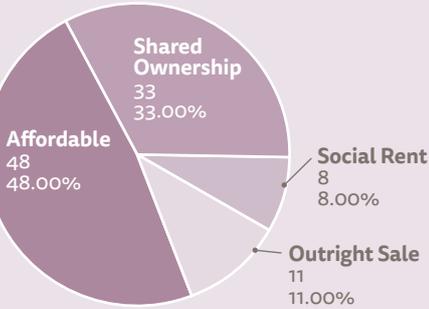
78.14%
(% of LHA rent)



Our homes by type



Homes developed in the year by type:



Works carried out to reduce tenants energy bills:



- Loft Insulation - 3
- Cavity Wall Insulation - 10
- Windows - 13
- Doors - 117
- ASHP - 2
- Gas Central Heating - 250

Our homes condition:



Gas Safety: **100%**
Electrical Safety: **99.9%**
Fire Risk: **100%**
(blocks / communal areas)
Decent homes: **100%**

Overall customer satisfaction



Tenants: **76%**
Clip: **97.6%**
Riverside: **100%**
Students: **75%**

Overall net promoter score (NPS)

Tenants: **-30.8** Clip: **N/A** Riverside: **-69.1** Students: **-12**

10%

of tenant base engaged in your voice activities in the last year



1
Ombudsman Determinations

Tenant households:

Entering work: **49**



Support in wellbeing: **85**



Education: **428**



Tenant households helped: **562**



People helped through:

Student accommodation: **1,027**

Home ownership: **33** (SO), **11** (OS)

Adaptations: **375**



Total people helped:

240 into work

41 gaining qualifications

56% achievement rates

2,905 support in wellbeing

3,502 people helped

Total drawn down of external funding of **£1,285,956** within the year to deliver services to over **4,000** people

264 community group sessions supported through our community centre base in Gainsborough

4 community action days held

7 bid wins to gain entry onto frameworks for AHP and CLIP, and continuation funding sourced for CLIP and Riverside for mental health projects and maths-based delivery across the county.

Affordability and Security

Our property development aspirations are outlined in our Growth Strategy and performance measured by the Finance & Development Committee. We have ambitious plans to further develop our stock portfolio through development by moving into new delivery streams including supported accommodation in partnership with the local authority and private sector partners. We will see more of this progress as we move into next year.

Our property development aspirations are outlined in our Growth Strategy and performance measured by the Finance & Development Committee. We have ambitious plans to further develop our stock portfolio through development by moving into new delivery streams including supported accommodation in partnership with the local authority and private sector partners. We will see more of this progress as we move into next year.

Through our existing homes we deliver tangible activity each year to try to reduce the effect of high energy costs on our customers.

The corporate Asset Management Strategy was approved by Board in 2021 and runs to 2026. Theme 4 of the Strategy is to assist with the formulation of policy and standards for both new and existing housing, in response to the Climate Change Emergency by identifying a roadmap to ensure we are zero carbon ready. This includes commitments to deliver the following key actions by 2026:

- An agreed Net Zero Carbon Strategy with detailed delivery plans in place to make sure we are zero carbon ready for our properties and identified a roadmap against which we can benchmark our progress.
- Updated our stock data and completed a programme of improvements to 1,000 homes to bring 55% of our stock into an EPC rating of C or above.

- Adopted a “No Regret” approach in terms of our zero carbon policies and standards for all our stock and developed actions which are cost-effective both now and under a range of future climate scenarios.
- Commenced disposal of stock that is unviable to retrofit.
- Worked with partner Local Authorities and completed pilot schemes in each of our main stockholding areas, having identified estates and projects to achieve successful bids to the Social Housing Decarbonisation Fund and other funding opportunities.
- Consistently met all our statutory reporting obligations under the Streamlined Energy and Carbon Reporting (SECR) and Energy Savings Opportunity Scheme (ESOS)
- Improved our knowledge, skills, and capacity to be at the forefront of the green agenda in relation to all aspects of our operation.

We also want to ensure our customers feel safe and secure in their home. All tenancies we grant are either an Assured Shorthold Tenancy which will convert to an Assured Tenancy after 12 months or start as an Assured Tenancy. There is also a suite of policies that ensure a consistent approach to dealing with any breaches of tenancy should action be required. All these are set up to help people thrive and succeed in their tenancy – with additional bespoke support for those who need it through our supporting foundations (SF) team. The SF

team supported over 120 people last year with help to access services, mental health support, independent living skills and rent arrears.

Building safety and quality

We are proud of our compliance performance and of the high-quality standards we deliver within our homes. Compliance with each of the Big 6 compliance issues is well managed and reported monthly to our Board 100% performance has been consistently delivered against national standards for quality of homes, supported by a rolling programme of stock condition surveys which re-visit every property over a rolling 5-year programme.

Understandably damp and mould has been a key focus of compliance and safety this year. We have a zero-tolerance approach to damp, mould and condensation, formalised via our 2023 Damp & Mould Policy. A comprehensive customer engagement and consultation process has included proactive contact with higher risk properties, education via communications directly to all tenants in multiple formats. A dedicated Damp & Mould Officer was appointed in June 2023 to provide additional resource to support the Repairs Team in resolving damp and mould cases. An accredited specialist consultant supports us to manage complex cases and performance is reported monthly via the Compliance Dashboard and to Operations Committee for Board oversight. We also use the new end to end repairs system to monitor damp repairs to ensure they are addressed within target. This is used to ascertain any additional resources should the volume peak.

Your voice

We set out in our strategy that customer satisfaction is the key driver to all our success, and we ensure this is forefront to all activity we do. In recent years we have seen clear improvement, and whilst we are a strong median performer for satisfaction, we want to see more. And we have plans in place to ensure we do.

We survey our housing and employability areas each quarter through an independent organisation, with our students being served via a GSLI survey that is used to enable benchmarking with other university services. This includes home ownership customers. We aggregate this quarterly data to gather a rolling picture of satisfaction and perception insight to ensure we are moving in the right direction. It is then used for benchmarking through Housemark annually. This approach ensures we are actively using data all year round to continue to enhance, improve and deliver a great service to all our customers.

The feedback received from customers is integral to us improving. Lower satisfaction scores have been seen for our environmental impact from our student accommodation for example, and during 2023/24 we will look to see how we can show what we are doing to support the environment and ensure they are involved in the planning.

Hearing our customers voice at all levels is also important to us. They are who feel and see our service so it's important that they hold us to account to deliver better every day.

We adopted the Together with Tenants standard and have successfully run our Your Voice approach since 2018. This approach includes six core ways for tenants to get involved, and we adopt the same framework informally within the wider group business units. This includes a customer voice panel who scrutinise our work and report directly to our Group Board with their findings and recommendations. We actively recruit for tenants to be on our Board. More widely, every service change we make group-wide is consulted on with our customers, and ensures we listen to their input before any changes are made. This has been integral to the approach for growing our services, including the design of our new apartments, the courses we run in CLIP and Riverside, and the service we run through our wellbeing connectors.

And while no findings of maladministration have been found against us in the last 12

months through complaints to the housing ombudsman, we do not stand still. We have a Learning from Feedback group who review all responses provided at stages one and two and identify any learning points which are then fed back to the author and monitored to ensure that any actions promised in the outcome letter are delivered. The past year has seen some key 'you said we did' activities embedded across the group because of this.

In Autumn 2023 we asked our customers for their feedback on our Neighbourhood and Estate Management Policy. Due to the limited number of customers who have provided feedback on previous policies we decided to change our approach. A short video was filmed out in our neighbourhoods which was then shared on MyAcis and the website with a form attached for people to provide feedback. 103 customers responded, 30 were contacted directly about their feedback. Their responses have directly impacted the policy on issues such as neighbourhood inspections, fly tipping and parking. In November and December, we're sharing feedback about the responses given from the survey and what we're doing with all our customers.

Support and placemaking

As part of our Group we have two subsidiaries whose focus is to support with education, wellbeing, skills and employment. They are based within our housing areas of operation and therefore open to all tenants and wider households to support. They support Lincolnshire with priority areas West Lindsey and East Lindsey through hubs in Gainsborough, Market Rasen and Mablethorpe.

- Riverside focus on supporting people with skills and support to gain employment, progress at work and live independently through family intervention and life skills.
- CLIP (who joined us during this year in August 2022) focus on supporting people through education to gain qualifications, supporting mental health through our wellbeing services and supporting lifelong learning and life skills.

This part of the group focus on ensuring impact is delivered in the communities in which we work through funded programmes, community cafes and drop-in services which engaged thousands each year.

Within our housing services we also deliver much more added value services than a standard landlord service. This includes support through supporting foundations and wider social impact activities around our asset improvement plans.

Alongside all this, we also offer wider services for specialist customer groups. These include:

- Acis Students which supports those who are moving to university with affordable accommodation in Sheffield and Nottingham with wrap around wellbeing support - this is a vital service to meet needs within the student accommodation market
- Home ownership - which offers outright sale and shared ownership options for people to get on and progress through the property ladder.
- Until 31 March 2023 acis homeplus

These services also give us commercial return and profit to further invest into the wider group and develop more affordable housing for the areas that need it.

By delivering services as part of a group we can attract external funding to ensure value for money for our services. We have continued to raise funds from a wide range of external sources during 2022/23, drawing down over £1m to support over 3000 people. These funds primarily ensure our delivery through CLIP and Riverside and during 2022/23 also ensured adaptation improvements were able to be delivered through local authority funds. CLIP transferred into the group in August 2022.

Within the last year we have held several initiatives that has ensured a total community investment focus through our day-to-day services. These include:

- investment in the Sheffield area with a joined-up approach by assets neighbourhoods and repairs
- use of community hours within contracts to deliver community days
- use of volunteering days across the group to support our own initiatives and those of other charities
- community engagement events
- continued provision of our community centre in Uphills Gainsborough and support of the voluntary run groups up there
- continued support of local community groups through partnerships e.g. Business Lynx Network

We have had community days held in:

- Oaklands, Saxilby – our people tidied the courtyard and garden area, painted planters and planted new flowers and plants to brighten it up. Built new garden furniture for the courtyard.
- Market Rasen – painted the auction shed and built, painted and planted a large planter. Tidied the outside areas at Fletcher Court scheme and painted wooden benches and garden furniture.
- Newlands, Gainsborough – tidied the courtyard and outdoor garden areas, removed overgrown shrubs and replaced with stones after consulting with residents. Painted planters replaced broken benches and painted garden furniture.

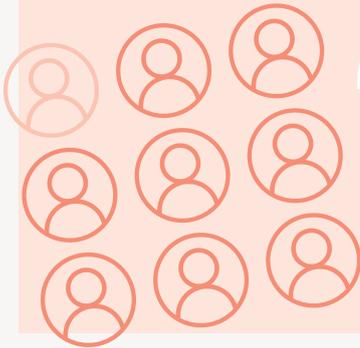
Forward plan 2023/24: Social

1. Consider % of PRS rent for future returns
2. Your Voice approach is to be formally rolled out group wide in 2024, with a focus on student voice to ensure our wider service has customer involvement, not just delivery design.
3. Building on customer voice panel and Scrutiny Group to improve skill set, confidence and knowledge
4. roll out a digital platform in 2024 to engage a new audience and increase the volume of people we interact with - which we believe this is key for the new parts of the group.
5. recommenced measuring SV through HACT in 2023/24 ready for formal reporting 2024/25 further backed up by destination data on distance travelled for people we are supporting through outcome star which is being rolled out in 23/24.
6. link customer engagement reporting to wider reporting metrics.

Our Governance Impact

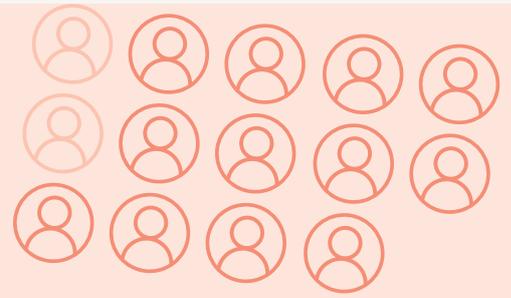
2022/23

G1/V2



1/9

board members retired



2/14

senior management team members left

We paid **86.6%** of our workforce above the Real Living Wage.

*Of those below the RLW are a number of kickstart employees, excluding which, we paid 91.6% of our workforce above the RLW.



Median gender pay gap:



April 2022: **3.17%**

April 2023: **2.74%**



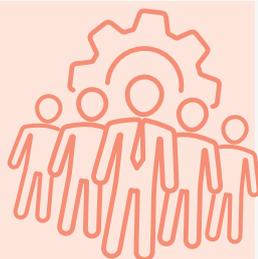
Housing providers
CEO median to
worker pay ratio:

25th Percentile is
5.5:1

50th Percentile is
4.8:1

75th Percentile is
3.9:1

5



Apprentices

Board and Trustees

Our Board, made up of non-executive Directors, are who are very experienced in their chosen fields, giving us a broad range of skills and expertise to draw upon across the whole group, including finance, procurement, risk and audit, housing services, asset management student accommodation, health, education and community development.

We ensure those with the right expertise sit on the relevant committees, including those with the relevant finance experience sitting on our audit and risk committee. A succession plan is in place, and this was fully reviewed and accepted in 2023. Additionally, an independent review of effectiveness was last carried out in 2020 with one currently taking place during 2023. The board complete a Declaration of Interest form annually. The board are also required under the Board Member Code of Conduct and Probity Policies to declare any conflicts as and when they arise. The Conflicts of Interest Procedure is used in order to ascertain how a declared (or perceived) conflict is managed.

We have a full risk management framework in place that is used group wide. We do not manage ESG risks in isolation, more so ESG risks are managed through this framework, and a number of the risks are incorporated in the risk register. This ensures we embed ESG within day to day activities.

A key priority for 2023 was around Equality Diversity and Inclusion (EDI). We have a clear policy in place which has full Board oversight. We have an employee lead EDI group, made up of employee representatives from each department, which leads on developing awareness of and promotional initiatives on EDI. This last year we have delivered a number of awareness activities Group-wide and input has been strong. These include:

- Pride month

- World menopause day
- Dementia awareness
- Suicide prevention
- Pronouns promotion
- Mental health week
- Religious festivals

We have a strong and stable senior management structure. Two out of 14 of the Senior Management Team have left within the last two years, and only one board member has retired within the same period due to reaching their maximum tenure with Acis.

Support and placemaking

We ensure a key focus of our wider offer for our people is our support for mental health and wellbeing. We offer a number of benefits, ways of working and support mechanisms within our values, to ensure we feel supported both mentally and physically. Our Own it Philosophy underpins our agile way of working to ensure people can work how, where and when they need – both for their customers and their own work life balance. This ensures that everyone regardless of role has the flexibility they need to put their customers first and themselves first without the need for labels or policies. Additionally:

- We started our journey to train more of our people in Mental Health First Aid, which by February 2024, 10% of workforce will be trained in MHFA.

- Benefit offerings: Paycare (health support packages including counselling services and discount schemes for health clubs/dentists/opticians etc), perkz to support financial wellbeing.
- Flexible working patterns in place, with the Own It philosophy of ways of working. Flexible working patterns considered and encouraged.

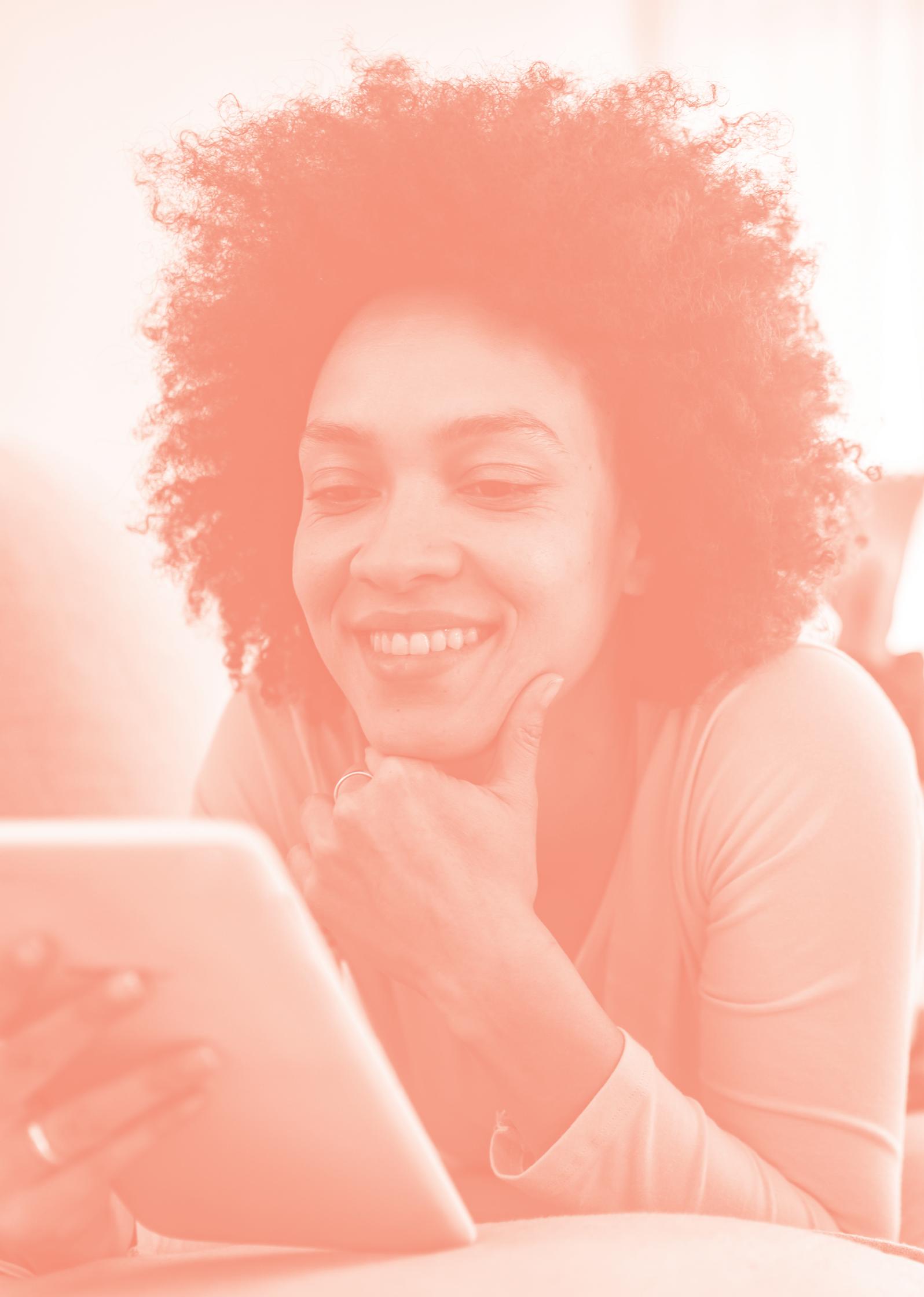
We support all our people to develop, grow and succeed. Through monthly 1-2-1s with all team members we ensure we focus on skills development and support people with their career progression and professional development. This could be delivered in lots of ways – funding professional qualifications (of which we had a number throughout 2022/23 including five new apprenticeships – some of which were higher level apprenticeships and for existing team members. With our extensive range of in house e-learning and training programmes, including those focused on developing leaders, and our specialist training companies as part of the group this is an area of continued focus for us into 2023/24, particularly to align to the new professional standards in Housing.

Supply Chain

Through both our corporate procurement team and property services commercial team we have a strong focus on ensuring we work with a strong supply chain. Social value is embedded into our contracts – and some great results have been seen with them supporting our community days detailed in our social section above. We know we could do more to ensure this is stronger and this is in our plans for 2023/24.

Forward plan 2023/24: Governance

1. Continue focus on EDI with analysis and recommendation on EDI accreditation by end 2024
2. Continued focus on professional development, including approach to housing professionalised standards.
3. Focus on social value support for our delivery through CLIP and Riverside and community impact through supply chain



Get in touch

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