

Environmental, social and governance (ESG) report

Year ending 31 March 2022





Introduction

Welcome to Selwood Housing's first environmental, social and governance (ESG) report.

We have been a vital part of our communities for over 30 years and know the difference a stable home can make. Affordable, safe, secure homes give people a foundation on which to build their lives. The range of homes we provide, from rented to shared ownership, sheltered accommodation and care homes means we help many local people. We believe that strong ESG reporting is key to meeting our responsibilities to our customers.

We own and manage almost 7,000 homes in the south west and are growing. Our ambition is to deliver 1,000 more affordable homes by 2026, to help tackle the housing crisis. As a charity, our surplus is reinvested into new homes, our existing properties and into our communities.

We believe that being truly local makes us different. Our team is made up of over 300 local people who really get to know our customers and are passionate about helping them. By listening to what our customers say, we are continually improving our services.

Put simply, we are here to play our part in solving the UK's housing crisis, as a long-term partner and investor in our communities.

By adopting the principles of the Sustainability Reporting Standard for Social Housing and aligning it to our business process and key strategies like development and asset management, we believe that it will provide direction and transparency in our achievement of key sustainability targets like EPC C by 2030 and net carbon zero by 2050.



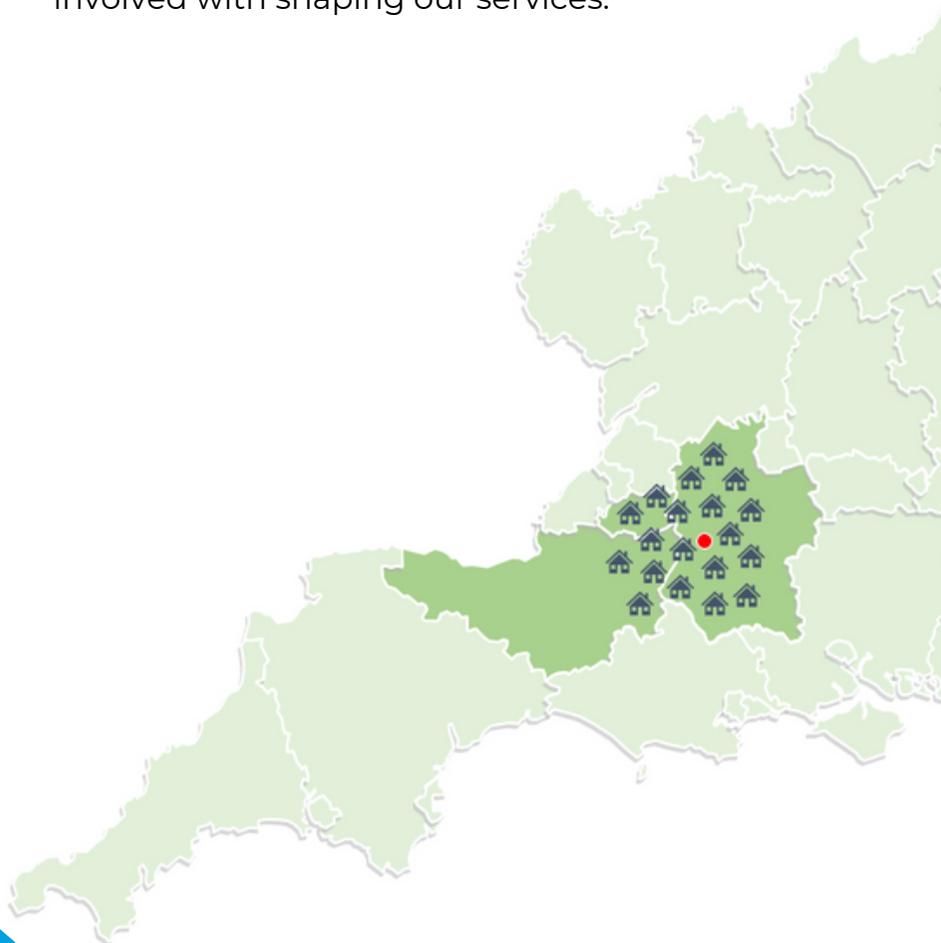
Barry Hughes
Chief executive



Our homes

Our homes are located in Wiltshire, Mendip and Bath and North East Somerset (BANES). The vast majority of our properties are within an hour of our main office in Trowbridge.

Our truly local focus means we can reach our homes quickly, we have strong relationships with our partners and stakeholders and it is easier for customers to get involved with shaping our services.



Our values and behaviours

Our values and behaviours connect our team and shape our ESG culture:

Customer focused

By focusing on our customers, we can provide a high-quality service

One team

As 'one team' we consider others, working together to achieve a common goal

Honest

By being honest we can fix issues before they become problems

Dynamic

We find new ways of doing things and find solutions to existing or potential problems



Our key ESG achievements at a glance



95% social and affordable homes



2 priority neighbourhoods established



100% in-date gas safety checks



Successful implementation of new customer satisfaction digital platform



100% fire risk assessment compliance



G1/V1 highest rating for governance and viability



98% new properties EPC B rated and above

75% existing properties EPC C rated and above



Paying the Living Wage



Investors in People Gold accreditation



What we are focusing on in the future

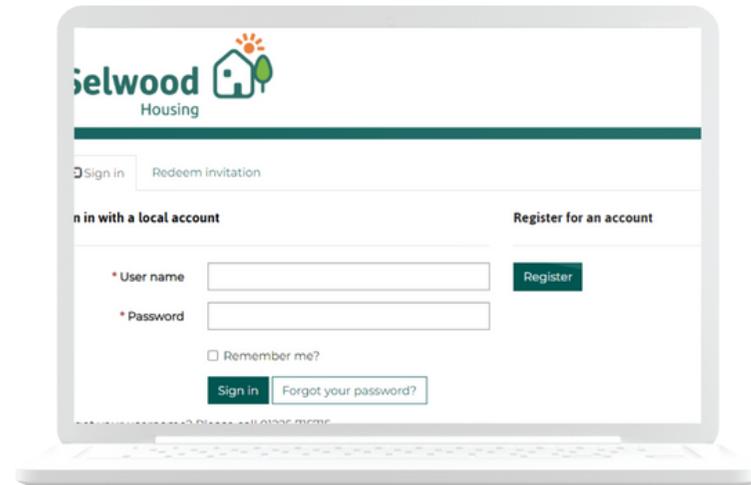
We have recently started construction on our flagship new build site in Trowbridge, formerly the John Bull pub, which will be our first complete EPC A rated scheme. Working closely with a local construction company will allow us to understand the requirements and replicate in future schemes.

We have started to pilot various “fabric first” decarbonisation projects in a number of bungalows around Wiltshire to improve energy efficiency for our customers.

We will introduce more digital services across our customer base, so we deliver an even better experience of working with and at Selwood Housing. For customers that means they will have a greater choice, as they will access our services on any device at a time and place of their choosing. For our people that means we will simplify and improve how we work. This will free up our time for those customers who really need our extra help.



Demolition works at the site of the former John Bull pub, where 94% of materials will be reused or recycled.



We are working on an online portal using Microsoft Dynamics which will allow customers to self serve.



Sustainability Reporting Standard for Social Housing

The structure of this report follows the themes outlined in the Sustainability Reporting Standard for Social Housing, under the three broad social, environmental and governance headings.

Each one has several criteria (C1 etc) which are individually addressed.

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Affordability and security

This theme seeks to assess the extent to which Selwood Housing provides long-term homes that are genuinely affordable to those on low incomes.

The theme is made up of five criteria including the tenure mix of new and existing properties, the security of tenure and fuel poverty.



C1. For properties that are subject to the rent regulation regime, rent compared to Local Housing Allowance (LHA):

Property type	Selwood Housing average passing rent	Average LHA	% of LHA
Affordable rent	£137.88	£157.01	87.8%
General needs	£104.22	£152.11	68.5%
Sheltered	£103.11	£136.11	75.8%



C2. Share, and number, of existing homes (homes completed before the last financial year) allocated to:

Tenure	Number of homes	% of total homes
Social rent	5,565	84%
Affordable rent	723	11%
Intermediate rent	8	0%
Shared ownership	263	4%
Supported housing	76	1%
Market rent	2	0%
Total	6,637	100%

C3. Share, and number, of new homes (homes that were completed in the last financial year), allocated to:

Tenure	Number of homes	% of total homes
Social rent	23	15%
Affordable rent	82	53%
Intermediate rent		
Shared ownership	49	32%
Supported housing		
Market rent		
Total	154	100%



C4. How is Selwood Housing trying to reduce the effect of fuel poverty on its residents?

During 2021 Selwood Housing issued a new asset management strategy. A key priority is to achieve SAP band C in all our properties by 2030.

During 2021/22 we've validated all our energy data and produced a baseline energy performance position against which we'll measure progress. We're now developing detailed plans and investigating funding opportunities to improve our worst performing properties.

We signed up to the Energy Hardship Fund through the Housing Association Charities Trust (HACT), supporting over 40 Selwood Housing households in energy debt and financial hardship, with 115 vouchers issued to assist with energy costs.

C5. What % of rental homes have a 3 year fixed tenancy agreement (or longer)?

Indicator	2020/21	2021/22
Assured	95%	96%
Assured shorthold tenancy	5%	4%
Other	0%	0%

Building safety and quality

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

The theme is made up of three criteria, disclosing gas safety checks, fire risk assessments and meeting Decent Homes Standards.



Indicator	2020/21	2021/22
C6 % of homes with an in-date accredited gas safety check	99.9%	100%
C7 % of buildings with an in-date compliant fire risk assessment	97.8%	100%
C8 % of homes meeting the Decent Homes Standard	99.9%	99.6%

Resident voice

This theme seeks to assess how effective Selwood Housing is at listening to and empowering residents.

The theme is made up of three criteria that cover board scrutiny, complaint handling and resident satisfaction.



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

Our scrutiny team facilitate two customer-led reviews into the provision of services every year. Scrutiny also hold us to account on our performance in delivering our Together with Tenants action plan.

We offer a range of projects for our wider customer community to get involved in to shape and influence services, policies, strategies and wider service offers.

Our business transformation project Horizon hosts a customer team which focuses on service redesign as we transition to an increasingly digital service offer.

We're also establishing a customer complaints forum who will review complaint outcomes and trends and make recommendations for service improvement.



C10. How does Selwood Housing measure resident satisfaction and how has resident satisfaction changed over the last three years?

From 2016 to 2021, we used an external company to conduct telephone surveys to measure resident satisfaction with our repairs and maintenance and new build services alongside a quarterly perception survey.

Satisfaction with the repairs service and new build homes has remained consistent at 85-86% over the past three years. Overall satisfaction with services measured through the general perception survey has moved from 83% in 2019/20 to 79% in 2021/22.

From March 2022 satisfaction with a wider range of customer touchpoints, as well as general perceptions, will be measured using the “Rant & Rave” digital platform.

This will enable us to capture customer feedback in real time and is a quick and easy way for customers to tell us about their experiences of our services via SMS or email.

Alerts to low scores mean that we will be able to recover failures quickly, which should lead to a reduction in complaints over time.

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 Selwood Housing?

In the last year, there have not been any complaints referred to the Ombudsman.

Learning from complaints is vital to continually improving services. We work closely between our customer complaints specialist and service managers to make sure learning from complaints is turned into action.

We analyse complaint trends and themes and put in place measures to make sure we don't repeat mistakes.

As a result of this work, we've improved our processes and/or information for the following services:

- **External contract management**
- **Skills analysis of our repairs & maintenance team**
- **Fuel switches**

Resident support

This theme seeks to assess the effectiveness of the initiatives that Selwood Housing runs to support individual residents.

The theme is made up of one criterion that covers: What support is provided? And how successful is it?



C12. What support services does Selwood Housing offer to its residents? How successful are these services in improving outcomes?

We are piloting 'We Are All Selwood Housing', a customer learning programme which aims to open our business up to customers as they consider future roles as either customer board or scrutiny team members or future employment opportunities with Selwood Housing or in the social housing sector. 20 customers will progress through this informal learning programme.

Our joint working with Trowbridge Future has led to the establishment of their 3 year Neighbourhood Connector role which will develop new community-led solutions across the town using the themes of 'youth – community – neighbourhood.' We envisage around 1,500 households will benefit from this service.

Placemaking

This theme seeks to highlight the wider set of activities that Selwood Housing undertakes to create well-designed homes and places that meet local needs and provide great places for people to live and enjoy.

The theme is made up of one criterion, a space for the housing provider to give examples of their placemaking or placeshaping work.



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

We've established a priority neighbourhood scheme in the Studley Green (Trowbridge) and Queensway (Melksham) areas.

The main aims of the project are to:

- Increase our visibility in the priority neighbourhoods following the easing of COVID-19 restrictions
- Listen to our customers
- Undertake regular neighbourhood inspections
- Increase community engagement
- Deliver neighbourhood investment initiatives
- Develop and strengthen collaboration with partners and stakeholders
- Complete a community door knock
- Co-ordinate a community action day

Case study: priority neighbourhoods



We identified our two priority neighbourhoods based on a number of factors, including higher reports of antisocial behaviour and fly tipping. Since setting up the project team with colleagues from across the organisation, we have:

- Held a neighbourhood action day at Studley Green where 180 children from the local primary school took part in a litter pick and 30 households disposed of larger items in our skips
- Begun a collaboration with Trowbridge Future on a community garden in Kingswood Chase and are exploring a project with Wiltshire Wildlife Trust at Clackers Brook
- Undertaken a community door knock, asking customers what's important to them, how things can be improved and what makes their community special. 50 volunteer staff members spoke to around 260 customers at Studley Green and a further 180 in Queensway

Barry Hughes said: "It was a great opportunity for staff who, like me, don't have regular direct contact with our customers, to get out on the ground in one of our local communities. As Kirsty and I said goodbye to one customer, his parting words were that we could go and tell the 'big boss' what he'd said! I'm pleased to report it was all positive."

Find out more on our website:

[selwoodhousing.com/tenants-services/
your-neighbourhood/priority-neighbourhoods](https://selwoodhousing.com/tenants-services/your-neighbourhood/priority-neighbourhoods)

Climate change

This theme seeks to assess how the activities of Selwood Housing are impacting on climate change, and how we are mitigating the physical risks of climate change. This theme considers current practice, as well as the changes being made to improve performance in the future.

The theme is made up of six criteria, including the distribution of EPC ratings, emissions data, climate risk mitigation plan and environmental strategy.



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

No. homes by EPC band	2020/21	2021/22
A	0.3%	0.5%
B	17.8%	24.6%
C	52.3%	49.3%
D	27.2%	23.6%
E and below	0.3%	2.0%
No data	2.1%	0%



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

No. homes by EPC band	2020/21	2021/22
A	9%	4.8%
B	89%	93.2%
C	2%	2.1%
D	0%	0%
E and below	0%	0%
No data	0%	0%

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

Emission type	2020/21 (tonnes CO2)	2021/22 (tonnes CO2)
Scope 1	626	706
Scope 2	319	209
Scope 3	16,995	17,080
Total	17,940	17,995

Scope 1 emissions include gas bought for offices, community centres, landlords supply to communal areas, district heating systems and fuel used for maintenance fleet.

Scope 2 emissions include electricity bought for offices, community centres and landlords supply to communal areas.

Scope 3 emissions are predominately housing stock emissions that have been estimated using SAP and heating system data but also include employee business mileage and transmission and distribution losses from electricity purchased.



C17. What energy efficiency actions has Selwood Housing undertaken in the last 12 months?

In 2021/22 we've:

- Renewed 435 windows
- Renewed 144 old inefficient gas boilers
- Renewed 68 old inefficient electric heating systems
- Upgraded 60 properties to gas central heating

We are also working on projects to:

- Upgrade 155 off gas bungalows using fabric first measures and PV
- Install external wall insulation to 13 properties

These pilot projects will be used to inform our plans for future retrofit work.

We've also trained six staff members as Domestic Energy Assessors (DEAs) to provide in-house expertise for future projects.

C18. How is Selwood Housing mitigating the following climate risks?

- **Increased flood risk**
- **Increased risk of homes overheating**

All our new developments are built to the relevant planning legislation at the time.

Any requirements for flood risk mitigation and management - for example design, sustainable drainage systems and use of permeable surface materials - are included.

C19. Does Selwood Housing give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.

Literature for maintaining a home in a good state of repair is provided to customers as part of the signing up process.

Within this paperwork there is a leaflet about avoiding getting damp and mould within the property, as well as an instruction manual for whichever heating system is installed.

Ecology

This theme seeks to assess how Selwood Housing is protecting the local environment and ecology.

The theme is made up of two criteria around managing pollutants and increasing biodiversity.



C20. How is Selwood Housing increasing green space and promoting biodiversity on or near homes?

Our development strategy sets out the steps we are taking on new builds to help meet the environmental challenge. This year we are starting several pilot EPC A rated development projects.

We are committed to enhancing biodiversity on new build schemes, from design stages, seeking to retain key ecological features and using enhanced planting of wildflowers, bird and bat boxes and bird bricks.

C21. Does Selwood Housing have a strategy to actively manage and reduce all pollutants?

As part of our ongoing commitment to reducing our carbon footprint and production of pollutants, cleaner forms of energy are being explored as part of our carbon strategy, so the types of heating we have within our homes, moving away from more traditional solid fuel heating systems towards greener renewable energy.

We are also reviewing a gradual shift towards an electric fleet, when our next round of vehicle procurement is due. Unfortunately, we were unable to do anything this time around owing to a lack of infrastructure currently in regard to charging arrangements.

Resource management

This theme seeks to identify the extent to which Selwood Housing has a sustainable approach to materials in both the construction and management of properties.

The theme is made up of three criteria that cover sourcing materials, water management and waste management.



C22, C23, C24. Does Selwood Housing have strategies for the use of responsibly sourced materials for all building works, waste management (incorporating building materials) and good water management?

We require our contractors and suppliers to responsibly source materials and use the relevant British Standards for materials (including natural materials such as timber), to use relevant waste management and water management systems.

We carry out weekly inspections on live new build development sites and these include checks not just on the build but on the wider management of the site and systems.

Case study: Margaret Stancomb

Selwood Housing transformed the former Margaret Stancomb school site in Trowbridge into 21 much needed affordable homes.

This town centre brownfield site had been derelict for over a decade, but the Victorian school building was steeped in stories from the local community. By retaining and sensitively restoring it, an important part of local heritage has been given a sustainable use for another century. The refurbishment involved modern construction methods such as insulation and double-glazed windows, but also took care to retain and restore many original features inside and out, like carved stonework and wooden beams.

In the grounds, a range of affordable properties in various sizes and tenures were constructed, to suit individuals and families with differing needs. The natural environment was incorporated into the design and the majority of the new properties face green space, which makes the urban location feel more rural. We installed several bird boxes and a bat roost to protect local wildlife.

Renamed Margarets Close, the development has won several awards including the Trowbridge Town Enhancement Award.

BRITISH
HOMES
AWARDS
CELEBRATING EXCEPTIONAL DESIGN

2021 FINALIST


LABC

**Building Excellence
AWARDS 2021**
Regional Winner



Structure and governance

This theme seeks to assess Selwood Housing's overall structure and approach to governance.

The theme is made up of six criteria covering the regulator, code of governance, risk management and ownership.



C25. Is Selwood Housing registered with the Regulator of Social Housing?

Yes.

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

G1/V1.

C27. Which Code of Governance does Selwood Housing follow, if any?

NHF 2020.

C28. Is Selwood Housing not-for-profit?

Yes.

C29. Explain how Selwood Housing's board manages organisational risks.

The board is responsible for risk management and delegates responsibility for scrutiny and oversight to the audit and risk committee.

C30. Has Selwood Housing been subject to any adverse regulatory findings in the last 12 months?

No.

Board and trustees

This theme seeks to assess the quality, suitability and performance of the board and trustees.

The theme is made up of eleven criteria including demographics of the board and the experience and independence of the board.



C31. What are Selwood Housing's demographics of the board? And how does this compare to the demographics of residents, and the area that they operate in?

The board gender split is 33% female and 66% male, with average age being 61. The average tenure is 3 years. Our customers' gender split is 62% female and 38% male, average age being 52.

C32. What % of the board and management team have turned over in the last two years?

37.5%.

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

Yes, the maximum tenure for our board members has been 9 years but is being reduced to 6 years, in line with NHF 2020 guidelines.

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

100%.

C35. Number of board members on the audit committee with recent and relevant financial experience.

2 qualified accountants on the committee of 4 board members in total.



C36. Are there any current executives on the remuneration committee?

We do not have a remuneration committee. All remuneration is approved by the board of all non-execs.

C37. Has a succession plan been provided to the board in the last 12 months?

Yes, as part of a governance review by independent consultants.

C38. For how many years has Selwood Housing's current external auditor been responsible for auditing the accounts?

Beever and Struthers have just completed the 2nd year of a 4 year contract.

C39. When was the last independently-run, board-effectiveness review?

February 2022.

C40. Are the roles of the chair of the board and CEO held by two different people?

Yes.

C41. How does Selwood Housing handle conflicts of interest at the board?

Conflicts of interest are covered in the articles. There is a conflicts of interest policy and board code of conduct plus at least annual declarations of interest.

Staff wellbeing

This theme seeks to assess how staff are supported and how their wellbeing is considered.

The theme is made up of five criteria including salary information, additional support for staff and average sick days.



C42. Does Selwood Housing pay the Living Wage?

Yes. We also pay our apprentices more than the National Minimum Wage as set out in the low pay commission recommendations.

C43. What is the gender pay gap?

Our mean gender pay gap is 8.6%.

C44. What is the CEO-worker pay ratio?

The Chief executive salary is 4.68 times the median salary of all members of staff.

C45. How does Selwood Housing support the physical and mental health of their staff?

Selwood Housing has an award-winning health and safety management system, using risk assessment as the cornerstone of physical and mental wellbeing within the company recognising that they are very closely linked.

Not only do we aim to ensure our employees are able to work safely through stringent safe systems of work but equally are passionate about providing a holistic approach to living well, providing equal support for both physical and mental health and wellbeing, through strategic employee engagement, awareness, support and education.

C46. Average number of sick days taken per employee.

2021/22 - 10.46 days

2020/21 - 4.34 days

Supply chain management

This theme seeks to assess if Selwood Housing procures responsibly.

The theme is made up of two criteria assessing how social value and environmental impact are considered.



C47 and C28. How is social value creation and environmental impact considered when procuring goods and services?

Social value and environmental impact are being considered for all future procurements of goods and services. These criteria will need to be realistic and applicable to the business area in question. This change in working practice will mean that we start to incorporate evaluation criteria that is wider than just price and quality to understand how suppliers can help to deliver in these areas.

In addition, we will aim to replace current goods and services with more sustainable options where appropriate and viable. This will ensure that buying power is used to deliver more targeted social value benefits for residents and the wider community and will be used to manage and actively reduce the environmental impact of the organisation and its supply chain.

Tender guidance will be provided to prospective bidders so they are clear on requirements and robust scoring criteria will be developed to fairly manage the evaluation process in line with Public Contract Regulations. It is envisaged that social value and environmental impact will carry at least 5-10% of the overall tender weighting to ensure tangible benefits can be provided through the tender process. We will work with appointed contractors to ensure these improvements are delivered effectively through the contract period.

Case study: Investors in People



**In 2018 we won silver accreditation and in 2021 we won gold!
It is our ambition to win platinum in 2024.**

Investors in People (IiP) conduct a rigorous assessment process every three years to help organisations develop workplace practices that support staff. We recognise that our people are our biggest asset, and we're determined to keep improving the way we manage, develop and lead.

A confidential survey was sent to all staff asking for feedback on lots of different areas of the organisation. The questions covered things like how motivated and involved they are at work and if they felt supported and appreciated. The assessor also selected a sample of 28 people to be interviewed for more in-depth feedback.

IiP then put together a report which analysed the results. It also generated a benchmark, allowing us to see how we compare with best practice and industry standards.

Details from the report were shared with staff, including what we can be proud of and what we can work on. An action plan has been produced to address those areas where we can improve and help us reach for platinum accreditation.

INVESTORS IN PEOPLE®
We invest in people Gold



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