Environmental, social and governance (ESG) report

Year ending 31 March 2026



Selwood Housing

Introduction

Welcome to our environmental, social and governance (ESG) report for 2025/26

Selwood Housing manages and maintains over 7,300 homes across Wiltshire, Bath and Somerset from rented homes and shared ownership to sheltered accommodation.

We want every customer's home to be safe and comfortable. A place they are proud to call home, that supports their health and wellbeing and provides a stable foundation on which to build their lives.

We have a strong local presence and involvement with our local communities. By listening to what our customers say, we continually improve our services. Our most recent tenant satisfaction measures (TSMs) show strong results for both customer satisfaction and operational performance. Overall customer satisfaction with our services is at 87.2%.

Our 10-year programme to deliver 1,700 homes by 2034 is making good progress towards providing a range of affordable homes to help meet local housing need.

We also have an ongoing programme of improvements to our existing properties. Our asset management strategy explains how we maintain and invest in homes while delivering value for money.

Affordable, safe and secure homes give people a foundation on which to build their lives, and we believe that strong ESG reporting is key to meeting our responsibilities to our customers.

As part of our communities for over 30 years, we know the difference a stable home can make. 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.

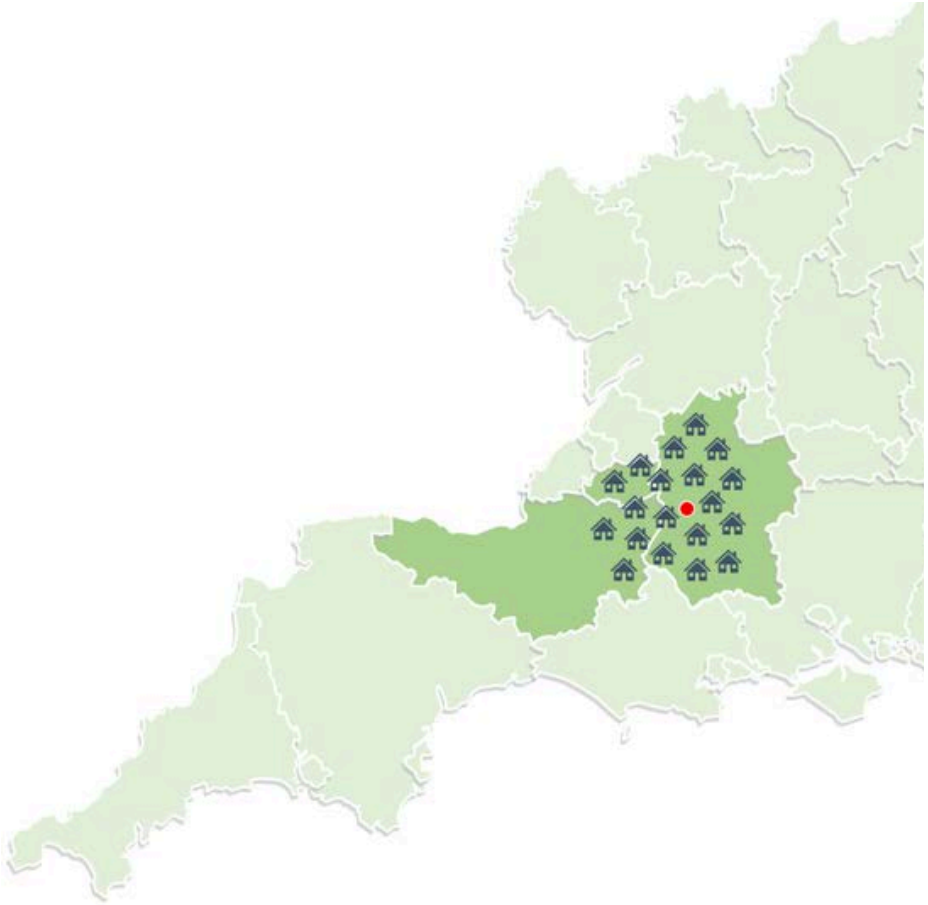


Mark Mayler
Chief executive

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:

We are customer driven

We take accountability

We champion communication

We develop and learn

Our key ESG achievements in 2025/26 at a glance

98% social and affordable homes

99.2% of emergency repairs delivered within target timescale

87.2% overall customer satisfaction with our services

All building safety compliance measures at 99.75% or above

52 customer involvement activities including 20 customer focus groups

Our Stronger communities fund supported 31 local projects



100% new properties EPC 'B' rated and above

84.4% existing properties EPC 'C' rated and above

2 customers recruited to our board this year

What we are focusing on in the future

Our asset management strategy 2026–2030 sets out how we will keep our customers' homes safe, comfortable and well maintained, while preparing them for the future.

Over the next five years, we plan to invest £38 million in improvements to kitchens, bathrooms, windows, doors, roofs and heating, with a particular focus on our older homes. Better information about the condition and performance of our homes will help us target investment where it will make the greatest difference and provide long-term value for money.

We will maintain strong levels of building safety compliance and continue improving our repairs service, responding quickly and effectively when customers report problems. This includes meeting the requirements of Awaab's Law and taking a proactive approach to preventing and tackling damp and mould.

We will also continue improving the energy efficiency of our homes so they are warmer, healthier and more affordable to heat.

Customer feedback will help shape our decisions, and we will keep improving how we communicate with customers about planned works so they know what to expect and can plan ahead.



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 environmental, social and governance headings.

Each one has several criteria which are individually addressed.

Theme	Environmental criteria
1	Climate
2	Nature
3	Resource management

Theme	Social criteria
4	Affordability
5	Building safety and quality
6	Residents and community

Theme	Governance criteria
7	Structure and board
8	Employees

Climate

Our impact



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C1. Distribution of EPC ratings of existing homes (those completed before the last financial year).

EPC band	2024/25	2025/26
A	1.8%	2.3%
B	28.2%	31.3%
C	54.9%	50.8%
D	13.6%	14.4%
E and below	1.4%	1.2%
No data	0.2%	0%

C2. Distribution of EPC ratings of new homes (those completed in the last financial year).

EPC band		2024/25	2025/26
A		16.4%	12.5%
B		83.6%	87.5%

C3. Does Selwood Housing have a net zero target and strategy? If so, what is it, and when does the housing provider intend to be net zero by?

We don't currently have a net zero target or strategy. Our asset management strategy confirms the target to achieve Band C in all properties by 2030.

C4. What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock?

Window renewal: 150 | Boiler renewal: 533 | Electric heating: 46 high heat retention storage heaters | ASHP programme: 56 | Cavity wall insulation (CWI) extract and refill: 32 | Energy upgrades to 68 properties as part of the Warm Homes: Social Housing Fund

C5. Does Selwood Housing qualify for SECR reporting? Yes. SECR Intensity Ratio for Total emissions

Emission type*	Tonnes CO2e	Homes
Scope 1	535.04	
Scope 2	158.72	
Total	**693.76**	**6,726**
Intensity ratio	**0.10**	

C6-C8. Has Selwood Housing mapped and assessed the increased flood, water stress and overheating risks to its homes caused by climate change in the last 2 years? How is it mitigating these risks?

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.



Nature

Protecting our local environment & economy

2

Resource management

Sustainable approach

3

C9. Does Selwood Housing have a strategy to enhance green space and promote biodiversity on or near homes?

Our development strategy sets out how we build new local affordable homes and meet the environmental and ecological challenges of biodiversity.

C10. Does Selwood Housing have a strategy to actively identify, manage and reduce all pollutants that could cause material harm? If so, how does it target and measure performance?

We produce robust specifications and contracts that ensure suppliers adhere to required standards and regulations. We work closely with suppliers to monitor pollutants or substances that could cause material harm with programmes in place to reduce or remove them.

C11. Does Selwood Housing have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does it target and measure performance?

We require contractors and suppliers to responsibly source materials and use the relevant British Standards for materials (including natural materials such as timber). Contract managers monitor performance to ensure the required materials are provided.

C12. Does Selwood Housing have a strategy for waste management incorporating building materials? If so, how does it target and measure performance?

We require contractors/suppliers to use relevant waste management systems. Waste is disposed of via agreed routes. Performance is measured and monitored by contract managers. We carry out weekly inspections on live new build development sites, not just the build but checks on site management of the site and systems.

C13. Does Selwood Housing have a water management strategy? How does it target and measure performance?

We require our contractors and suppliers to use relevant 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.

C14. How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of the housing provider's supply chain when procuring goods and services?

We consider this across procurement processes, policies and procedures. We ask bidders/prospective suppliers targeted questions about existing practices and how they can assist us in achieving our sustainability objectives. We monitor sustainability via contract level and strategic key performance indicators reporting to assess performance alongside financial checks to highlight any concerns.



Case study

Electric vehicles added to fleet

In 2025, we replaced 68 light commercial vehicles and introduced 10 zero-emission electric vehicles to our fleet. With this change, we reduced greenhouse gas emissions while building practical experience to support future fleet decarbonisation.

Environmental benefits are substantial. A typical EV produces around two-thirds fewer lifetime greenhouse gas emissions than an equivalent diesel or petrol vehicle. The electric vehicles are expected to reduce annual carbon emissions by an estimated 15 to 25 tonnes of CO_2.

Electric vehicles also have significantly lower fuel costs than diesel alternatives, helping to protect the organisation from fluctuations in fuel prices and wider market volatility. The reduced running costs contribute to improved value for money over the vehicle lifecycle.

Introducing EVs shows how sustainable procurement and fleet management supports both organisational and environmental objectives, helping reduce carbon footprint while delivering long-term operational and financial benefits for customers and communities.

> “
>
> … delivering long-term operational and financial benefits for customers and communities

Affordability and security

Providing long-term affordable homes



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C15. For properties subject to the rent regulation regime, rent compared to:

- relevant Local Housing Allowance (LHA): 62.9%
- average private rental sector rent across relevant local authority: 58.5%

C16. Share, and number, of existing homes (owned and/or managed) completed before the last financial year) allocated to:

Tenure	Number of homes	% of total homes
General needs (social rent)	4164	57.1
Intermediate rent	6	0.1
Affordable rent	1007	13.8
Supported housing	78	1.1
Housing for older people	1415	19.4
Low cost home ownership	483	6.6
Care homes	46	0.6
Private rented sector	2	0.0
Other	90	1.2
Total	**7291**	**100**

C17. Share, and number, of new homes (owned and/or managed) that were completed in the last financial year), allocated to:

Tenure	Number of homes	% of total homes
General needs (social rent)	30	20.8
Intermediate rent	0	0.0
Affordable rent	61	42.4
Supported housing	0	0.0
Housing for older people	0	0.0
Low cost home ownership	53	36.8
Care homes	0	0.0
Private rented sector	0	0.0
Other	0	0.0
Total	**144**	**100**

C18. How is Selwood Housing trying to reduce the effect of high energy costs on its residents?

We're carrying out whole house retrofits to 214 properties during 2025/26 to 2027/28 as part of the Warm Homes: Social Housing Fund project.

We're continuing our programmes of loft and CWI, window and heating renewal to improve the energy efficiency of other homes. Our target is to achieve Band C in all homes by 2030 to make them more affordable for our customers to live in.

We also provide energy efficiency tips via our website and customer newsletters.

Wessex Water Scheme
Through our dedicated tenancy sustainment team, we've received funding and support from Wessex Water as part of the holistic debt advice and affordability scheme. Via referrals to the Wessex Water initiative, 34 households have been assisted through the scheme with discounts applied to their water bills due to low income, financial hardship or debts.

Under this scheme, Wessex Water has also provided £2k of grant funding, which we have allocated to assist eight households across our neighbourhoods for garden or house clearance.

This provided support to low-income households where there were early signs of tenancy breaches, such as hoarding or garden condition concerns. The practical assistance prevents the tenancy related issues from escalating further.

Household Support Funding
The housing support funding awarded from Wiltshire Council resulted in £19.5k of voucher-based support during 2025/26 for customers in financial hardship, energy debts or on low income. This provided practical support for 115 households experiencing significant financial challenges due to the impact of the cost-of-living crisis. It included vouchers for utilities/energy, basic white goods and food.

We will continue to work with the local authority during the year ahead, with a new crisis and resilience funding model.

HACT Fuel Fund 2026
We successfully applied to participate in the energy redress fuel fund scheme coordinated by the Housing Associations Charitable Trust (HACT).

This is primarily to assist with energy debt and will be coordinated through referrals from our tenancy sustainment team to HACT, who oversee the award of energy vouchers.

Building safety and quality

Protecting residents and keeping buildings safe

5



C19. The condition of our portfolio by % of homes where the required safety checks below are complete.

- 100% gas safety checks
- 100% national fire safety regulations
- 99.76% electrical safety checks
- 99.83% asbestos management surveys or re-inspections
- 100% legionella risk assessments
- 100% communal passenger lift safety

C20. What % of homes meet the national housing quality standard? Of those which fail, what is Selwood Housing doing to address these failings?

At year end, 97.8% of all homes met the decent homes standard. The two main categories of failure were:

- Cavity wall insulation (CWI) – surveys were carried out in 25/26 which identified many properties with defective CWI. Remedial work is planned for 2026/27.

- Roofs and chimneys – properties failing the standard on these components are planned for major refurbishment or disposal in 2026/27.

C21. How do you manage and mitigate the risk of emergency hazards, including damp and mould?

How do you reduce the likelihood of damp and mould hazards occurring?

We manage damp and mould cases in accordance with Awaab's Law, which was introduced in October 2025.

The approach aligns multiple teams across the operations directorate to ensure cases are managed effectively, in adherence to legislative timescales, and with transparent performance reporting.

Proactive steps to mitigate damp and mould cases include the use of environmental sensors, which support residents in mitigating environmental factors within their homes, alongside capital investment in energy efficiency measures, for example, cavity wall insulation and improved ventilation.

Residents and community

Listening to customers



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Tenant satisfaction measures 2025/26

CUSTOMER SATISFACTION

Satisfaction with our services

87.2% Overall satisfaction

Keeping properties in good repair & maintaining building safety

87.6% with repairs in last 12 months
87.3% with time taken to complete most recent repair
88.7% that their home is well maintained
91.3% that their home is safe

Respectful and helpful engagement & handling complaints

77.5% we listen to tenant views and act upon them
91.4% we keep tenants informed
90.1% we treat tenants fairly and with respect
58.4% with our approach to handling complaints

Responsible neighbourhood management

81.9% we make a positive contribution to neighbourhoods
71.8% our approach to handling antisocial behaviour
88.0% we keep communal areas clean and well maintained

OPERATIONAL PERFORMANCE

Building safety

100% gas safety checks completed
100% fire risk assessments completed
99.83% asbestos management surveys completed
100% legionella risk assessments completed
100% communal passenger lift safety checks completed

Antisocial behaviour cases

45.0 opened per 1,000 homes
1.3 involving hate crime incidents per 1,000 homes

Decent homes standard and repairs

2.2% homes do not meet the decent homes standard
89.9% non-emergency repairs completed within timescale
99.2% emergency repairs completed within timescale

Complaints

45.7 stage one complaints received per 1000 homes
98.7% stage one complaints responded to within Ombudsman timescale
11.2 stage two complaints received per 1000 homes
100% stage two complaints responded to within Ombudsman timescale

C22. What are the results of Selwood Housing's most recent tenant satisfaction survey? How has Selwood Housing acted on these results?

In our most recent tenant satisfaction measures (TSM) survey, 87.2% of respondents were satisfied with the service we provided. TSM results are reviewed alongside complaints, customer feedback and operational performance information to identify priorities for improvement and to monitor progress.

We have continued to strengthen our approach to customer insight and service improvement including the development of a new Customer Feedback, Insight and Service Improvement Policy. This will bring together feedback from TSMs, complaints, customer engagement activities and performance data into a single framework for identifying improvement opportunities, monitoring outcomes and demonstrating how customer feedback influences decision-making. This is in the early stages of implementation, and will be designed to close the loop on the customer feedback cycle.

TSM feedback has informed ongoing improvement activity across customer communications, complaints handling and service delivery, helping ensure that resources are focused on the issues that matter most to customers. We remain committed to using TSM results and wider customer insight to drive continuous improvement and enhance the customer experience.

C23. What arrangements are in place to enable residents to hold management to account for the provision of services?

We provided a wide range of opportunities for customers to influence services during 2025/26, with 727 customer engagements across 52 activities including focus groups, surveys, pop-ups, coffee mornings, interview panels and business meetings. Customer feedback helped shape key strategies, policies and wider work such as Awaab's Law, sheltered housing improvements, priority neighbourhood work and senior/customer board recruitment.
Customer-led scrutiny remained a key way for residents to hold management to account. The scrutiny team completed reviews of general needs caretaking and voids/empty homes, with recommendations progressed through action plans. We supported the recruitment of two new customer representatives to the board.
Customers were also involved in the interview panels recruiting for our new CEO and two new directors.
Examples of customer influence included changes to Stronger Communities Fund criteria, clearer repairs information, updates on rechargeable repairs and hoarding support, changes to clear corridor messaging and input into strategies, policies and recruitment.
Recommendations from involvement work are tracked with service leads and progress is shared through 'You said, we did' updates, newsletters, website content and committee reports. Newsletters reach around 1,400 digital subscribers and 220 postal recipients.

C24. The % of Stage 1 and Stage 2 complaints responded to within target timeframes.

- 98.7% of stage one responses
- 100% of stage two responses

How have reported complaints resulted in change of practice at Selwood Housing?

During the year, we have continued to strengthen our approach to customer insight and service improvement. This includes the development of a new Customer Feedback, Insight and Service Improvement Policy, designed to bring together feedback from TSMs, complaints, customer engagement activities and performance data into a single framework for identifying improvement opportunities, monitoring outcomes and demonstrating how customer feedback influences decision-making. This is in the early stages of implementation, and will be designed to close the loop on the customer feedback cycle.

C25. In the last 12 months, what additional support have you provided to your tenants around i) employment & training, ii) wellbeing & mental health iii) vulnerable tenants

Through customer conversations, we added more than 3,600 new or updated customer records, improving our understanding of customers by 5.47% and helping us identify where additional support may be needed.

We provided the scrutiny team with tailored equality, diversity and inclusion training to help them consider the needs and experiences of customers who are not directly represented during service reviews. We are building on this by introducing basic EDI training for other involved customers. This supports wider corporate EDI work, linking directly to the review of the customer EDI policy.

We also supported new scrutiny members through inductions, training and annual reviews, helping them take part confidently and effectively. We strengthened scrutiny through use of a tailored Power BI dashboard that gives scrutiny members real-time access to performance data.

As members of TPAS, the national tenant engagement organisation, our customers have access to the TPAS website, online forum, webinars and training sessions. We also fund places for the scrutiny team to attend training and conferences and in 2025 widened this to involved customers.

Customer board recruitment had 47 expressions of interest and 29 people attended to learn more about Selwood Housing and the roles available. Two customers were later recruited to board and another joined the scrutiny team. Involvement activity and training is helping customers progress, upskill and take on more responsibility.

C26. In the last 12 months, what interventions has the housing provider made or enabled to foster stronger communities and places, considering both:
- Physical changes to shared spaces or public realm
- Events, activities, and signposting

Trowbridge Future community connector project, part funded by Selwood Housing continues to grow its community-led activities across the Longfield, Seymour and Studley Green estates in Trowbridge. Enhancing the life of Trowbridge communities, their activity programme delivers support, builds relationships and enables ongoing positive development and change for those involved.

Along with the community fridges, other projects include regular kindness cafes, cookery classes, language classes, and quizzes.

Visitors to Trowbridge Future's new Shires Hub have doubled since opening in April last year, supporting people in the community who have not previously accessed the service.

The team engages with particularly vulnerable audiences, offering support and practical advice, such as helping people manage the increased living costs, signposting to relevant support agencies, and help accessing employment and benefit advice, alongside tackling loneliness and mental health needs.

Through our Stronger Communities Fund we awarded 31 grants during the year, investing £53,412 and helping bring in £581,349 in match funding from other stakeholders to be spent in our communities.

These grants were awarded across 12 different towns and villages in Wiltshire, Somerset and BANES. They included Men's Walk & Talk mental health group, furniture providers and food banks, toddler groups, warm spaces, financial education for teenagers and literacy lessons for adults. Each year we are seeing an increase in applications and range & location of projects.

C27. How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?

More than £25,000 of the funding we granted last year came from social clauses in our larger contracts. This, alongside £18,000 of Selwood Housing funds, allows us to increase the support to local communities and fund more projects each year.

Seven contractors contribute money to our social fund annually. In four cases, this is required due to the size of contract and our procurement rules. Three contractors have their own social clauses where they opt to provide funds voluntarily.



Case study

Priority neighbourhoods

We completed several initiatives and projects in Trowbridge during the year which were a mix of community-building and practical neighbourhood improvements. At community level, we brought residents together at The Homestead with a Christmas quiz and mince pies, and we hosted an afternoon cream tea.

We held a community fun day at Charlotte Square, Trowbridge, creating opportunities for residents to come together and enjoy their neighbourhood. To build engagement with younger families, we arranged an Easter Egg Hunt at Navigator Close. We also coordinated several community clearance days, with litter picks and the removal of bulk waste items.

For visible estate improvements, we delivered 'you said, we did' actions including new signage, fencing and paving at Ashmead Court and improvements to bin storage, parking and signage at New Road. We helped make spaces feel brighter and cared for with a planter project at Beech Grove, and we encouraged neighbourhood pride with our Love your garden competition across our priority neighbourhood areas.

We tackled day-to-day lived experience issues with improvements shaped by what residents told us matters most. We completed tenancy audits in several blocks of flats following damp and mould reports, to provide tenancy sustainment support around heating and affordable warmth. We also responded to door adjustment and closure issues in flats across East Trowbridge, helping reduce slamming doors and the knock-on impact of noise and repeat complaints from customers.

> … creating opportunities for residents to come together and enjoy their neighbourhood.

Structure & board

7

Employees

8



C28. What is Selwood Housing's most recent regulatory grading/status?

V2 / G1

C29. Explain how Selwood Housing's board manages ESG risks. Are ESG risks incorporated in the housing provider's risk register?

The board is responsible for risk management and receiving risk reporting at each board meeting on all strategic organisational risks including key controls and progression on actions, including all ESG-related risks. ESG risks are incorporated into our risk register.

C30. Has Selwood Housing been subject to adverse regulatory findings in the last 12 months resulting in enforcement or other equivalent action?

No

C31. How does Selwood Housing ensure it has a diverse range of inputs into governance processes?

We have three board members who are customers, one of whom is the board lead on complaints. Our scrutiny committee attend board meetings to report on reviews and make recommendations. Customers are involved in policy formation and inform strategy. In the last year, customers were involved in recruitment activities for board members and worked with us to develop policies linked to the new conduct and competence standard.

C32. Does Selwood Housing have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management? How do they do this?

We have an EDI board approved strategy.
Our recruitment and selection policy covers the requirement for equality and diversity and inclusion within the process. Our board recruitment process looks at board requirements and diversity before any recruitment starts.

Board composition is monitored and recorded. We use a variety of specialist agencies to advertise board vacancies that target under-represented groups.
We are Disability Confident accredited and a Mindful Employer. The governance manual states that the board and EDI leads by setting strategic direction and ensuring oversight and assurance.

C33. What % of Selwood Housing's board have turned over in the last two years? What % of the housing provider's senior management team have turned over in the last two years?

- Board members 2024/2025 33.3%
- Board members 2025/2026 11.1%
- Senior management team 2024/2025 0%
- Senior management team 2025/2026 0%

C34. Number of board members on Selwood Housing's audit committee with recent and relevant financial experience.

The chair of the committee is:

- ACMA qualified accountant (2001) with 25 years PQE
- 33 years working in finance roles with financial experience across 3 sectors
- 21 years working in senior advisory, executive director and board roles
- Principal consultant to MOD, Cabinet Office & Home Office
- Trustee roles including 2 audit chair roles
- Active member of Chartered Institute linked to CIMA

C35. What % of Selwood Housing's board are non-executive directors?

100%.

C36. For how many years has the housing provider's current external audit firm partner been responsible for auditing the accounts?

7 years.

C37. When was the last independently-run, board-effectiveness review?

December 2024 into 2025. This covered an individual survey for board and executive team members.

All relevant documentation was reviewed and a board meeting was observed. A final outcome report was presented by Campbell Tickell at the February 2025 board away day.

C38. How does Selwood Housing handle conflicts of interest at the board??

Conflicts of interest are covered in the Articles and the Governance manual. There are conflicts of interest policies for individual board members and those board members on more than one subsidiary. The 2022 NHF board code of conduct has been adopted. There are also annual declarations of interest.

C39. Does Selwood Housing pay the Real Living Wage?

Yes.

C40. What is Selwood Housing's median gender pay gap?

Our median gender pay gap is 10.6%.

C41. What is Selwood Housing's CEO:median-worker pay ratio?

The chief executive salary is 5.48 times the median of all members of staff.

C42. How does Selwood Housing ensure equality, diversity & inclusion (EDI) is promoted across its staff?

We have an internal dedicated EDI group called No Limits, which oversees and monitors how we deliver on our board-approved EDI strategy. During the review of our EDI policy we incorporated the principles set out in the BSI standards. Progress against our strategy is reported to the board on an annual basis.

This year we have strengthened the promotion of initiatives following the diversity calendar by introducing a dedicated wellbeing channel to promote awareness and increase engagement.

Our L&D & People teams have attended an EDI upskilling workshop via the Housing Diversity Network designed to focus on embedding EDI awareness through all training.

C43. What activity has the housing provider undertaken over the last 12 months to support the physical and mental health of its staff? What impact has this had on staff and the wider organisation??

We have introduced dedicated wellbeing resources such as a wellbeing passport. We have also reviewed and strengthened our stress risk assessment.

We have replaced our occupational health provider and introduced a higher level of safety critical medicals.

C44. What activity has Selwood Housing undertaken over the last 12 months to support the professional development of its staff? What impact has this had on staff and the wider organisation??

We have launched an internal project to review our development activities with a view to enhancing our development offering across all levels, focusing initially on leadership capabilities.

We have introduced levels within our multi-trade discipline setting out clear development opportunities for our trades operatives. Our job descriptions have been amended to include a stronger focus on values and behaviours.



Case study

Board member recruitment

At the start of 2026, we launched a campaign encouraging customers looking for a new challenge to apply to join our board.

Two taster sessions, one in person and one online, helped explain what the role involved and the support on offer. Attendees watched a short video of a board meeting, learned about the responsibilities, time commitment and training involved, and heard from the chief executive, directors and a current customer board member. They also had time to ask questions.

47 customers expressed interest and 29 attended a taster session. After formal applications, shortlisting and interviews, we selected two candidates from five interviewees.

One lives in a shared ownership property and is a retired contracts manager from a local housing association, bringing valuable sector knowledge and customer service experience. The second lives in a socially rented home and has experience in homelessness support and social work, which will broaden the skills and perspectives represented on the board.

The recruitment campaign was our most successful of this type so far, showing that customers are keen to get involved when opportunities to participate in governance are clear and accessible. A lessons-learned session will help inform the next recruitment round in 2028 and support our ongoing commitment to meaningful customer involvement at the highest level of decision-making.

> “ … customers are keen to get involved when opportunities to participate in governance are clear and accessible.

Selwood Housing

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