

Environmental, Social and Governance report

2021-2022



The Wrekin
Housing Group



Wayne Gethings
Group Chief Executive

Executive summary

Welcome to the Wrekin Housing Group's first Environmental, Social and Governance (ESG) report.

As a socially-minded organisation, we believe in making a difference to people's lives.

We constantly strive to achieve this by providing homes that are the best in terms of safety, energy efficiency and sustainability, maximising the social value of our services, delivering wider community benefits and by working with our customers to understand their current and future needs.

However, as the world around us changes rapidly due to the threat of climate change and the challenges brought by the cost-of-living crisis, it's more important than ever that we continue to have a positive impact on our communities.

This report illustrates how we delivered in 2021/22 against the Sustainability Reporting Standard for Social Housing – a framework published by The Good Economy – as well as measures set by the Regulator of Social Housing (RSH). It also shows our stakeholders and funders how we are performing against our ESG criteria in a transparent and consistent way. In addition, it sets out what we plan to do in the future to improve the sustainability of our services.

In terms of our environmental performance, providing good quality, affordable and energy efficient homes for our 28,000-plus residents across our communities is one of our main aims. During 2021/22, we invested £60m into building new homes - 318 were completed during the year.

Achieving social value for our customers is vital to us at Wrekin, which is why we are proud to have generated £55.8m of social impact in 2021/22 by creating jobs, resilient communities and by supporting our tenants to navigate the cost-of-living crisis. Our Money Matters team are making a huge difference to the lives of tenants by providing advice to those facing financial hardship.

Ensuring good governance is also key to everything we do, and we are currently working with tenant engagement experts TPAS to look at different ways for our customers to help improve our services.

These are just a few examples of the positive achievements we have made as an organisation to date to ensure our activities are environmentally-friendly, well-governed and sustainable.

£60m

invested into
building new homes



£55.8m

worth of
social value generated



G1/V1

highest status
awarded by the housing
regulator



Contents

| | |
|------------------------------|----|
| Environmental sustainability | 3 |
| Social impact | 8 |
| Governance | 15 |
| SRS Criteria 2021/2022 | 18 |

Environmental sustainability

Our pledge - reduce Wrekin's carbon footprint whilst ensuring our tenants can live in affordable, energy-efficient homes.



Environmental sustainability



We have undertaken an independent review to understand more about our environmental impact. This review has been used to inform Wrekin's Net Zero Carbon Strategy 2022-2050 and the road map for its delivery.

The strategy is strongly influenced by the need for affordable warmth for our residents.

We are ensuring that our journey towards achieving net zero carbon by 2050 is an ambitious one, making us an industry leader in creating carbon efficient homes.

By adopting sustainable corporate practices, we will strive to create thriving communities and make a difference to people's lives.

The starting point for the strategy sets out the following three key aims:

We know that achieving the aims laid out in our strategy will be challenging in the current climate.

1

By 2025

to have adopted an alternative non-fossil fuel heating source that will be used in all of our new homes.

2

By 2025

five years ahead of the UK Government's target of 2030, all of our existing homes will have a Standard Assessment Procedure rating (SAP) of band C or better.

3

By 2050

all homes, as well as our wider business, will have net zero carbon status.

We are working towards these goals at a time when the UK is still recovering from the Covid-19 pandemic and entering into new economic relationships with the EU and the rest of the world.

The war in Ukraine has also created unprecedented instability in the fuel and energy market.







The uncertainties surrounding these events mean it is crucial for us to keep our short- term social and economic forecasts under constant review.

We will therefore keep an open mind as to how this strategy might need to change to account for those wider national and global developments.

However, despite these challenges, our long-term ambition will always be to make an effective contribution towards protecting the world we live in by reducing our carbon emissions.

Our aim is to reduce our carbon footprint whilst ensuring our tenants are able to live in affordable, energy efficient homes.

Our priority is to ensure our homes are as sustainable and affordable as possible for our tenants and we have developed a series of commitments to keep this work on track as follows:

| | | |
|---|--|--|
| <p>By 2025 all of the new homes we develop will have a heating source that is not reliant on gas or oil.</p>  | <p>By 2025 all of our homes will have an SAP rating of band C or better, with the independent report indicating we need to improve 1,600 properties to meet this target.</p>  | <p>By 2025 our electricity supply contracts will be with suppliers that have 100 per cent renewable energy sources.</p>  |
| <p>By 2026 our entire fleet will consist of electric and hybrid vehicles.</p>  | <p>Every single Wrekin employee and tenant will be invited to participate in a series of genuine conversations to influence the development of this strategy.</p>  | <p>Our leaders will look to work with partners as part of delivering the strategy.</p>  |



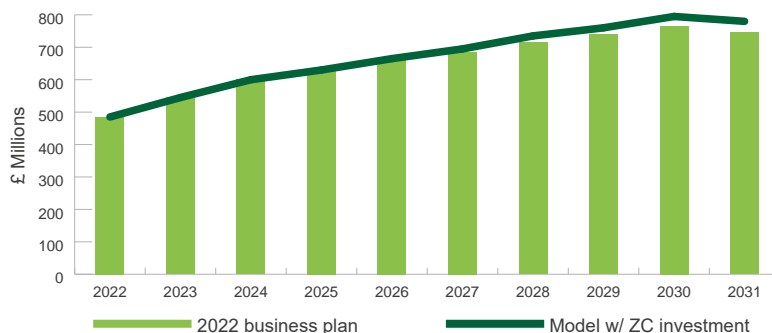
Financial investment

Our current business plan already includes an estimated **investment of £1.4m** to improve the 1,600 homes which are currently performing at an SAP rating of band D or below.

This work is expected to be completed by 2025, well ahead of the UK Government's target of 2030.

Our board has approved the proposed business plan for the period between 2026 and 2031, and our board have considered the impact of reaching net zero on our finances.

The stress test indicates that an investment of £5m per year would be required up to 2031 as a contribution towards the total of £175m (inclusive of VAT) needed to achieve net zero by 2050.



Net zero carbon road map

Our strategy is a high-level one that sets out the road map for Wrekin on our journey towards being a net zero carbon business by 2050.

Key plans for 2022/23 against this road map are:

- To build nine new homes per week during our current plan for 2020 to 2025. From April 2022 onwards, all the building envelopes of our new homes are being constructed to Future Homes Standards making them Zero Carbon ready.
- Create a consultation group for residents, to help identify barriers to retrofitting their homes, and develop plans to remove these barriers.
- Install EV charging facilities at our Head Office.
- Review of the options for installing EV charging facilities across our larger communal and commercial buildings.
- Develop training for support staff on energy efficiency and fuel switching.
- Undertake a retrofit project on 55 of our worst-performing homes in terms of energy efficiency to develop learning.
- Start the retrofit assessment of another 250 homes, to inform future funding programmes.
- Procure contractors to undertake energy efficiency measures going forward.
- Test technologies for heating/powering our homes in the future.



2022

Register staff for EPC and retrofit assessment training.



2023

Procure a retrofit framework to enable energy improvement methods to be undertaken.



2025

Survey all 1600 SAP band D and lower homes and undertake retrofit work to achieve band C. Business and communal electricity to be purchased from zero carbon and all waste recycled. All new homes to be zero carbon ready and built off the gas grid.



2026

10% of commercial fleet to be electrically powered, with charging in key locations. All heating staff to have new heating technology training and be TRUSTMARK registered trades.



2028

Survey all 12500 homes and complete a retrofit assessment (property plan).



2030

Undertake work to lift SAP 2012 C rated homes to band A or B targeting fuel poor first. Start installing solar PV where required and all new fleet electric from 2030.



2035

Start converting all heating systems including communal from mains gas to electric or hydrogen heating (whichever is preferred at the time).



2040

All new homes to be one hundred percent net zero carbon and undertake work to lift SAP 2012 B rated homes to band A.



2050

All housing stock and offices to meet band A or B, electrically heated and carbon offsetting applied to achieve zero carbon status.



Mr Cook
Wrekin tenant

Tackling fuel poverty

As part of our commitment to tackle both fuel poverty and reduce our carbon footprint, we have installed energy saving systems in 79 of our properties (68 retrofits, 11 new builds).

One of the residents to benefit from this scheme is 78-year-old Harry Cook, who is now saving up to 75% on his energy bills after having solar panels and battery storage technology installed at his property.

Harry said: "If I hadn't had the system installed, I would be panicking. I'd be wondering where the money for next month's bills would be coming from.

"During the winter months, my bills were about £25-a-month. During the summer months – the solar and battery storage means it's basically running for free – I just have to pay the standing charge.

"The app also means I can keep an eye on my energy use and see how much I'm saving each month."



Nicole Watson
Wrekin tenant

Building new, energy-efficient homes

Nicole Watson, 30, was one of the first residents to move into our eco-friendly passivhaus homes at Princess Avenue in Telford.

Our passivhaus properties are 90% more efficient compared to traditional houses. Passivhaus buildings are so well constructed, insulated and ventilated that they retain heat from the sun and the activities of their occupants, requiring very little additional heating or cooling. This means lower energy bills for tenants like Nicole.

She said: "In my previous property I was struggling to pay my energy bills – but since I've moved here I am in credit with both my gas and electricity.

"It's so warm throughout the house during the winter. I'm using a lot less energy than I was previously."

Social impact

We are a socially-minded organisation that prides itself on making positive differences to people's lives.



Social impact



Maximising the social value of our services is a key priority within our corporate plan as we aim to benefit our customers and the communities we serve on our journey towards 2025.

For us, social value is about how we can make a difference in more ways for our customers and communities. This might be by providing financial advice, employment support or by working with our partners to create apprenticeship opportunities.

We focus our efforts on addressing some of the challenges our customers face such as social, financial and digital exclusion, unemployment, low skills, loneliness, and health inequalities.

We do this by working together with partners, local people and stakeholders to create opportunities for people to reach their full potential, building community and individual resilience and offering places where people want to live and work. By listening to our tenants and residents we can better understand how we might enable them to:

- Sustainably improve life chances, create strong, vibrant, resilient communities
- Successfully maintain their tenancy
- Remain independent in their homes
- Receive the most appropriate high-quality care and support

In 2021/22 The Wrekin Housing Group delivered **£55.8m** of social impact and achieved 37,260 social value outcomes, calculated across our priority themes.

Social impact is the effect of our activities on our communities and the wellbeing of people within them. These figures are based, in part, on calculations and formulas created by HACT (Housing Associations' Charitable Trust) and the National Housing Federation, with examples of these activities highlighted in the table below:

| | | |
|---|--------------------|---------------|
| Employability | | |
| Creating employment opportunities for unemployed | £392,842 | 43 |
| Developing skills and building confidence | £1,750,356 | 4,973 |
| Stimulating local economic growth | £955 | 7 |
| Inclusion | | |
| Enabling people to connect and play active roles in society | £1,066,826 | 3,952 |
| Enabling people to maximise income potential | £4,120,029 | 83 |
| Securing, maintaining & sustaining homes | £3,895,803 | 662 |
| Wellbeing | | |
| Helping people to live independently | £3,461,110 | 2,822 |
| Improving physical and mental wellbeing | £4,143,096 | 1,809 |
| Reducing social care needs and hospital attendance | £30,104,542 | 7,094 |
| Resilience | | |
| Fostering a sense of community | £2,087,894 | 1,727 |
| Providing a safe environment | £3,589,266 | 1,784 |
| Environmental Sustainability | | |
| Building and providing efficient homes | £1,182,782 | 12,270 |
| Minimising impact on the environment | £23,122 | 34 |
| Total | £55,818,624 | 37,260 |



Employability

We have welcomed 80 young people into the business thanks to the UK Government-backed **Kickstart** scheme. Around 28% of these youngsters came from Wrekin tenant households.

The vast majority of placements have been successful, with 63% of those involved going on to secure employment or training at the end of their Kickstart experience.

We have offered 12 young people who took part in the scheme permanent employment or apprenticeships with Wrekin, with a further four currently on extended contracts.

Through Kickstart we have been able to:

- Support young people impacted by both the Covid pandemic and unemployment
- Bring in new skills, try new ways of working and broaden the diversity of our workforce
- Capitalise on our existing employability support offer and the wealth of experience and skills we have to support people into employment



Bradley Goodrick
Kickstarter

“ I started to come out of my shell and I’m now reaping the rewards so I can’t thank everyone enough. ”

Bradley’s Kickstart story

Bradley Goodrick, 20, joined Wrekin as an apprentice building assistant based at the Witherwood extra care scheme in Shrewsbury.

Losing the roof over his head in 2019 due to a change in circumstances had a devastating effect on Bradley’s mental health.

However, after finding accommodation, he was supported by Building Better Opportunities Shropshire and the Prince’s Trust to gain a six-month placement with Wrekin in June 2021.

Delivered via Kickstart, his trainee appointment was later extended by three months, before his hard work was rewarded with a two-year apprenticeship.

Bradley said: “Before I started here, I wasn’t quite myself emotionally and physically as I wasn’t eating and I wasn’t keeping myself going.

“I needed that push and luckily, I had people supporting me throughout so I didn’t feel the need to give up.”

[Read Bradley’s inspiring story here](#)



Patrick Davies
Kickstarter

Patrick’s Kickstart story

Another success story is that of 23-year old Patrick Davies, who now has a role as a finance assistant, after completing his six-month Kickstart placement with Wrekin’s Money Matters team.

Patrick said: “It’s been a fantastic experience. The support I’ve had off everyone has been brilliant and has really helped me grow during my time here with Wrekin.

“I’ve grown not only professionally, but from a personal point of view as well. Wrekin have really helped me. I’m making a difference to people’s lives on a daily basis and it’s really rewarding.”

[Read more about Patrick’s story here](#)

In 2021, Wrekin signed up to be a **Cornerstone Employer**, a partnership initiative with the Careers & Enterprise Company, Marches Careers Hub and the Marches Local Economic Partnership (LEP)

Since September 2021 we have:

- Signed up 60 staff volunteer school ambassadors
- Attended 30 school events across our communities
- Provided 175 staff volunteering hours to schools and colleges
- Worked with 1,580 students, offering a positive contribution to their education
- Provided working experience placements to 28 students during the academic year



Inclusion

Every year we work with our tenants, customers and employees to try to improve financial, social and digital inclusion.

We offer access to support and advice to enable people to secure and sustain their tenancies, maximise their income potential, feel connected and play a more active role in society.

During the financial year, our Money Matters Team successfully secured £3.5m in extra income for Wrekin tenants – by securing Discretionary Housing Payments, writing off debt, reducing people’s utility bills and securing charitable grants.



Cal
Wrekin tenant

“ I wouldn’t be here today without the Money Matters Team – I really do owe them everything. ”

Cal’s story

Cal was referred to our Money Matters Team for support as she was struggling to pay her bills and rent.

Cal was a full-time carer for her brother, whom she lived with in a Wrekin property. Sadly, her brother passed away and she was also dealt another huge blow when she was diagnosed with cancer. Mourning the loss of her brother and undergoing treatment, Cal was also worried about being able to pay her rent.

Fortunately, help was at hand in the shape of our award-winning Money Matters Team, who were able to look at her income and ensure she was able to receive the benefits she was entitled to – boosting her income by £328 per week.

Cal said: “It was a rollercoaster for me. A huge weight was lifted off my shoulders once Money Matters got in touch. They were brilliant from day one – they were able to talk through everything and fight my corner. They treated me like a human being and were with me every step of the way.”

In 2021, we launched a new staff network called **Wrekin Allies**, supporting our work in relation to equality, diversity and inclusion.

They are encouraging positive activity across the business, putting our values into action and meeting our legal duties related to equality, diversity and inclusion.

The allies seek to improve outcomes for staff and customers who share protected characteristics or are disadvantaged.

They provide a consultative forum for the leadership team and staff across Wrekin with regards to policies and procedures that might impact on our staff, customers and communities.

Our Proud to be Me staff support group is currently helping the organisation towards Stonewall accreditation and our Disability Positive staff group is reviewing our status as a Disability Confident Employer.



Wellbeing

At Wrekin we support our customers, local people and employees to live happy, healthy and independent lives. We do this by helping people and providing care and support to those with specific needs.

Through our various initiatives, activities and events programmes we aim to help reduce loneliness and social isolation. We have activity co-ordinators at each of our ShireLiving schemes and Retirement Living co-ordinators help support tenants across our housing portfolio.



Leslie and Maureen Lancaster
Wrekin tenants

Leslie and Maureen living independently

Leslie and Maureen Lancaster, both 71, moved into a new bungalow on Sugar Beet Avenue in Allscott.

Leslie said: "It's absolutely beautiful here. We moved here mainly because of health reasons.

"We were in a three-bedroom house, we enjoyed living there but the stairs were proving increasingly difficult for us. Living here has allowed us to maintain our independence."

Maureen said: "We wake up every morning thinking how lucky we are, it's like being on holiday."

[Read more about Leslie & Maureen's story here](#)

Sue and David's story

Sue and David Calladine are proud to call Withywood – our ShireLiving Scheme in Shrewsbury – their home.

Sue and David faced the real prospect of being made homeless after their previous landlord decided to sell the apartment they were renting.

David said: "It was a tough time for us – our health wasn't brilliant and Sue had suffered a bereavement in the family.

"We came across ShireLiving. We knew about Withywood but hadn't given it much thought in the past, but once we had a look around – we never looked back.

"Moving here has proved to be the best decision of our lives. Withywood gives us security and safety – somewhere we can truly call home."



Resilience

At Wrekin we seek to build both individual and community resilience, working in partnership with others to ensure our communities are safe and vibrant places to live.

In February 2022, we received national recognition for our work on anti-social behaviour (ASB).

Wrekin's ASB Service was put under the spotlight by HouseMark, a company which supports housing organisations to improve their performance and services.

We went through an assessment to ensure we met the requirements of fairness, consistency and excellent practice.

Wrekin supports local community and voluntary activity through our community fund. In 2021/22 we distributed £48,800 to 31 groups and projects.

Wrekin's Community Fund was set up to support groups and projects across our areas of operation. The fund has benefited community groups, churches, schools, and charities. Anyone can apply to the Group's fund, as long as it helps the community and will benefit a significant proportion of customers and residents.



Telford and Wrekin Hockey Club

Community fund beneficiaries

Telford and Wrekin Hockey Club

It's been a tough couple of years for sports clubs across the region, but Telford & Wrekin Hockey Club celebrated a welcome funding boost

We donated £4,000 towards the cost of developing their new pitch, which is helping bring through the next generation of talented hockey players.

Telford and Wrekin Hockey Club Chairman Gwynne Goodfield said: "The support we've received from The Wrekin Housing Group has been instrumental in helping us to raise the funds needed for this new pitch.

"Without their generous support this facility probably wouldn't have been possible.

"Since we've had the pitch put down, we've seen a significant increase in members joining our club."

[Read more about our support for Telford and Wrekin Hockey Club here](#)



Working in partnership for the benefit of our customers

At Wrekin we not only deliver our own social value but we also work with others to maximise the benefit of our spend in the local economy.

Through our development programme we work with our developer partners to deliver new homes and to encourage employment opportunities, apprenticeships and training weeks, as well as engaging in positive activities within local communities.



Pauls Moss Housing and Health Hub

Artists impression

Pauls Moss Housing and Health Hub

Work to bring much-needed housing and health care facilities to North Shropshire began last year.

We have teamed with Shropshire Council, local NHS partners and Vistry Partnerships West Midlands on the ground-breaking £19.1m Pauls Moss Housing and Health Hub.

It will feature 71 self-contained extra care apartments for the over 55s, and a new, modern, two-storey health centre for the wider Whitchurch community.

The new development will also feature a community space and café, as well as the integration of Pauls Moss House into the scheme.



Leonard Close development partners

From left; Martin James (Wrekin)
Mark Bennet (Morris Property)
Lisa Newnes (Wrekin)
Alex Morris (Morris Property)

Leonard Close development

At our Leonard Close development in Donnington, we worked with developer Morris Property to build a strong relationship with the local school.

Morris were able to install a new path at the school site, meaning pupils could walk safely across the school's car park.

We supported the school's gardening project by jointly-donating a selection of gardening tools to help transform the outdoor space.

The school's green space has been further enhanced with the installation of a stylish pergola for pupils to enjoy in the new school year.

The complimentary work meant the school could use the money saved to fund a school trip that was postponed last year.

Morris Property, along with many more of our contractors, suppliers and partners are committed to working positively to make a difference in the local community.

Governance

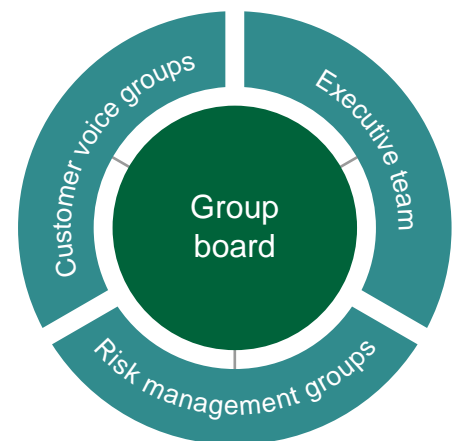
Listening to the voice of our customers plays a significant part of our governance.



Governance

Striving for good governance is at the root of everything Wrekin does. We have high standards which run right through our corporate values; inspiring positive change and making a difference to people's lives. This means that our approach to governance is also about delivering sustainable services for our customers and colleagues.

The group's governance arrangements continued to perform well during 2021/22 and there were some notable achievements. During this period, we were recognised as a G1/V1 housing association - the highest of four possible grades for both governance and financial viability. This was reaffirmed by the Regulator for Social Housing following an in-depth assessment in April 2021, whilst our 'A' credit rating from S&P was reaffirmed in August 2021. We have also adopted the National Housing Federation's (NHF) 2020 Code of Governance which we are fully compliant with in March 2022.



Group board

Wrekin's corporate governance structure and risk management activities are led by the Group Board which sets out the strategic direction. It monitors performance against our 2025 Strategic Plan, with the main aim of making a difference to people's lives. This plan balances the needs and interests of a wide range of stakeholders and seeks to deliver growth and high-quality services, whilst also balancing the need for investment with that of financial sustainability.

Our Group Board has a diverse membership with varied experiences and backgrounds. The mixture of skills they have is suited to the activities we conduct and the risks that we face. The Chief Executive and Chair of the Board are separate roles, ensuring the segregation of duties and independence of the board. Although there has been no turnover of members in 2021/22, a new non-executive director was appointed who has development experience. We also appointed two new independent members to the Service Quality Committee who have direct experience of what it is like to be a Wrekin tenant.

The Group Board is supported by separate boards for the subsidiary group members (Choices Housing Association Limited, Old Park Services Limited and Strata Housing Services Limited). We have four committees which have delegated authority to review specific aspects of service and risk management (Audit and Assurance Committee, Finance and Investment Committee, Remuneration and Nominations Committee and Service Quality Committee).



Risk management

Risk management is at the centre of our internal control framework. The Group Board has responsibility for setting the tone and culture of risk management within Wrekin, with oversight of how this is achieved led by the Audit and Assurance Committee. Our assessment of risk is designed to ensure any issues are identified early. We adopt a three-stage approach to mitigate, eliminate and control those risks to reduce the likelihood of them occurring or lessen their impact. The risk appetite – the level of risk that the organisation is prepared to accept in pursuit of its objectives, before action is deemed necessary - is set by the board and reviewed annually.

This process is updated each quarter of the year to address any new developments or controls, and is reported to the Audit and Assurance Committee. On an annual basis the strategic risk register is also compared with the sector risk profile published by our regulator to ensure we are meeting best

practice in the industry. In 2021/22 we began strengthening this approach by creating an operational risk register, starting with the finance and development directorates, and we will continue to roll out this approach in 2022 and beyond.



Customer voice

Listening to the voice of our customers plays a significant part of our governance arrangements to ensure we continue to meet the needs of our most important stakeholders. We are looking at how we can extend this opportunity to all customer groups in the future. We are committed to listening to our customers to understand and deliver against their current and future needs, and this is being achieved by:

- Increasing the number of channels by which customers can hold the board to account;
- Enabling customers to define, monitor, scrutinise and drive quality of service; and
- Provide a range of methods of feeding back to customers and engaging with them directly.

Wrekin has signed up to the National Housing Federation's 'Together with Tenants' initiative, which has led to the creation of our Tenants' Charter to ensure we work and consult with our customers regularly.

We recognise there is always room for improvement. That's why we are working with TPAS to enhance our customer offer, and strengthen their links with our Board.

Our plans for 2022/23 can be summarised as follows:

- **Recruiting new non-executive directors for the board**
- **Expanding our operational risk management framework**
- **Continue to expand and diversify the influence of customer voice in our governance**

SRS criteria 2021/2022

Cells marked in white denote core criteria

Cells marked in green denote enhanced criteria

| Criteria | Measurement Unit | Response |
|---|---|----------|
| For properties that are subject to the rent regulation regime, report against one or more affordability metric: | % of PRS rent (e.g. 80%) | 62.15% |
| | % of LHA rent (e.g. 90%) | 72.02% |
| 1) Rent compared to median private rental sector (PRS) rent across the local authority | | |
| 2) Rent compared to local housing allowance (LHA) | | |
| Share, and number, of existing homes (owned and managed) completed before the last financial year, allocated to: | General needs units | 8,144 |
| | Intermediate rent units | 754 |
| | Affordable rent units | 1,256 |
| | Affordable supported housing/older people units | 679 |
| | Supported housing units | 89 |
| | Housing for older people units | 1,305 |
| | Low-cost home ownership units | 278 |
| | Care home units | 96 |
| | Private rented units | 132 |
| Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to: | Leasehold units | 629 |
| | General needs units | 7 |
| | Intermediate rent units | 56 |
| | Affordable rent units | 240 |
| | Affordable supported housing/older people units | 0 |
| | Supported housing units | 0 |
| | Housing for older people units | 0 |
| | Low-cost home ownership units | 15 |
| | Care home units | 0 |
| How is the housing provider trying to reduce the effect of fuel poverty on its residents? | Private rented units | 0 |
| | Leasehold units | 0 |
| How is the housing provider trying to reduce the effect of fuel poverty on its residents? | <ul style="list-style-type: none"> Wrekin Debt Advice work directly with customers in fuel debt and during 21/22 achieved savings of £12,143 with gas/electricity and water debts. Wrekin are a key partner in Telford and Wrekin Council's Affordable Warmth Strategy. The Money Matters Team helped distribute £7,800 of emergency gas/electricity vouchers to households in fuel poverty in January/February 2022 via funding from the Energy Redress Scheme. Working with Marches Energy Agency, we hosted training sessions in January to over 80 front line staff to raise awareness of the impact of fuel poverty, how to spot the signs and what support is available to customers. | |
| What % of rental homes have at least a 3 year fixed tenancy agreement? | % of homes | 94.07% |
| What % of homes with a gas appliance have an in-date, accredited gas safety check? | % of homes | 100.00% |
| What % of buildings have an in-date and compliant fire risk assessment? | % of buildings | 99.70% |
| What % of homes meet the national housing quality standard? | % of homes | 99.91% |

| <p>What arrangements are in place to enable the residents to hold management to account for provision of services?</p> | <p>Wrekin has a long history of listening to its customers since the original stock transfer.</p> <p>Our Tenants' Panel has significant influence over the shaping of services and the agreement of policy, strategy and continuous improvement activities.</p> <p>We were early adopters of the National Housing Federation's 'Together with Tenants' initiative, with the aim to make social landlords more open and accountable to their tenants.</p> <p>In January 2018, the Customer Voice Panel was created, giving a direct avenue for the voice of our customers to be heard at board level, as there are currently no tenant board members. The Customer Voice Panel is an independent body, made up of the chair and vice chair of the three co-regulation groups. It has also invited membership from the group board and there are currently three board members taking part. The Customer Voice Panel meet on a quarterly basis to receive reports from the co-regulation groups and the chair and vice chair report directly to board at least twice a year. A portion of each board meeting is reserved for their report.</p> <p>In 2020/21, the Service Quality Committee was launched with a remit to gather assurance on operational areas of the group. This includes two 'lived experience' members, both of whom are tenants of the group, and one of which has experience of a care setting. Both positions are paid. Our involved customer groups work in partnership with us and can ask for further information or to speak to leaders across the business on any topic they choose.</p> <p>We will be receiving a report this year and along with discussions with the group and our involved customers, we will look to action any improvements in autumn 2022.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>How does the housing provider measure resident satisfaction and how has resident satisfaction changed over the last three years?</p> | <p>We continue to carry out the Housemark STAR survey. In 2021, we adopted all of the core satisfaction questions, including both perception and transactional questions such as the net promoter question for the first time.</p> <p>The following questions have been consistent over the last four years, however, in December 2021 we changed the methodology and started using the CX feedback system and now carry out the STAR survey electronically. Like other sectors, we have seen some changes in resident satisfaction, particularly during the pandemic period.</p> <p>Comparable STAR results</p> <table border="1" data-bbox="579 1144 1476 1572"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Overall satisfaction with services provided by your landlord</td> <td>92%</td> <td>95%</td> <td>87%</td> <td>83%</td> </tr> <tr> <td>Satisfaction with the neighbourhood</td> <td>83%</td> <td>91%</td> <td>74%</td> <td>76%</td> </tr> <tr> <td>Satisfaction that account is taken of views and acted upon</td> <td>70%</td> <td>91%</td> <td>66%</td> <td>67%</td> </tr> <tr> <td>Overall satisfaction with repairs</td> <td>91%</td> <td>89%</td> <td>95%</td> <td>88%</td> </tr> <tr> <td>Satisfaction that repairs are completed right first time</td> <td>84%</td> <td>83%</td> <td>88%</td> <td>82%</td> </tr> <tr> <td>Satisfaction with being treated with fairness and respect</td> <td>91%</td> <td>96%</td> <td>88%</td> <td>84%</td> </tr> </tbody> </table> | | 2019 | 2020 | 2021 | 2022 | Overall satisfaction with services provided by your landlord | 92% | 95% | 87% | 83% | Satisfaction with the neighbourhood | 83% | 91% | 74% | 76% | Satisfaction that account is taken of views and acted upon | 70% | 91% | 66% | 67% | Overall satisfaction with repairs | 91% | 89% | 95% | 88% | Satisfaction that repairs are completed right first time | 84% | 83% | 88% | 82% | Satisfaction with being treated with fairness and respect | 91% | 96% | 88% | 84% |
| | 2019 | 2020 | 2021 | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Overall satisfaction with services provided by your landlord | 92% | 95% | 87% | 83% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Satisfaction with the neighbourhood | 83% | 91% | 74% | 76% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Satisfaction that account is taken of views and acted upon | 70% | 91% | 66% | 67% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Overall satisfaction with repairs | 91% | 89% | 95% | 88% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Satisfaction that repairs are completed right first time | 84% | 83% | 88% | 82% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Satisfaction with being treated with fairness and respect | 91% | 96% | 88% | 84% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| <p>In the last 12 months, how many complaints have been upheld by the Ombudsman.</p> <p>How have these complaints (or others) resulted in change of practice within the housing provider?</p> | <table border="1"> <tr> <td data-bbox="572 302 1291 338">Number of complaints upheld</td> <td data-bbox="1291 302 1477 338">0</td> </tr> </table> <p>Wrekin have had two complaints referred to the Housing Ombudsman. The Ombudsman did not uphold either of the cases. There were no maladministration and no service failures found.</p> <p>In the last 12 months, our complaints system has been audited by RSM Risk Assurance Services and found no risks. Although completing a self-assessment is not mandatory, we have continued to do so and published it on our website as best practice. Also, the care arm of the organisation are now using the Wrekin housing management system to ensure all complaints are being managed effectively and efficiently.</p> <p>A key part of the Ombudsman complaint handling code is to learn from the complaints received and publish any changes to services made, or where a policy/procedure has changed. Over the last 12 months, Wrekin have made the following changes to procedure:</p> <p>CADRE Housing Workflow – With local offices being closed due to Covid-19, feedback received was that some tenants were not able to contact their housing officer. The housing team now have a daily triage where any contact from a tenant will be addressed. There is also now a process for housing officers to monitor calls and contact any people they receive calls from. This makes it easier for tenants to contact their housing teams.</p> <p>My Wrekin App – The app was launched in this year giving tenants another way to contact Wrekin. The app allows tenants to make payments, report repairs, report ASB and also make a complaint.</p> | Number of complaints upheld | 0 |
| Number of complaints upheld | 0 | | |
| <p>What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?</p> | <p>Our Money Matters Team provides welfare benefit advice, tenancy sustainment and debt advice to customers. We work holistically to address multiple issues faced by customers, and liaise with housing teams to ensure the sustainability of tenancies. Our service includes calculations of benefit entitlement, 'better off' calculations for those moving into employment, budgeting advice and support, fuel poverty advice, access to essential furniture and crisis support including food parcels and gas/electric funds. In 2021/22, we had 1,743 referrals to the team and achieved a total financial benefit for customers of £3.58m.</p> <p>Wrekin Debt Advice provides regulated advice to tenants, supporting them to find appropriate solutions to take control of their finances. Referrals and outcomes achieved are recorded, along with an aggregated wellbeing value for social value from a survey conducted at the onset and upon completion of their journey. In 2021/22, we supported 133 clients with debt advice and achieved £413,000 financial benefit.</p> <p>Building Better Opportunities is our current employability programme, supporting customers with job searches, CVs, interview skills, training and work experience and mentoring and coaching. As an externally-funded partnership programme, the outcomes measured include getting unemployed and economically inactive people into employment, training or volunteering. This programme is open to anyone over 19 in Shropshire so goes beyond our tenant base. On average we support up to 50 participants per annum.</p> <p>Our care and support teams offer a wide range of activities and opportunities to help residents improve both their physical and mental health. Social inclusion and seeking to address isolation are key priorities within the social value strategy. We have nine extra care living schemes with more in development and a specialist dementia unit, all with activities co-ordinators to encourage residents to participate in positive activities. We also have an activities co-ordinator working with our retirement living and general needs tenants.</p> <p>Our support and enablement team enable people to stay living independently longer, thus helping to improve their physical and mental health. In 2021/22, 547 tenants contacted the service for support, advice and guidance. Help provided included 163 aids and adaptations, 128 assistive technology solutions, 45 outcomes that enabled people to live independently and 18 improved health outcomes.</p> <p>Staff are able to access wellbeing support, both through our HR team and our trained mental health first aiders and our staff engagement programme encourages staff to get involved in numerous corporate volunteering and fundraising opportunities throughout the year.</p> | | |

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| Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities. | We have a leading regeneration project in Wellington, Telford, that will see 130 existing flats suffering from defects relating to their age and building type, replaced with circa 70 new houses. The area in question also suffers from high ASB levels, with much of it relating to the design and lay-out of the existing blocks. Working in partnership with the local authority (LA) and the local enterprise partnership (LEP), we will combine this project with the re-development of a former college site owned by the LA to deliver much-needed new accommodation for older people. The LA will also deliver a number of homes for private rent on the project through its own development company. The project will also involve the delivery of a brand-new community facility. By working closely in partnership with the LA, we will deliver a true regeneration scheme that helps to change the face of the area. | |
| Distribution of EPC ratings of existing homes (those completed before the last financial year). | % of homes rated A | 0.05% |
| | % of homes rated B | 26.67% |
| | % of homes rated C | 52.69% |
| | % of homes rated D | 19.62% |
| | % of homes rated E or worse | 0.60% |
| | % of homes without EPC rating (unknown) | 0.38% |
| Distribution of EPC ratings of new homes (those completed in the last financial year). | % of homes rated A | |
| | % of homes rated B | 100% |
| | % of homes rated C | |
| | % of homes rated D | |
| | % of homes rated E or worse | |
| | % of homes without EPC rating (unknown) | |
| What energy efficiency actions has the housing provider undertaken in the last 12 months? | Wrekin Housing Group has employed a consultant to estimate our baseline carbon emissions for all CO2 emissions, which estimated our 2020 footprint as equivalent to 23.96 tCO2e. Whilst this gives us the baseline data, we aim to reduce this to 23.3 tCO2e by 2025 (with all homes at EPC C or above) and 2.7 tCO2e by 2050 following a net zero carbon programme. However, we do need to improve our data quality for utility consumption in buildings (electricity, gas and water), waste, commuting and business travel. This could be achieved by compiling the required information throughout the year from invoices or from information from relevant third parties such as the landlord, building managers or waste managers. We intend to ensure that the data is collected on a quarterly or monthly basis, so that the data is to hand when annual footprint updates are due. We will be looking at how the work is resourced going forward. | |
| How is the housing provider mitigating the following climate risks: - Increased flood risk - Increased risk of homes overheating | All new homes commissioned by Wrekin post-April 1st 2021 will have an air permeability of 5m3/hr.m2 @ 50pa in line with the Future Homes Standard. We are also trialling different mechanical ventilation heat recovery (MVHR) solutions along with trialling sustainable specifications on two pilot projects. The MVHR solution is suited to the heating solution used. | |
| Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done. | The housing team led an initiative about damp in properties during 2021/22 where properties which had been subject to previous reports of damp were targeted for a follow up contact. This led to a letter, leaflet and hygrometer being sent to the tenants in October 21 and follow up calls in order to discuss any ongoing issues in the home were also made. There is also a damp and disrepair working group in place and a particular focus is being placed on the approach to be taken for anyone visiting our homes and how they identify issues with heating the home, damp or mould and fuel poverty. | |
| How is the housing provider increasing green space and promoting Biodiversity on or near homes? | Working closely with our LA planning departments we design open spaces to suit the development. We also work closely with the LA planners to design footpaths and green ways to link developments to open space areas wherever possible. | |
| Does the housing provider have a strategy to actively manage and reduce all pollutants? | No, but we are planning to develop one. | |
| If so, how does the housing provider target and measure performance? | This is covered within different waste management operational procedures. We are in the process of recruiting an environmental manager who will be tasked with developing an overarching Environmental Strategy and Policy during 2022/3. | |
| Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? | Yes | |
| If so, how does the housing provider target and measure performance? | We target all directly appointed contractors with an aim to have at least 30% of the project supply chain from the LA postcode area, thus encouraging inward investment, and reducing required travel distances for materials and labour. This is reported via the monthly site progress meetings in the contractors report. | |

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| Does the housing provider have a strategy for waste management incorporating building materials? | Yes |
| If so, how does the housing provider target and measure performance? | Waste management plans are integral to all contracts let by our asset management teams for capital works undertaken by external contractors. The same applies at each site where we are developing and building new homes. The operating procedures for our in-house repairs and maintenance service also outline waste management practices. Performance in relation to the plans is managed at a local level through contract meetings |
| Does the housing provider have a strategy for good water management? | Yes |
| If so, how does the housing provider target and measure performance? | In terms of water management, to control legionella we have a strategy and policy for the management of compliance with safety standards across all buildings in our ownership and management. The monitoring of this is carried out through a live dashboard which is reviewed weekly by the group's executive team, and through the audit and assurance committee quarterly. The group board also receives a twice yearly health and safety report that captures all compliance areas. |
| Is the housing provider registered with the national regulator of social housing? | Yes |
| What is the most recent regulatory grading/status? | G1/V1 |
| Which Code of Governance does the housing provider follow, if any? | National Housing Federation Code of Governance 2020 |
| Is the housing provider Not-For-Profit? | Yes |
| If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control? | |
| Explain how the housing provider's board manages organisational risks. | <p>The risk management framework explicitly links risk management to the delivery of the strategic plan, business plan and operational objectives. It outlines the responsibilities for managing risk across the Group.</p> <p>The main strategic risks that may prevent the group from achieving its objectives are considered and reviewed regularly by the senior management team, the executive team, audit and assurance committee and group board. The necessary controls are put in place to mitigate and manage the risk of the strategic plan not being delivered. The framework outlines how risks are identified, assessed, reported and escalated.</p> <p>Risk appetite can be defined as the level of risk an organisation is prepared to accept in the pursuit of its objectives. The framework links the risk appetite to the strategic and operational management of risk throughout the group.</p> <p>The framework outlines the use of the 'three lines of defence model' of risk assurance and includes a risk maturity assessment of the group. The framework dovetails with the internal control framework, as well as stress testing, possible mitigations and business continuity planning.</p> <p>The pandemic has provided an extremely thorough test of the group's risk management, business continuity processes and resilience and this has been successfully navigated.</p> <p>Risk management is dynamic. The strategic risk register changes regularly to reflect the priorities and risks to the group. The more highly scored key strategic risks (currently 14 in number) represent the 'top risks' for the group in delivering the strategic plan. They are given greater scrutiny, as are any risks that sit outside of the board's statement of risk appetite (reviewed in March 2022).</p> |
| Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action? | No |

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| <p>What are the demographics of the board? And how does this compare to the demographics of the housing provider's residents?</p> <p>Add commentary if useful.</p> | % of board that are women | 50.00% |
| | % of board that are BAME | 0.00% |
| | % of board that have a disability | This data is being collected across 2022/23 |
| | % of board that are LGBTQ+ | This data is being collected across 2022/23 |
| | Average age of board members (years) | 55 |
| | Average board tenure (years) | 4 |
| | With the adoption of the new NHF Code of Governance there has been a change to maximum tenure being normally six years, but where a member has served six years and the board agrees that it is in the organisation's best interests, their tenure may be extended up to a maximum of 9 years. | |
| What % of the board AND management team have turned over in the last two years? | <p>During 2020/2021 and 21/22 we had no board members leave the group.</p> <p>During 2021/22 we did recruit a new NED with development expertise and two independent members with lived customer experience to join our service quality committee</p> <p>During 2020/21 the executive team member/financial director retired</p> | |
| Is there a maximum tenure for a board member? If so, what is it? | Yes | |
| | 6 years | |
| What % of the board are non-executive directors? | 100% | |
| Number of board members on the Audit Committee with recent and relevant financial experience. | 4 | |
| | Two non-executive directors and two independent members of the committee were specifically recruited for their financial experience and had experience in organisations of a similar size and complexity. | |
| Are there any current executives on the Remuneration Committee? | No | |
| Has a succession plan been provided to the board in the last 12 months? | Yes | |
| For how many years has the housing provider's current external audit partner been responsible for auditing the accounts? | 1 year | |
| When was the last independently-run, board-effectiveness review? | 1/2/2021 | |
| Are the roles of the chair of the board and CEO held by two different people? | Yes | |
| How does the housing provider handle conflicts of interest at the board? | <p>There is a specific policy in place for board member declarations of Interest, which specifies what constitutes a conflict / potential conflict and how this will be managed by the board.</p> <p>This will range from redacting board papers through to the resignation / removal of a board member where a conflict is unmanageable.</p> | |
| Does the housing provider pay the Real Living Wage? | No | |
| What is the median gender pay gap? | 15.37% | |
| What is the CEO:median-worker pay ratio? | Total annual CEO remuneration divided by annual median working remuneration | 7.82 : 1 |
| How does the housing provider support the physical and mental health of their staff? | <p>Wrekin has a number of health and wellbeing initiatives in place, including via occupational health, independent counsellors and specialist support services when required. Staff can also access AXA's Employee Assistance Programme and we currently have 25 trained mental health first aiders. We also provide regular updates on the wellbeing support services available, including those concerning debt, gambling and bereavement. In addition, we offer mindfulness training and support and e-learning for mental resilience. We are currently engaging with external parties on introducing new mental and physical activities for our staff.</p> | |
| What is the average number of sick days (both long and short term) taken per employee? | Number of days | 7.2 |

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| <p>How is social value creation considered when procuring goods and services?</p> | <p>Wrekin considers social value as a key element to any and all procurement activity and this is reflected within the tendering process for our goods and services. Regardless of the chosen route to market, a consideration for social value is achieved to contribute towards an ethical procurement process and align the results of the tender with the overall objectives of the business.</p> <p>Every procurement exercise is different in many ways, particularly in the services, contract value, location etc. Despite these variations, a constant throughout our procurement approach is social value and how it can be used when scoring and evaluating bidders for goods and services.</p> <p>When procuring these services, we encompass social value within the quality aspect of the tender. To emphasise the importance of the bidder's responses towards social value, procurement exercises are typically weighted more in favour of the quality responses rather than the cost submissions. Furthermore, all of our procurement must now include at least 10% of the total score associated to social value initiatives.</p> <p>To ensure consistency, our approach to procurement includes a social value strand that focusses on local sustainability. Guided by this, all tenders evaluate bidders across various measurable outcomes that focus on community benefits or employment and skills. These include increasing local employment opportunities, provision of work placements/ apprenticeships, provision of benefits to Wrekin residents (e.g. tenant discount cards), use of local sub-contractors and suppliers and the provision of a social value fund.</p> <p>The attention to a wide range of social value outcomes provides the flexibility across each procurement exercise to identify measures that are achievable and applicable, without resulting in unachievable submissions. Once a tender has concluded, we support the relevant contract managers in collaborating with the supply chain to guarantee that the outcomes promised within tenders are delivered and recorded.</p> |
| <p>How is environmental impact considered when procuring goods and services?</p> | <p>Wrekin works with a wide external supply chain for goods and services which is achieved through procurement. With an ever-growing supply chain, we are conscious that measures need to be in place to manage and monitor the environmental impact that comes from manufacturing, delivering and providing services or solutions from the supply chain.</p> <p>As our supply chain has such a large involvement in the lives of the tenants and the local communities, it is within our responsibilities to test the market on environmental initiatives and impacts when procuring.</p> <p>Wrekin's strategy to becoming net zero carbon has a large bearing on how current and future procurement activity considers environmental impacts when scoring and evaluating bidders.</p> <p>To achieve the business objectives around this topic, the procurement strategy incorporates particular environmental sustainability strands to ensure that each tender considers this when testing the market. These include the existence of environmental prosecutions, use of environmentally sustainable products, carbon reduction methods and operating a carbon neutral business. Through this, we have the ability to score each bidder on relevant environmental issues and capture high performing partners within the supply chain.</p> <p>Having the option to focus on different elements within the supply chain's environmental impact, we can become flexible when procuring and ensure that relevant and appropriate measures are being requested and evaluated.</p> <p>The way in which procurement is carried out by Wrekin also contributes towards considering these impacts into every tender. For instance, moving to full eProcurement solutions rather than a physical tender removes a need for paper and drastically decreases the associated impacts that come from transportation.</p> |