

Environmental, social and governance (ESG) report

Year ending 31 March 2024





Introduction

Welcome to our environmental, social and governance (ESG) report for 2023/24.

Selwood Housing manages and maintains over 7,200 homes across Wiltshire, Bath and Somerset. The range of homes we provide, from rented to shared ownership, sheltered accommodation and care homes means we help many local people.

We have an active programme to deliver 1,700 homes in the next 10 years, offering a range of affordable homes that meet the needs identified by our local authority partners. In addition to this substantial investment in new homes, we have a large and continuing programme of improvements to our existing properties.

We have been a vital part of our communities for over 30 years and 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.

We have a strong local presence and involvement with our local communities and by listening to what our customers say, we are continually improving our services.

In our first year of reporting the new tenant satisfaction measures (TSMs) from the Regulator of Social Housing, our customer survey results show an overall customer satisfaction with our services at 84.1%. We're also pleased that for each survey measure, our results are in the top 25% of our peer group of housing associations.

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.



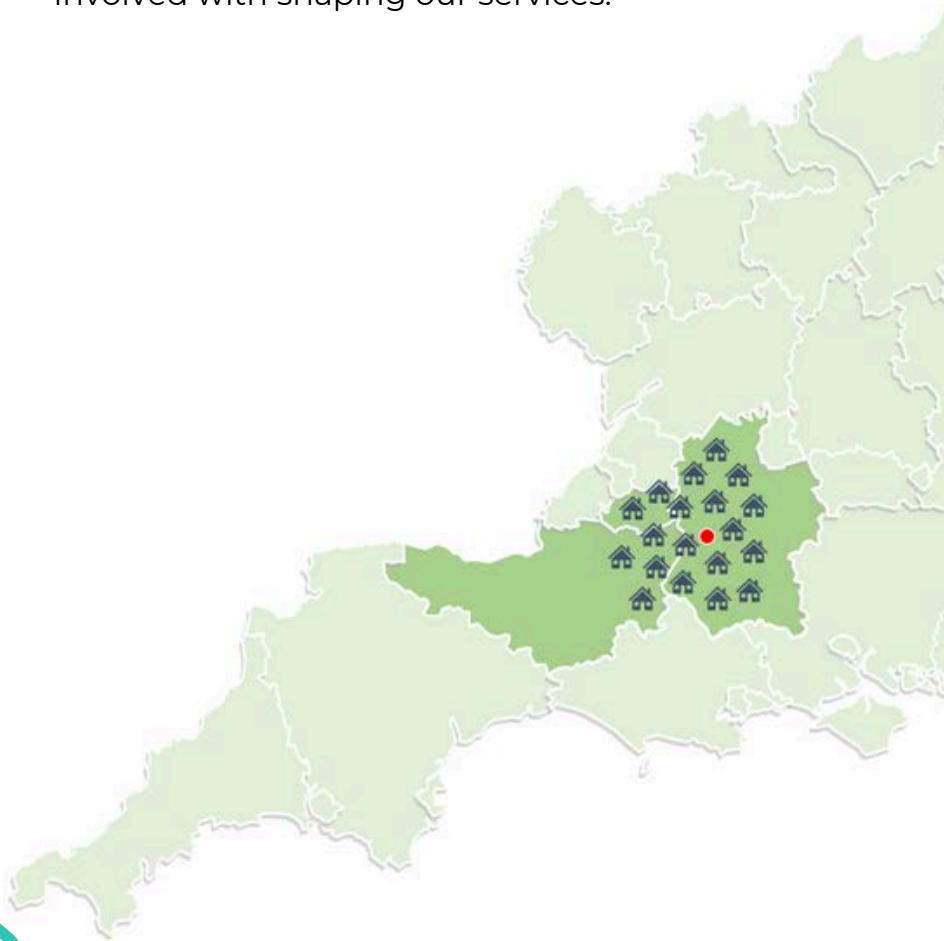
Barry Hughes
Chief executive



Our homes

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

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



Our values and behaviours

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

Customer focused

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

One team

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

Honest

By being honest we can fix issues before they become problems

Dynamic

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



Our key ESG achievements in 2023/24 at a glance



94% social and affordable homes



Upgraded 72 off-gas homes from EPC D or below to EPC A or B



84.1% overall customer satisfaction with our services



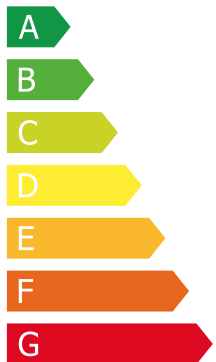
100% in-date gas safety checks



Regenerated derelict site in historic Trowbridge conservation area



100% fire risk assessment compliance achieved



100% new properties EPC 'B' rated and above



2 new priority neighbourhoods projects in Warminster & Westbury

80.5% existing properties EPC 'C' rated and above



Our board includes 3 customers



What we are focusing on in the future

With the ongoing challenges of cost-of-living pressures and energy costs, we continue to prioritise our planned investment in areas that will bring substantial benefits to customers, such as energy efficiency and improving damp and mould concerns.

Our asset management strategy outlines our approach to reach our environmental targets, which are for all our properties to be at EPC C level by 2030 and carbon-neutral by 2050. Energy efficiency is a priority and we will continue to deliver our fabric first decarbonisation programme to properties with a rating below EPC C into 2025 and beyond.

We will expand our use of monitoring equipment and technologies that can help us find the root causes of damp and mould. The surveyor cube, for example, gives real-time data to help identify problem areas.

The majority of our 300 plus staff are local people who really get to know our customers and are passionate about helping them. Retaining and developing this dedicated workforce is essential if we are to succeed in delivering quality services to our customers.

We have already achieved Investors in People Gold and we intend to continually improve our scores on the journey towards Platinum.



McDonogh Court in Trowbridge.



Surveyor cube introduced in 2022

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 (C1 etc) which are individually addressed.

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Climate change

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



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

No. homes by EPC band	2022/23	2023/24
A	1.3%	1.4%
B	26%	27.1%
C	49.4%	52%
D	21.3%	17.8%
E and below	1.8%	1.5%
No data	0.2%	0.2%



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

No. homes by EPC band	2022/23	2023/24
A	4.7%	1.8%
B	93.2%	98.2%
C	2.1%	0.0%

C3. Does Selwood Housing have a Net Zero target and strategy? If so, what is it?

No, we have a target for 2030 – all homes to be EPC SAP band C or better.

C4. What retrofit activities has Selwood Housing undertaken in the last 12 months in relation to its housing stock. How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

- 1. Planned programmes:**
 - Window programme – 229 properties
 - Boiler programme – 220 properties
 - Fuel switch – 40 properties
 - Electric heating – 124 properties (Dimplex Quantum high heat retention)
 - ASHP programme – 56 properties
 - Cavity wall insulation (CWI) – extract and refill – 79 properties
 - Loft insulation top-ups – 258 properties
- 2. Energy upgrades to 72 off-gas bungalows**
(Part of the SHDF Wave 2.1 project completed under PAS2035 guidance)
 - Extract and refill CWI where it's failed
 - Loft top-ups and insulation of loft space at eaves to wrap down to top of CWI
 - Installation of PV panels and Dimplex Quantum high heat retention heaters



3. Other

- New energy baseline following June 2022 report. Reduced by 390 the number of properties in Band D or less.
- Staff trained includes 4 DEA and 2 retrofit assessors. All void property EPC surveys undertaken in-house and the data collected and updated in Orchard Asset Pro.
- Environmental monitoring activities include increasing AICO Homelink installations from 82 to 250 properties. The damp and mould team use these to monitor heating and humidity before/after remedial works are completed. Also useful for customer engagement and education.
- We have appointed an external consultant to carry out energy monitoring of a sample of our new “A” rated homes, including a comparison of projected against actual energy performance.

C5. Scope 1, Scope 2 and Scope 3 greenhouse gas emissions.

Emission type*	2022/23 (tonnes CO2)	2023/24 (tonnes CO2)
Scope 1	642	525
Scope 2	191	173
Scope 3	16,782*	16,088
Total	17,615	16,786

C6. How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider 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.

Ecology

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



C7. How is Selwood Housing increasing green space and promoting biodiversity on or near homes?

Our development strategy sets out steps we are taking on new build homes to help meet the environmental challenge. This year we completed our first EPC 'A' rated pilot development projects. We are committed to enhancing biodiversity on new build schemes from design stages, seeking to retain key ecological features and using enhanced planting of wildflowers, bird/bat boxes and bird bricks. We are preparing now to be able to implement the biodiversity net gain policy which will start later in 2024.

C8. Does Selwood Housing have a strategy to actively manage and reduce all pollutants? If so, how does it target and measure performance?

As part of our ongoing commitment to reducing our carbon footprint and production of pollutants, cleaner forms of energy are being explored as part of our carbon strategy, so the types of heating we have within our homes, moving away from more traditional solid fuel heating systems towards greener renewable energy. We are also reviewing a gradual shift towards an electric fleet when our next round of vehicle procurement is due. Unfortunately, we were unable to do anything this time around owing to a lack of infrastructure currently in regard to charging arrangements.

Resource management

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



C9, C10, C11. Does Selwood Housing have strategies:

- **to use or increase the use of responsibly sourced materials for all building and repairs works?**
- **for waste management incorporating building materials**
- **for water management?**

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

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

Case study: Energy efficiency improvements



We were awarded £1.4 million from the government's Social Housing Decarbonisation Fund to improve the energy efficiency of our homes and reduce our carbon emissions. Our improvements programme is now underway including retrofitting our least energy efficient properties.

We implemented a fabric-first approach to maximise energy efficiency through heat conservation techniques. Following whole house assessment and retrofit recommendations, customers in 72 off-gas bungalows received energy upgrades in 2023/24.

This work included loft top-ups, insulation of loft space at eaves, extraction and refill of failed cavity wall insulation, photovoltaic panels installation and Dimplex Quantum high heat retention heaters. Feedback has been very positive thanks to reduced bills and warmer homes. Customers have also been surprised by how easy it is to install these energy saving measures.

In 2024/25, we're aiming to retrofit a further 80 homes. We'll be applying for Wave 3 funding for further retrofit projects from 2025 onwards.

Image: retrofitted customer home in Westbury, Wiltshire

“

When I used to get up in the mornings it was 16.5°C. It's now 22°C!

William, Westbury

Affordability and security

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



C12. For properties that are subject to the rent regulation regime, rent compared to Local Housing Allowance (LHA):

Property type	Selwood Housing average passing rent	Average LHA	% of LHA
Affordable rent	£153.74	£154.94	99.22%
General needs	£112.08	£164.27	68.23%
Sheltered	£110.82	£133.40	83.08%



C13. 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)	4,185	59%
Intermediate rent	7	0%
Affordable rent	861	12%
Supported housing	80	1%
Housing for older people	1,415	20%
Low cost home ownership	367	5%
Care homes	46	1%
Private rented sector	2	0%
Other	90	1%
Total	7,053	100%

C14. 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)	21	12%
Intermediate rent	0	0%
Affordable rent	82	48%
Supported housing	0	0%
Housing for older people	0	0%
Low cost home ownership	68	40%
Care homes	0	0%
Private rented sector	0	0%
Other	0	0%
Total	171	100%



C15. How is Selwood Housing trying to reduce the effect of high energy costs on its residents?

Our tenancy sustainment team supported 69 households at peak of demand in January 2024. Energy debt, food price inflation, fuel poverty and financial hardship were key issues for these customers. In partnership with the Housing Associations Charitable Trust (HACT), we joined the Energy Redress Scheme to apply for voucher assistance for customers experiencing energy debt. Through participation in the HACT scheme 150 Fuel Vouchers have been issued & redeemed by Selwood customers during the winter months.

Following a successful grant application with Wiltshire Council, we secured funding from the local authority for the Household Support Fund. Through this initiative we helped 82 of our households in Wiltshire with £10,500 of funding for vouchers, white goods and food support. We developed a 'cost of living' website page to signpost advice and support available to customers including several local authority partners and charitable projects. We also provide 'saving energy' advice on our website, including initiatives from Warm and Safe Wiltshire and Somerset Energy Saver.

C16. How does Selwood Housing provide security of tenure for residents?

Assured and Secure Tenancies

We offer assured or secure tenancies which grant residents long-term stability and the assurance that they will not be displaced without just cause. We follow guidelines aligned with local authority tenancy strategies and regulatory standards.

Support for Vulnerable Customers

We offer specialised schemes for vulnerable customers, including elderly residents, people with disabilities, and those recovering from mental illness. These schemes not only provide housing, but also offer additional support services to ensure these customers have a secure and supportive living environment.

Shared Ownership Options

For those looking to own their homes, we offer shared ownership schemes which allow customers to purchase a share of their home and pay rent on the remaining part, providing a pathway to full ownership over time. This option offers both security of tenure and the potential for home ownership, catering to a diverse range of housing needs.

Building safety and quality

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

C17. Describe the condition of Selwood Housing's portfolio, with reference to:

	%
• Homes with a gas appliance that have an in-date, accredited gas safety check	100%
• Homes with in-date & compliant Fire Risk Assessment	100%
• Homes that meet Selwood Housing's electrical safety policy	97.5%
• Homes that meet Selwood Housing's asbestos management policy	90.9%
• Lifts that have been examined in the last 6 months, in accordance with LOLER (Lift Operational Lift Equipment Regulations)	100%

C18. What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing address these failings?

98.4% of all homes meet the decent homes standard. The majority of homes failing are due to the condition of roofs/chimneys resulting from historically poor contractor performance. We now have contractors performing well, and we've increased roof numbers this year to catch up on the backlog.

C19. How do you manage and mitigate the risk of damp and mould for your residents?

- Preventative measures such as proactive surveying and extra improvement measures included in standard planned upgrade programmes.
- Enhanced building standards to prevent damp and mould, such as review of archetypes for planned improvement measures.
- Robust responsive repairs service/process able to respond effectively to initial/low risk reports of damp and mould.
- Substantial investment in specialist team supporting medium, high risk & complex damp and mould cases including specialist training and new equipment.
- Developing new technologies such as damp and mould sensors to monitor and support customers.

Resident voice

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



C20. What are the results of Selwood Housing's most recent tenant satisfaction survey? How has Selwood Housing acted on these results?

Our first set of tenant satisfaction measures to submit to the regulator have been very positive. All our survey measures are in the upper quartile of benchmark results that we have seen across the sector during the year, with overall satisfaction at 84.1%. This is based on feedback from 592 customers completing telephone surveys during the year.

The non-survey measures are also positive with the majority in either the upper or median quartile of benchmark results that we have seen across the sector during the year.

The two exceptions are the proportion of homes not meeting the Decent Homes Standard and the proportion of homes for which all required asbestos management surveys or re-inspections have been carried out. Our performance has fallen short of target for both measures due to resource challenges that our asbestos and roofing contractors have faced throughout the year. Plans are in place to improve our performance during 2024/25.

The full results are shown on the next page.

2023/24 survey measures (LCRA only)	%
Proportion of respondents who report that:	
• they are satisfied with the overall service from their landlord. (TP01)	84.1
• they are satisfied with the overall repairs service (TP02)	82.1
• they are satisfied with the time taken to complete their most recent repair. (TP03)	82.5
• they are satisfied that their home is well maintained. (TP04)	83.2
• they are satisfied that their home is safe. (TP05)	87.2
• they are satisfied that their landlord listens to tenant views and acts upon them. (TP06)	72.0
• they are satisfied that their landlord keeps them informed about things that matter to them. (TP07)	89.0
• they agree their landlord treats them fairly and with respect. (TP08)	86.7
• they are satisfied with their landlord's approach to complaints handling (TP09)	46.0
• they are satisfied that their landlord keeps communal areas clean and well maintained. (TP10)	77.5
• they are satisfied that their landlord makes a positive contribution to the neighbourhood. (TP11)	79.3
• they are satisfied with their landlord's approach to handling antisocial behaviour. (TP12)	69.3

2023/24 non-survey measures	%
• proportion of homes for which all required gas safety checks have been carried out. (BS01)	100%
• proportion of homes for which all required fire risk assessments have been carried out. (BS02)	100%
• proportion of homes for which all required asbestos management surveys or re-inspections have been carried out. (BS03)	90.9%
• proportion of homes for which all required legionella risk assessments have been carried out. (BS04)	100%
• proportion of homes for which all required communal passenger lift safety checks have been carried out (BS05)	100%
• proportion of homes that do not meet the Decent Homes Standard - LCRA only - annual. (RP01)	1.6%
• proportion of non-emergency responsive repairs completed within landlord's target timescale (RP02-1)	85.2%
• proportion of emergency responsive repairs completed within the landlord's target timescale (RP02-2)	99.7%
• number of stage one complaints received per 1,000 homes. (CH01-1)	58.5
• number of stage two complaints received per 1,000 homes. (CH01-2)	9.4
• proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales. (CH02-1)	92.6%
• proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales. (CH02-2)	88.9%
• number of antisocial behaviour cases opened per 1,000 homes. (NM01)	32.1
• number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes. (NM01-2)	0.3



C21. What arrangements are in place to enable residents to hold management to account for the provision of services?

An independent scrutiny team made up of seven customers carries out reviews into services delivered by Selwood Housing. We provide the team all the information and access to staff that they require to thoroughly understand and review a service and make informed recommendations. They are supported by the Involvement and Communities team.

The team compiles a report and action plan and monitors progress against it. The report is submitted to Board for approval. In the last financial year they completed monitoring of actions for their operational communications review, with successful outcomes including:

- communications guidance document for staff.
- 23 new templates for the most important and sensitive customer letters.
- establishing 'communications champions' within the business with ongoing training.

They completed a review in our damp and mould service, implementing 8 of 9 recommendations . This was submitted to the board in July 2024.

C22. In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?

One complaint was upheld which resulted in a maladministration order.

An action plan was put in place and all actions have been completed. This included the introduction of customer satisfaction checks, more detailed closure letter detailing any outstanding actions and further training for staff.

Resident support

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



C23. What are the key support services Selwood Housing offers to its residents? How successful are these services in improving outcomes?

Tenancy sustainment

- We work with our residents to provide support to assist them to maintain their tenancies
- Our tenancy sustainment team is responding to a rise in demand due to the cost-of-living crisis with an increased number of households requiring additional tenancy support
- An increasing number of customers face financial hardship and/or experience debt related issues and require money advice. This might include referral to CAB or Trowbridge Debt Advice Service
- We work with customers who are anxious or confused above their benefit eligibility, for example, PIP, UC, DHP or ESA
- We provide practical support with a financial health check and budget planning
- We can access grants and assistance from charities to help customers experiencing significant financial hardship
- We help customers who are seeking to declutter their homes due to hoarding and work with Dorset & Wiltshire Fire and Rescue Service (DWFRS) with Safe & Well referrals

- We work closely with local food banks and refer cases and deliver food parcels to tenants who may be housebound or without transport. We also provided Christmas hampers to a dozen households in financial crisis
- We work with voids and repairs maintenance teams to PAT test white goods recycled from void properties and donate to customers with no appliances.
- We reviewed and developed our 'Help paying your bills' webpage to include sign posting and links to partner agencies and utility providers.

Together with tenants

We have an action plan with the scrutiny team and our heads of service as to how we meet the Together with Tenants Charter's commitment. Progress updates are shared and then discussed at a quarterly meeting.

Customer Involvement Opportunities

During the year, 23 customers took part in four task and finish involvement projects across several business areas. Their recommendations informed policies and how we communicate with customers. Opportunities to get involved with these reviews are shared with customers in our monthly involvement newsletter.

Stronger communities fund

We distributed £22,835 from our Stronger Communities Fund to 15 community projects in 10 towns and villages where we have housing stock. These projects included an Alzheimer's memory cafe, pop-up youth cafe, disabled facilities at a village social club and running costs for a charity donating furniture & white goods. Grant approval often helps unlock access to further grants and cumulatively these 15 projects secured an additional £170,446. Additionally, we worked with the Priority Neighbourhoods project funding two projects at £2000 each: Bradley Road community garden and Westbury community project.

We provided local charity Trowbridge Futures with £10K for the third year running. This helps them to support a kindness cafe, veterans' group, community fridge and cookery sessions. They also door knock as part of a community conversation project and work with the local authority's migration and resettlement team to support delivery of English language courses.

A social value clause included in appropriate Selwood Housing high-value contracts over £1m, ensures the fund will continue to receive funding to benefit our communities.

Placemaking

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



C24. Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located. Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

We completed Priority Neighbourhood Projects in the Westbury and Warminster neighbourhoods. Working with our partners and customers carrying out community engagement and neighbourhood investment initiatives at the locality level. Highlights included community action days, the community garden makeover and working with the Westbury Community Project. We also completed festive 'mince pie & mingle' events at four supported housing schemes in Warminster & Westbury.

In Warminster, we carried out a 'door knock' and customer consultation about CCTV in Westleigh & Princecroft areas. Engagement with customers was positive with 94 households (69%) in favour of CCTV for community safety and ASB/crime prevention. We secured £5k funding from Warminster Town Council and a 5k grant from the Area Board, with a further funding application under review by the Police. The neighbourhoods team were invited to discuss the initiative and funding approach on local radio.

Case study: Warminster priority neighbourhood

12 members of staff from across our teams worked together to delivering an action plan in response to community door knock and resident consultation. Residents' priorities were to improve the perception of the estate, manage antisocial behaviour and dangerous driving, to improve safety and clean up gardens and green areas.

Using a multi-agency approach, we secured funding for the installation of CCTV to help monitor and evidence antisocial activity and enable Selwood Housing and Wiltshire Police to provide an efficient and effective response to incidents.

We carried out two action days on the estates which included litter picks and bulky item removal. Our caretaking team also helped seven customers needing physical and financial support to clear their gardens and properties of rubbish.

We worked with the DVLA to identify and remove illegally parked vehicles. In Alcock Crest, we repainted parking bays to make it easier for residents.

As part of the community safety partnership, our neighbourhoods team made regular estate and home visits. We also carried out regular walkabouts with local councillors and the neighbourhood policing team.

**Search 'Priority Neighbourhoods'
on our website to find out more**



Structure and governance

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



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

Yes

C26. What is Selwood Housing's most recent regulatory grading/status?

G1/V2

C27. Which code of governance does Selwood Housing follow, if any?

NHF 2020

C28. Is Selwood Housing a not-for-profit?

Yes

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

The Board is responsible for risk management and receives risk reporting at each board meeting on all strategic organisational risks including key controls and progression on actions, including all ESG-related risks.

C30. Has Selwood Housing 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

Board and trustees

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



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

Three of our board members are customers. We have a customer scrutiny committee whose members attend our Board governance committees and Board meetings. We involve our customers in our policy creation.

Does Selwood Housing consider resident voice at the board and senior management level?

Yes

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

Yes



C32. What % of Selwood Housing's Board have turned over in the last two years?

66.7% (five board members reached end of term)

What % of Selwood Housing's senior management team have turned over in the last two years?

0%

C33. Number of board members on the Audit Committee with recent & relevant financial experience.

One and currently recruiting for another

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

100%

C35. Has a succession plan been provided to Selwood Housing's board in the last 12 months?

Yes, a review of board skill requirements has taken place as part of the board recruitment process

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

Beever and Struthers have just completed their final 4th year. A tender for a new auditor has been issued.

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

February 2022 with the next scheduled for Nov 2024.

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

Conflicts of interest are covered in the Articles. There is a conflicts of interest policy and the 2022 NHF board code of conduct has been adopted. There are also annual declarations of interest.

Staff wellbeing

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

C39. Does Selwood Housing pay the real living wage?

Yes. We also pay our apprentices more than the national minimum wage as set out in the low pay commission recommendations.

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

Our mean gender pay gap is 13.8%.

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

The chief executive salary is 6.14 times the median of all members of staff.

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

Our voluntary staff committee called "no limits" oversees and monitors how as an organisation we deliver on our Board-approved EDI strategy and support the wider corporate business plan. Progress against our strategy is reported to the Board on an annual basis.

C43. How does Selwood Housing support the physical and mental health of its staff?

We have a health and safety management system that uses risk assessment as the cornerstone of physical and mental wellbeing in the company - recognising they are closely linked. Not only do we aim to ensure employees are able to work safely through stringent safe systems of work, but we are equally passionate about providing a holistic approach to living well, giving support for physical and mental health and wellbeing, through strategic employee engagement, awareness, support and education.

C44. How does Selwood Housing support the professional development of its staff?

Staff can review their personal and professional development monthly and in-depth quarterly via the personal progress review process. Professional development is discussed at all levels: organisation, team and individual and successes are openly celebrated. Staff can speak to their manager or the L&D team about development and a comprehensive calendar of courses are offered to all.

Supply chain management

This theme seeks to assess if Selwood Housing procures responsibly.

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



C45 How is social value creation considered when procuring goods and services?

C46 What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

Social value and environmental impact are considered for all future procurements of goods, services and works. We incorporate evaluation criteria wider than just price and quality to understand how suppliers can help to deliver benefits in these areas.

Where realistic and appropriate, we include criteria in the tender to facilitate supplier contribution to the Stronger Communities Fund. This fund provides benefit to local communities. We also aim to replace current goods, services and works with more sustainable options where appropriate and viable. This ensures that buying power is used to deliver more targeted social value benefits for residents and the wider community and is used to manage and reduce the environmental impact of the organisation and its supply chain.

Tender guidance will be provided to prospective bidders, so they are clear on requirements and robust scoring criteria are developed to fairly manage the evaluation process in line with Public Contract Regulations. Selwood Housing will work with appointed contractors to ensure these improvements are delivered effectively through the contract period.

Case study: Involving customers in governance

Our scrutiny team is an independent group of customers that ensures our services are effective and that the way we work considers our customers' perspectives.

Over the last 12 months they have conducted two reviews into how Selwood Housing deliver services. This included a review of our process and procedures for managing damp and mould which resulted in 9 recommendations for improvement.

We work closely with the scrutiny team to provide support to carry out the reviews. Once the team decides which business area to review, we arrange for them to meet with the head of service and receive a full overview of the service and its operation, plus ask questions and challenge staff about service delivery.

After this initial meeting, the team completes a review which may include request for further information/evidence and anonymised customer experience. They may also hold a customer workshop or a phone/postal survey and a desktop review that will include comparisons with other housing associations and best practice.

Once completed, their report with recommendations is presented to heads of service and an action plan is agreed. The chair and vice-chair of the scrutiny team will then present and discuss their findings at our quarterly board meeting.



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