



Environmental, social and governance

# ESG

2022 REPORT





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The Regenda Group regenerates places and works with people to create the opportunities they need to thrive. Affordable housing is our starting point, but we are a dynamic group of organisations which works in places where we can make a difference. We operate across the housing and construction sector, in care and support, and in education, training and careers.

The Regenda Group ESG report demonstrates our approach to environmental, social and governance (ESG) and the impact we have made towards these areas in the year 2022.

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# Who **WE ARE**

The Regenda Group are a group of 10 organisations which aims to regenerate places and create opportunities where people can thrive. We do this through the provision of care and support, housing and construction and employment, training and careers



## Care and Support

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A Liverpool-based domestic abuse charity and nursery, supporting families who have experienced or at risk of experiencing a crisis situation.



A Rochdale-based homelessness charity, supporting those in housing need.

## Regenda Homes

A housing association that provides a safe, secure and supportive home setting that promotes independence.



## Housing and Construction

### Regenda Homes

A housing association with around 12,000 properties across the North West.



A repairs, maintenance and construction company with over 40 years' experience.

### Redwing

A property agency specialising in sales and lettings, shared ownership, leasehold and apartment block management, managing around 1,000 properties, including commercial units.



A lettings agent, managing an extensive portfolio of properties across the Fylde coast.

## Education Training-and Careers



A provider of personal development programmes, aimed at raising the aspirations of school children and opening up the world of work.



A full-service training provider, specialising in apprenticeships and traineeship programmes.



Based at Trafford Hall, Cheshire, NCRC aims to tackle issues at a local level, closing the inequality gap by providing skills and resources.

ESG Report

# SUSTAINABILITY REPORTING STANDARD



## SRS Framework

The Regenda Group is invested in the communities in which we work and have a long-term interest in seeing them prosper. ESG can help us to measure, demonstrate and communicate our purpose to regenerate places and the impact that we make.

We are working towards the Sustainability Reporting Standard (SRS) which sets out criteria which align with the standards in the United Nations' Sustainable Development Goals, the Global Reporting initiative and the Sustainability Accounting Standards Board.

We have been working toward the SRS framework and carried out a self-assessment against each criterion. We have identified some areas for improvement which we are considering as part of the Regenda Group Corporate Plan and strategic approach.



## Environmental Table

ESG area	Theme name	Criteria we meet/ can evidence	Strengths	Areas for improvement
<b>Environmental</b>	Climate change	80%	<ul style="list-style-type: none"> <li>EPC data known and plans in place to reach Band C by 2030</li> <li>Environmental Strategy approved by Board and in process of implementation</li> </ul>	<ul style="list-style-type: none"> <li>Baseline required for greenhouse gas emissions (expected Autumn 2022)</li> </ul>
	Ecology	50%	<p>An energy performance certificate (EPC) gives a property an energy efficiency rating from A (most efficient) to G (least efficient) and is valid for 10 years.</p>	<ul style="list-style-type: none"> <li>Consider strategy to actively managed and reduce pollutants.</li> </ul>
	Resource management	67%		<ul style="list-style-type: none"> <li>Consider strategy for good water management in place</li> </ul>

## Social Table

ESG area	Theme name	Criteria we meet/ can evidence	Strengths	Areas for improvement
<b>Social</b>	Affordability and security	100%	<ul style="list-style-type: none"> <li>• Business plan approval to invest in improving energy efficiency of homes</li> </ul>	<ul style="list-style-type: none"> <li>• Promote Placemaking agenda/case studies to demonstrate impact made</li> </ul>
	Building safety and quality	100%	<ul style="list-style-type: none"> <li>• Strong building safety track record – meeting the Decent Homes Standard and 100% of Fire Risk Assessments and Gas services completed</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing new tenant satisfaction metrics on a rolling basis</li> </ul>
	Resident voice	100%	<ul style="list-style-type: none"> <li>• Excellent record for resident support</li> <li>• Resident Voice Panel established</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to invest in homes to improve efficiency and reduce fuel poverty</li> </ul>
	Resident support	100%	<ul style="list-style-type: none"> <li>• Employment, training and skills support is embedded in core purpose</li> </ul>	
	Placemaking	100%	<ul style="list-style-type: none"> <li>• Placemaking embedded in our approach</li> <li>• Fuel poverty and financial inclusion support</li> </ul>	





## Governance Table

ESG area	Theme name	Criteria we meet/ can evidence	Strengths	Areas for improvement
<b>Governance</b>	Structure and governance	100% compliant with Code and no regulatory breaches.  Good risk management	<ul style="list-style-type: none"> <li>• Strong governance structure in place</li> <li>• GI/VI rated by Regulator of Social Housing</li> <li>• Strong risk management (recently revised/ strengthened)</li> </ul>	<ul style="list-style-type: none"> <li>• Further work to embed environmental impact into procurement in progress</li> <li>• Pay reporting</li> <li>• Diversity reporting</li> </ul>
	Board and trustees	Strong Board membership.  Turnover aligned to plans and succession plan in place	<ul style="list-style-type: none"> <li>• Effective succession planning</li> <li>• Pay Real Living Wage</li> </ul>	
	Staff wellbeing	Pay real living wage.  Monitor gender pay and CEO worker pay ratio	<ul style="list-style-type: none"> <li>• Publish gender pay gap</li> <li>• Group wide Equality, Diversity and Inclusion (EDI) Strategy in place</li> </ul>	
	Supply chain management	Social value included within Procurement	<ul style="list-style-type: none"> <li>• Social value and environmental impact is embedded within procurement process</li> </ul>	

# ESG Report

# ENVIRONMENTAL

Here we demonstrate how Regenda performs as a steward of nature.

## Energy Efficient Homes

An energy performance certificate (EPC) gives a property an energy efficiency rating from A (most efficient) to G (least efficient) and is valid for 10 years. By 2030, all homes, where possible, will have an EPC rating of C or above. To date:



In 2021/22, we invested £14 million in improving the energy efficiency of our properties, carrying out:

- 127 external wall insulation installations
- 77 roof installations
- 400 heating renewals
- 37 window replacements

We receive annual flood risk information and carry out works to mitigate the risk of flooding in our communities. In 2021/22 we:

- Installed 12 drainage systems to combat surface flooding
- Fitted flood doors to eight properties.



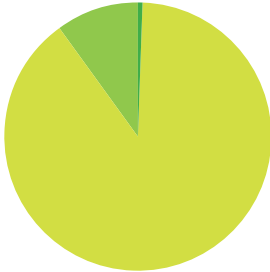
## Buying Local

In 2022, M&Y Maintenance and Construction, which is part of the Regenda Group, handed over 17 affordable homes in Goose Green, Wigan. During their construction, less than 1% of waste was sent to landfill – 89.2% was recycled, and 10% was converted into energy.

**89.2%**  
Recycled

**10%**  
Energy

**0.8%**  
Landfill



New suppliers were asked to confirm that that all materials used on this project comply with the relevant British and European standards.

M&Y has been trading for over 40 years across the North West, with Merseyside being a core area for the business. They have a reliable and local supply chain of over 250 subcontractors and suppliers across the region, with 85% being local SMEs.

M&Y uses a Dynamic Purchasing System (DPS) to procure their supply chain. They use the DPS to advertise opportunities and allow potential subcontractors to supply relevant information (geographical coverage, trades, insurance, health and safety management, etc.) for assessment.

The DPS acts as an open-ended supplier framework, open for 10 years. Quality and social value are at the forefront of procurement, with an ethos that value for money is not always provided by the cheapest contractors.



## Reducing Carbon Footprint

M&Y Maintenance and Construction has produced an environmental strategy to reduce their carbon footprint by 10%. In 2021/22, M&Y started using electric vehicles, and 25% of their fleet will be electric by the end of 2023.

40% of M&Y vehicles have AD Blue solution added to the exhaust emissions, which reduces harmful nitrous oxide by breaking it down into other gases that occur naturally in the atmosphere. By the end of 2022, we will have upgraded a further 128 (80%) of our vehicles to be compatible with AD Blue, with the latest Euro 6 engines to reduce carbon emissions as well.



A new hybrid working approach has reduced staff mileage by 90,882 miles between March 2021-22. This has created a £31,000 saving and produced 60302 kg less Co2. M&Y has a system for tracking the environmental impact of their fleet which helps to identify further improvements going forward.

To reduce mileage and journey times, all M&Y operatives have access to an App that directs them to their nearest disposal sites while they are on the road. M&Y also monitors waste production, including, spend, tonnage, landfill diversion rate and segregation statistics which further reduce environmental impact.

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## Responsibly Sourced Materials for Building Works

All new suppliers must confirm that the materials used on each project comply with relevant British and European standards.

## Training Staff

At M&Y, all site staff undertake environmental awareness training in compliance with ISO 14001. This training is refreshed regularly.

## Green Social Prescribing and Nature for Health

Petrus, the Regenda Group's homeless charity, runs the 'Petrus Incredible Edibles Rochdale' (PIER) community allotment. The allotment is open to the public as well as service users and offers a gardening on prescription service as part of the social prescribing network in the area.

As part of Rochdale in Bloom, PIER won the RHS In Bloom Gold medal in 2022 and was named the category winner in the Small City group.

To maintain the garden PIER uses donated items or items that would have otherwise gone to landfill. Petrus volunteers also help wider areas of the community on litter picking and sharing produce to local food banks.

## RHS Flower Show Tatton Park

Petrus exhibited at the 2022 RHS Flower Show Tatton Park for the third year. This provided an opportunity for service users and volunteers to compete on a professional stage while raising awareness of homelessness.

Their garden, Journey Home, was part of the Greener Front Garden's category, and aimed to provoke conversations on therapeutic horticulture and green social prescribing. It also reflected what home means to each of us and the journey we all take to our own front door and considered green corridors, materials we use and the physical ways we can live in a more sustainable and eco-friendly way.

Fence panels were reclaimed timber that were hand-sanded and oiled. Each post was wide enough for a badger to fit through. The path was made of recycled TV screens and the wood panelling on the wall was a recycled dance floor.

The garden received a Silver Gilt medal from show judges and received the People's Choice Award for the third time.





# ESG Report SOCIAL


How Regenda manages our relationships with employees, suppliers, customers and the community.


## New Homes


In 2021/22, we built 40 new homes. Of these:

 **1** was a general needs home

 **20** were affordable rent units

 **1** was a supported housing property

 **1** was for low cost home ownership

 **17** were for private rent, maximising income





## Fuel Poverty

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Regenda Homes has a dedicated Financial Inclusion Team that offers free, confidential, expert advice on a wide range of financial issues.

In 2021/22, the team secured £2.5 million in additional and unclaimed benefits and grants for 1,760 Regenda Homes residents.

Support also includes help with utility debts including gas, electric and water. Regenda is a member of the Energy Hardship Fund scheme. This is a collective effort by the social housing sector and was set up to support social housing residents with energy costs over the winter. The Housing Association Charitable Trust (HACT) acts as the administrator for the Energy Hardship Fund, which consists of two sub pots, one for prepayment meter vouchers and one for cash vouchers.

All staff employed by The Regenda Group take an active role in identifying customers in need. Throughout the Group we supply shopping vouchers and referrals to the central Financial Inclusion team to provide tailored advice and support.

Regenda Homes sends out targeted information to residents at risk of being affected by fuel poverty, which includes details of the support available locally and nationally.

In addition, we also provide information on our website in relation to government funds that residents may be eligible for and the Financial Inclusion team is committed to providing support with referrals where possible. There is also a section on the website with useful tips on how to save money on fuel bills.

## Keeping Homes Warm

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In 2021/22, around 6,500 energy performance data surveys were completed. This information will be used to plan our decarbonisation strategy, identifying priority properties for energy efficiency improvements.

## Tackling Damp, Mould and Condensation

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Any issues with the condition of our customer's homes are taken very seriously. There are various causes that lead to damp, mould and condensation in the home, but first and foremost we want to make sure our customers receive the minimum distress and disruption in ensuring these issues are resolved. Customers can report signs of disrepair to our 24/7 customer contact center and we also offer useful information on how to spot the signs of damp and mould and prevent condensation, on our website and in print.

## Keeping Homes Safe

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99.56% of homes meet the Decent Homes Standard. The remaining homes are on course to meet the standard once the current external refurbishment works have been completed as part of our External Wall Insulation programme (EWI). Regular inspections are undertaken and interim repairs carried out where required.

We carried out 9,681 gas safety tests in 2021/22. All were carried out within timescales and 100% of our properties have a valid gas safety certificate.

We carried out 519 asbestos surveys and sampling requests in 2021/22. This included checks relating to large scale refurbishment projects (such as cladding removal and EWI works), planned works (such as bathroom and kitchen replacements) and day-to-day requests.







## Involving Residents

Resident involvement is integral to helping us to improve our services, products and standards. We are committed to giving residents the opportunity to give feedback and challenge the quality and performance of our services. We have signed up to the Together with Tenants Charter and National Housing Federation Code of Governance.

A new Customer Voice Strategy was approved by the Regenda Board in June 2021 and a Resident Voice Panel has been established. This is championed by a member of the Regenda Board.

The purpose of the Resident Voice Panel is to:

- Hold us to account for the delivery of the Resident Voice Strategy 2021 to 2024.
- Be a consultative panel to share resident voices with our Board and committees and to help us prioritise and shape services.
- Help to improve services to residents using customer insight surveys and data.
- Identify areas where we need to address under performance. This work will be carried out by Regenda Scrutineers and the Resident Voice Panel will oversee and monitor the delivery of actions from scrutiny reviews.
- Monitor customer service performance information, including complaints, Resident Charter performance and Regenda Service Promises.

- Review policies and strategies that impact directly on service delivery.
- Provide feedback and challenge to ensure that all services are delivered in accordance with Regenda's Equality, Diversity, and Inclusion Strategy.
- Provide feedback and challenge to ensure tenants are safe in their homes.
- Provide feedback and challenge to ensure Regenda Homes meets the expectations of the Regulatory Standards and the Housing Ombudsman Self-Assessment.



Over the coming months, we will recruit Resident Scrutineers. The scrutineers will operate on a task and finish basis and the topic will be chosen by the Resident Voice Panel. Our Customer Inspectors also hold us to account by testing and ensuring we comply with our Regenda Service Promises. These are reported on quarterly on our website.



## Gathering Resident Feedback

We carry out a range of surveys, both transactional and perception based. Examples of transactional surveys are:

- Satisfaction with complaint handling and outcome
- Satisfaction with responsive repairs and planned maintenance services
- Satisfaction with Anti-Social Behaviour services
- End of call survey with Customer Service Centre.

We also run the STAR survey every two years. This was last carried out in 2020/21 and was sent to a random selection of Regenda Homes residents via email or telephone. In 2020/21, 1,382 residents responded, with 75% saying they were satisfied with the service they received from Regenda Homes.

In April 2023, we will move away from the STAR survey and will instead carry out monthly perception surveys, in line with new regulations.

75%  
Satisfaction



## Social Prescribing

Petrus runs social prescribing activities from their community allotment, Petrus Incredible Edibles Rochdale (PIER,) including a gardening-on-prescription service. Green social prescribing activities run across three main areas:

### **Nature for Health, NHS Greater Manchester's green social prescribing programme**

In 2021, NHS Greater Manchester received government funding for a two-year pilot project that aims to use nature to improve mental health. As part of this, Petrus received funding to run nature-based, green social prescribing activities, allowing them to recruit two specialist roles - a Social And Therapeutic Horticulture Practitioner and an Engagement And Development Worker. Social prescribing activity delivered through this programme includes circus skills and horticultural training and courses, walking, fishing, gardening and nature art and wellbeing sessions.

### **National Academy for Social Prescribing (NASP)**

Petrus received funding through NASP to deliver part of the Thriving Communities initiative and have employed a Thriving Communities Social Prescribing Project Worker. This funding ended in June 2022. As part of this programme, Petrus went into the local community to talk about the social prescribing activities on offer and ensure that the referral process was simple and quick. Through NASP funding, Petrus delivered willow weaving, arts and crafts sessions, workshops and took local residents on regular walking groups.



### **Youth social prescribing**

Petrus works with Greater Manchester Integrated Care Partnership to support social prescribing in eight colleges across the region. Working with the AOC (association of colleges) and Street Games, Petrus is testing different ways of introducing social prescribing into schools and colleges, so that children and young people can get support where they spend most of their time. As part of this, Petrus has employed a Youth Social Prescribing Link Worker. The aim of the Youth Social Prescribing Link Worker is to identify young people who are at a higher risk of needing health and wellbeing support and supports Petrus' aims to reduce the risk of young people facing homelessness. Activities have included kayaking and canoeing at Hollinworth Lake, volunteering with the Canal and River Trust to tidy the canal side, arts and crafts sessions, visits to local galleries and creating a group for LGBTQIA+ students.

# ESG Report

# GOVERNANCE

How the Regenda Group is governed.



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## Regenda Board

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The parent Board is ultimately responsible for the system of internal controls and the management of risk. This is overseen by the Risk & Audit Committee. The Risk and Audit Committee has delegated responsibility to scrutinise the risk management process, ensuring that credible and relevant risk information is being presented. This includes overseeing the work of the internal and external audit functions.

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## Board and Management Team Turnover

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In the last two years, the turnover of the Regenda Board and management team has been 11%.

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## Regulator of Social Housing Grading

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In 2021/22, we retained our G1/V1 rating

This rating is the highest provided by the Regulator of Social Housing, and demonstrates how well we are governed (G) and our financial strength (V).



## Board Demographics

- 50% women
- 8% BAME
- 0% disabled
- Average age of 57
- Average tenure of four years (the maximum tenure is six years)
- 92% of the Regenda Board are non-executive directors.

Six members of the Board have recent and relevant financial experience:

- Three chartered accountants
- Three Executive Directors with strategic financial responsibilities

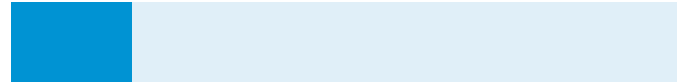
## Conflicts of Interest

A register of declarations and conflicts of interest is maintained by the Group company secretary, which is updated on an annual basis, or as any such conflicts arise. Each meeting starts with a declaration of interest item and it is at this point that any existing or new conflicts are considered. Any conflicts that are considered substantial will be discussed by the Board and a decision will be reached as to whether the conflicted Non-Executive Director should be part of the discussion.

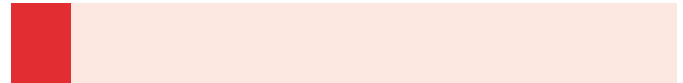
## Gender Pay Gap

There is currently an 18.1% mean gender pay gap and a 9% median gender pay gap.

### 18.1% Mean Gender Pay Gap



### 9% Median Gender Pay Gap



## Real Living Wage

The Regenda Group is an accredited Real Living Wage Employer. The Real Living Wage is higher than the government's minimum, or National Living Wage, and is an independently calculated hourly rate of pay that is based on the actual cost of living.



## Looking after our Staff

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We want The Regenda Group to be the very best organisation it can be and that means investing and supporting our staff to help us deliver our purpose – to regenerate places and provide opportunities for people.

Regenda People understand what it means to have a business mind and a social heart. Our staff are committed to lifelong learning, embrace change and thrive on challenges.



The Regenda 'People Package' provides our staff with the opportunity to learn and develop both professionally and personally and enables us to attract and retain the very best talent. Some of the elements of it include:

- The Do Good, Feel Good programme of health, wellbeing and charitable events that staff can get involved in and take ownership of themselves.
- The Ambassadors of Hope mental health awareness training, forms a core part of our corporate induction as we believe every single member of staff should be equipped with mental health support training
- Bite-size workshops – topics are varied and suggested by staff, they have included; resilience, nutrition, effective sleep, cancer support and menopause information
- Our Employee Assistance Programme provides free confidential counseling and support sessions for staff and their families
- The LEAD programme – helps aspiring leaders within the organisation to gain the skills and confidence to develop into the next generate of Regenda leaders
- We promote flexible, part time and agile working and offer enhanced annual leave including adoption, maternity, paternity and time off for special milestones like the first day at school.





[www.regendagroup.co.uk](http://www.regendagroup.co.uk)

