



The
Regenda
Group

Environmental, social and governance

ESG

2023 REPORT







Contents

4. Who we are

Housing and Construction

Care and Support

Education, Training and Careers

6. Sustainability Reporting Standard

SRS Framework

Environmental Table

Social Table

Governance Table

10. Environmental

18. Social

26. Governance

Who WE ARE

The Regenda Group is a group of nine organisations that aim to regenerate places and create opportunities for people. We operate across housing and construction, care and support and in education, training and careers.

Housing and Construction

Regenda Homes

Regenda Homes is a not-for-profit housing association, registered with the Regulator of Social Housing. Regenda Homes manages circa 11,000 properties across the North West and follows the National Housing Federation's Code of Governance.

Redwing

Redwing is a Liverpool-based property company with over 50 years' experience in sales and lettings, shared ownership, leasehold and apartment block management.



M&Y Maintenance and Construction has over 40 years' experience in building and maintaining homes, and carries out thousands of repairs and gas safety checks each year.



Established in 2012, Ecogee is an energy and construction specialist company, providing green energy solutions across the North West.



Care and Support



Centre 56 provides childcare through their nursery and after school clubs to children who have experienced domestic abuse or crisis.



Petrus is a Rochdale-based homelessness charity, that has provided residential and day support services to people who are homeless or in housing need for over 50 years.



In addition to general needs properties, Regenda Homes manages specialist supported accommodation across the North West, from housing for older people to extra care schemes and young parent services.

Education, Training and Careers




Positive Footprints provides personal development programmes to schools, raising the aspirations of children and young people and opening up the world of work.



The Learning Foundry is a full-service training provider, delivering apprenticeships, traineeships and short free courses for residents and businesses across the country.



Established in 1991, the National Communities Resource Centre (NCRC) aims to close the inequality gap that exists in communities across the UK by providing training, support and resources.



ESG Report

SUSTAINABILITY REPORTING STANDARD

SRS Framework

The Regenda Group is invested in the communities in which we work and has 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

Theme Name	Criteria we meet and can evidence
Climate change	80%
Ecology	50%
Resource management	67%

Strengths

- We know that 60% of our stock has an EPC rating of band C or above and have robust plans in place for meeting the government target of all homes meeting the EPC rating C target by 2030.
- We have an agreed environmental strategy in place.
- We have contracts in place to manage M&Y's waste disposal. In 2022/23, M&Y recycled 95% of all waste.

Areas for improvement

- We do not currently have a strategy in place to actively manage and reduce our use of pollutants.
- We need to develop a strategy for water management.
- We do not have a formalised strategy for waste management for the whole Group.

Social

Theme Name	Criteria we meet and can evidence
Affordability and security	100%
Building safety and quality	100%
Resident voice	100%
Resident support	100%
Placemaking	100%

Strengths

- We have an approved business plan to improve the energy efficiency of homes. This will improve energy ratings and lower fuel bills for residents.
- 100% of homes have a valid gas servicing certificate and fire risk assessment.
- 99.86% of homes meet the Decent Homes Standard.
- Our Resident Voice Panel was established in 2022. It supports the delivery of our Resident Involvement Strategy and aligns to our governance structure. We are reporting against the new Tenant Satisfaction Measures and performance against these is shared with the Resident Voice Panel and published on our website and in our resident newsletter.
- We deliver targeted communications to residents at risk of fuel poverty or rent arrears. In 2022/23, our Income Team secured over £2.2 million in additional benefits and grants for thousands of Regenda Homes residents.
- Our extensive development programme has placemaking at its core.

Areas for improvement

- We will continue to invest in our homes to improve energy efficiency and reduce fuel poverty and will support residents to access additional benefits and grants to help with the cost of living.



Governance

Theme Name	Criteria we meet and can evidence
Structure and governance	100%
Board and trustees	100%
Staff well-being	100%
Supply chain management	100%

Strengths

- We are rated G2 V2 by the Regulator of Social Housing. This means we comply with Governance and Viability Standards
- We pay the Real Living Wage and publish our gender pay gap results.

Areas for improvement

- Review pay reporting to improve openness and transparency.
- Further embed use of diversity reporting through staff training.
- Deliver plan to return to G1 status.

ESG Report

ENVIRONMENTAL

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



In 2022/23, we invested over £29 million into our homes, including more than £7 million in energy efficiency measures.

As part of our investment works in 2022/23, we:

- Fitted external wall insulation to 153 homes in Fleetwood and Wirral.
- Installed roof insulation and covering to 111 roofs and carried out 36 flat roof replacements.
- Renewed 359 heating systems.
- Replaced 129 windows.

“

Ms D says from Fleetwood had EWI works carried out and said “I think it’s lovely, no more draughts and I am saving on energy as I have used the heating less.”

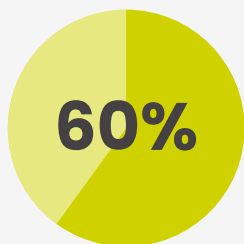


Energy efficiency ratings

We hold energy efficiency ratings for 94.2% of our housing stock. Of these:



We do not hold EPC ratings for 589 properties. We are continuing to conduct energy performance data surveys each year to determine an accurate level of EPC data.



of our stock has an EPC rating of C or above.

Climate risks

In conjunction with our annual flood risk information received from our insurers, we are utilising the North West River Basin District Flood Risk Management Plan (2021 to 2027) to continually improve our mitigation strategies and associated analysis of our properties.

In addition to this, analysis of our drainage works completed has shown a reduction year on year in the number of works undertaken to our drainage systems to help combat surface flooding.

Managing ventilation, heating and recycling

We have a robust strategy in place to manage any reports of damp or mould.

Regenda provides information to residents through our website and leaflets, advising what to do if there are concerns about damp and mould within the home and what action we will take when this is reported to us.

We also provide information on how customers can help to manage and prevent issues such as condensation. In addition, on completion of our external wall insulation projects, information is provided to our customers on how to ventilate their home following the installation of EWI.

Scope 1, 2 and 3 emissions as specified by the Greenhouse Gas Protocol

This is the first year that we have reported our emissions in our ESG report. We will use this data as a benchmark for future years, so we can track performance and ensure that we are reducing the emissions produced.



Scope 1

EMISSIONS INCLUDE:

- Direct emissions from controlled or owned sources, which includes those from combustion of fuel and operation facility.
- Emissions from activities owned or controlled by the organisation that release emissions into the atmosphere.
- Emissions from gas used at offices, fuel used in company pool cars, fuel used by the in-house maintenance fleet, any gas or other fuels used in communal areas and communal heating systems owned/managed by the housing association (even if this is recharged to residents), as well as potentially any fuels bought by the organisation itself for use at construction sites.

PERFORMANCE:

1,394,550kg	=	Communal heating systems metered data Scope 1
26,840kg	=	Other landlord supply Scope 1
980,440kg	=	Offices Scope 1
1,218,330kg	=	Maintenance activities DLO Scope 1

Total = 3,620,160.00kg



Scope 2

EMISSIONS INCLUDE:

- Indirect energy emissions from the generation of purchased electricity.
- Emissions released into the atmosphere associated with your consumption of purchased electricity, heat, steam and cooling. These are a consequence of the organisation's activities, but the emissions do not occur at sources you own or control.
- For social landlords, this will include electricity bought for offices, community hubs, depots and for communal areas (even if recharged to residents).

PERFORMANCE:

41,690.61kg = Communal heating systems metered data Scope 2

476,548.19kg = Other landlord supply Scope 2

55,774.29kg = Offices Scope 2

Total = 574,013.09kg

Scope 3

EMISSIONS INCLUDE:

This relates to emissions that are a consequence of the organisation's business/actions, which occur at sources you do not control.

- In a social landlord's case this may relate to products bought for the construction and maintenance of homes as well as the emissions from homes when they are occupied by residents.
- For social landlords this would include business mileage that occurs in employee-owned vehicles. Other examples include public transport travel, transmission and distribution losses associated with UK electricity, contracted maintenance fleet emissions etc.

PERFORMANCE:

28,840,430kg = Individually heated homes, regulated emissions Scope 3

58,000kg = Business mileage Scope 3

4,200kg = Maintenance activities Supply chain Scope 3

Total = 28,902,630.00kg

Energy efficiency actions _____

We have carried out around 7,000 energy performance data surveys (using the Reduced Data Standard Procedure) since April 2021. This data enables us to plan energy efficiency works and undertake accurate decarbonisation planning, helping us deliver our Net Zero targets.

See page 10 for details on energy efficiency works undertaken in 2022/23.

Tackling damp and mould _____

We provide information to our customers via our website, social media channels, through our resident newsletter and leaflets, which outlines how residents can report any concerns relating to damp and mould to us. We also give practical guidance on reducing condensation, but also detail what we will do to improve ventilation in homes.





Green space and biodiversity _____

Petrus at RHS Tatton Park

Petrus once again exhibited an award-winning garden at this year's RHS Flower Show at Tatton Park, showcasing the amazing work of staff, volunteers and service users.

The Empowerment Garden focused on biophilia, the tendency to interact or be closely associated with other forms of life in nature. Strengthening our connections to food and how it's grown is something that we can all relate to and benefit from.

The garden was a representation of how you can improve your health and well-being by spending time in nature, taking ownership of the environment around you and contributing to positive climate action by growing your own fresh produce.

The Empowerment Garden received a Silver medal from show judges.



Fleetwood Community Garden

Regenda Homes has partnered with West View Community Association for 30 years to deliver community services. Regenda Homes has transferred unused land which has been transformed into green spaces. A vibrant allotment is used by residents to grow fruit and vegetables for their families or donate it to the weekly food bank, based at the community association.

Other sites are used for community groups such as Dig Deeper, a project supporting local people with mental health challenges and Be Active Stay Healthy, which encourages adults to socialise and be active.

Regenda Homes staff volunteer time to maintain the green spaces.



Managing and reducing pollutants and strategy for good water management _____

SHIFT Environment carried out an assessment of our energy use and carbon emissions. We are using these findings to produce a strategy to establish measurable interim and long term targets.

We will also produce a tailored Sustainability Strategy to support the recommendations identified within the SHIFT assessment.

Responsibly sourced materials for building works _____

New suppliers are asked to confirm that all materials used on development projects comply with the relevant British and European standards.

Where possible, we procure materials from sustainable sources and use FSC timber suppliers, obtaining relevant certification. We have invested in our Dynamic Purchasing System (DPS) which is a procurement tool to establish a pre-approved supply chain.

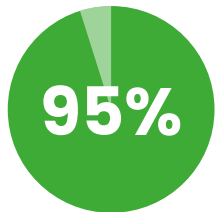
As part of any mini competition, we require evidence that suppliers procure their materials sustainably and in compliance with British and European Standards. Via the DPS, we can ensure a focus on our supply chain's commitment to sustainability and becoming carbon neutral; as part of all mini competitions, we ask our supply chain about their commitments to become carbon neutral and ensure that this forms part of scoring during the procurement process. We also require all subcontractors to provide evidence of their waste licenses, environmental policies, and environmental training.

M&Y has a reliable and local supply chain of over 250 subcontractors and suppliers, with 85% being local SMEs.

Environmental strategy

The strategy for waste management is included in M&Y's Environmental Strategy, available on M&Y's website. Regenda is consolidating all waste management and recycling through a single portal that provides in-depth analysis.

We have been working with Reconomy, the UK's leading provider of outsourced waste management, to give all operatives access to a tailored app, which highlights the closest tip off points. This reduces our carbon footprint and monitors waste from each van. The app allows us to report on waste quickly and easily, and analyse data based on each workstream, including spend, tonnage, landfill diversion rates and segregation statistics.



M&Y is currently recycling 95% of all building waste.



ESG Report

SOCIAL

How The Regenda Group manages relationships with residents, employees, the local community and suppliers.

Across The Regenda Group, we generated **£6,388,596** in social value.

Our properties

We own 11,884 properties across the North West. Of these:

8,618 are general needs homes.

948 are housing for older people.

753 are supported housing units.

667 are affordable rent units.

430 are low-cost home ownership units.

308 are 'other' units.
(such as social leased homes, where the purchaser has acquired 100% of the equity but not the freehold interest).

153 are private rented units.

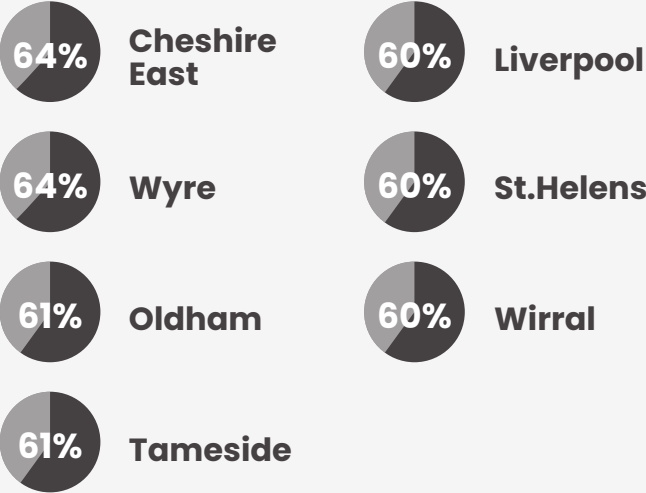
7 are intermediare rent units.



Our rent _____

Our average rents remain significantly below the Local Housing Allowance (LHA) and private market rents for the areas we operate in. On average, we charge rents at 79% of LHA and 63% of private rents.

We operate in seven main local authorities. The average rent percentage for each local authority is as follows:



Three year fixed-term tenancies _____

Regenda does not have any three year fixed term tenancies.

New build homes _____

We did not complete any new build homes in 2022/23.

In 2023/24, we will bring 34 new homes to the North West and will begin construction of a further 134 properties for a range of different tenures.



Newsham Park, Liverpool _____

In 2022/23, we brought six apartments at Newsham Park, Liverpool, back into use.

We fully refurbished this 18th century home, transforming it into six self-contained, one-bedroom apartments for affordable rent. With A+ rated windows and internal insulation, homes are energy efficient, staying warm and costing less to heat.





Supporting our residents _____

TACKLING FUEL POVERTY

In 2022/23, we helped 1,343 Regenda Homes residents secure an additional £2.2 million in benefits and grants. This was money that they did not know they were entitled to and was used to improve lives and sustain tenancies.

OF THE £2.2 MILLION:

£894,657 was in Housing Benefit awards.

£682,608 was in Universal Credit awards.






£268,094 was in disability and sickness benefits.

£155,122 was awarded towards Council Tax Support.

£148,956 was in state pension and pension credit awards.

We also secured grants for our customers worth £39,908.

We provided signposting to local support to help with:

-  Energy bills
-  Food
-  School uniforms
-  White goods
-  Rent

We also provided signposting support to people with disabilities and special needs and families with young children.

In addition to financial support, we also carried out energy efficiency works to properties, including installing External Wall Installation to 153 properties in Fleetwood and Wirral.

Resident voice _____

Resident involvement continues to be an integral part of what we do and how we operate. High performance and excellent customer satisfaction is central to the success of our organisation and we aim to put residents at the heart of what we do by listening and learning from their feedback.

The Customer Centric Hub (CCH) is a committee made up of Executive Directors and a Board Member. The CCH is responsible for the delivery of our Customer Centric Strategy.

Our Resident Voice Panel (RVP) is now in its second year. The RVP have provided key feedback on service delivery and scrutinise information relating to performance and satisfaction, including the introduction of Tenant Satisfaction Measures.



The Resident Voice Panel plays an important role. They:

- Hold us to account for the delivery of the Resident Voice Strategy.
- Are a consultative panel to share resident voices with our Board and committees and help us prioritise and shape services.
- Help to improve services using data and customer insight surveys.
- Identify areas where we need to carry out further investigations to address problems or under performance. This will be carried out by Regenda Scrutineers, with agreed actions overseen by the Resident Voice Panel.
- Monitor customer service performance information, including complaints.
- Act as a 'critical friend' in reviewing policies and strategies that directly impact on service delivery.
- Ensure services are delivered in accordance with Regenda's Equality, Diversity, and Inclusion Strategy.
- Share their voice and opinions with our Board and its committees.



In the past 12 months, the Resident Voice Panel has:

- Completed training sessions on anti social behaviour, value for money, complaints and income.
- Reviewed the anti social behaviour policy.
- Supported with the implementation of Redwing's operational KPIs and targets.
- Had a session on Consumer Standards and we submitted a response to the regulators consultation on their behalf.

The RVP is championed by a member of our Board, who is also a member of the Customer Centric Hub. This Board Member sits on the RVP and acts as a direct link between the Resident Voice Panel, Customer Centric Hub and the Board to ensure that resident voice is at the very heart of our decision making.

Over the coming months, we will recruit resident scrutineers, who will scrutinise services, with topics chosen by the RVP.

In addition to the RVP and Scrutineers, we recognise that residents should have the ability to offer feedback on our services in ways that suit them. We have introduced a new menu of involvement, outlining the variety of ways that residents can get involved in improving our services. This details the commitment residents will give and an overview of what they can expect.

Our organisation has evidenced its commitment to resident involvement by signing up to the Together with Tenants Charter and also the National Housing Federation's Code of Governance.



Measuring resident satisfaction

We use a wide range of transactional surveys to understand customer experience. Some examples of the transactional surveys include:



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.

In line with guidance from the Regulator of Social Housing, we are now reporting against the newly introduced Tenant Satisfaction Measures (TSM's).

Results from the TSM surveys are shared with the RVP, Executive Team and the Regenda Board, along with teams from across the Group via the Customer Centric Clinics. Performance is measured against targets and actions agreed where performance is below expectations.

Performance is published quarterly on the Regenda Homes website and also in resident newsletter, *Belong*, twice a year. From April 2024, we will include benchmarking data.

In line with our commitment to resident involvement, our TSM targets were ratified at Regenda Board in March 2023 following feedback from the Resident Voice Panel.

We will use the results of the TSM's to inform our Customer Centric Strategy that will see clinics being held with specific teams to address any areas that may require improvement.

Using the STAR methodology in 2020, 65.7% of customers believed that Regenda Homes listened to and acted upon customer views. Using the TSM methodology in 2023, this had decreased slightly to 63.3%. To address this, we are refining our approach to resident voice and customer experience.

Using the STAR methodology in 2020, 80.3% of customers believed that Regenda Homes provided a home that was safe and secure. Using the TSM methodology in 2023, this had increased to 84.3%. This has been a priority area for Regenda Homes in recent years.

Our current net promoter score is 34 against a target of 32. We expect this to increase further as we continue to drive our approach to customer centricity.



Ombudsman complaints _____

In the last 12 months, six cases have been fully investigated by the Housing Ombudsman. We have received deliberation on four of these cases and are awaiting the outcome from the other two. The Housing Ombudsman found there was no service failure in two of the cases with the other two having sufficient redress.

We monitor any changes to policy or process suggested by the Ombudsman via our monthly Complaints Operational Group meeting, and recently amended our ASB policy to show timescales for dealing with reports of nuisance behaviour.

We are compliant with the Housing Ombudsman's Code and continue to see complaints as a priority. We report complaint performance to our Executive Team and operational teams on a monthly basis and provide a full quarterly report to the Board, Executive Team and key staff across the Group. Training for staff on our complaint process has been completed and staff are empowered to deal with complaints effectively.

Placemaking _____

In May 2022, Regenda Homes moved their Lancashire office into the former Fleetwood hospital, renting 5,000sq ft of office space on the ground and first floor of the building. Regenda Homes is part of a hub of organisations, all aiming to improve the lives of people living in Fleetwood. Refurbishment of the office space was carried out by local contractor, Clement Dickens and Sons Ltd.

Fire Risk Assessments _____

99.85% of our homes have an in-date and valid Fire Risk Assessment. One property was void and unoccupied. Taking this into consideration and classing this as a known reported exception, we report our overall performance as 100%.

Decent Homes Standard _____

99.86% of properties meet the decent homes standard.



ESG Report

GOVERNANCE

How the Regenda Group is governed.



The Regenda Board

The Parent Board is ultimately responsible for risk management across the Group. The Risk and Audit Committee (which is comprised of Parent Board Members) has delegated authority for ensuring that risk and audit is effective, credible and that relevant risk information is being presented.

The Risk and Audit Committee reviews the Group's Strategic Risk Register on a quarterly basis. The Committee also reviews all Operational Risk Registers throughout the year. The Committee reviews the effectiveness of internal controls and also oversees the work of the internal and external audit functions.

The Chair of the Board and the Chief Executive of the organisation are two different people.



Regulatory findings _____

Regenda is rated G2/V2 by the Regulator of Social Housing. This means we comply with Governance and Viability Standards.

Board and Management Team Turnover _____

In the past two years, the turnover of Board was 33% due to members reaching their maximum term of office. The maximum tenure for Board members is six years.

The turnover for the Executive Team was 16% due to one member leaving.

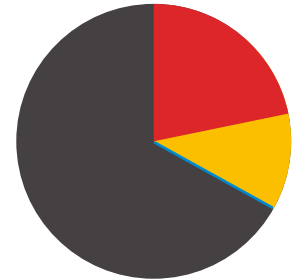
Board demographics _____

Of our nine Board members, eight are non-executive directors, meaning 88% of the Board are non-executive directors.

22%
of Board Directors
are women.

11%
are BAME.

0%
are disabled.



The average age of our Board Directors is 59.

The average Board tenure is four years.



GOVERNANCE

Audit Committee financial experience _____

There are three Board members on the Audit Committee with recent and relevant financial experience.

Remuneration Committee _____

The Remuneration Committee is made up of four Board members (non-executive directors). The committee meets quarterly.

Succession planning _____

A succession planning report is considered by the Nominations and Remuneration Committee on an annual basis.

Account auditing _____

Our current external audit partner has been responsible for auditing our accounts for five years.

Board reviews _____

The last independently run, board effectiveness review was carried out over two sessions in July and September 2023.



Conflicts of interest _____

A register of declarations and conflicts of interest is maintained by the Group Company Secretary and is updated on an annual basis or when any such conflict arises. Every meeting starts with a declaration of interest item, when existing or new conflicts are considered. Any conflicts that are considered to be material will be discussed by the Board or Committee, and a decision will be reached as to whether or not the conflicted individual should take part in the discussion.

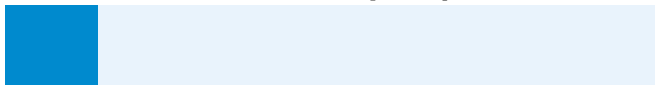
Real living wage _____

The Regenda Group has maintained its Real Living Wage Employer accreditation. All staff are paid no lower than the Real Living Wage rate of £10.90 per hour (with the exception of apprentices).

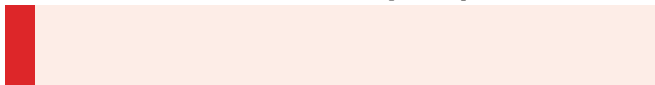
Gender pay gap _____

There is currently a 13.5% mean gender pay gap and a 3.8% median gender pay gap (Regenda Homes only).

13.5% Mean Gender Pay Gap



3.8% Median Gender Pay Gap



CEO median worker pay ratio —

The Chief Executive Officer salary is 7.83 times greater than the median pay for staff, with a ratio of 7.83:1.

Supporting our staff _____

The Regenda Group promotes a Do Good, Feel Good programme of health, well-being and charitable events. The Ambassadors of Hope mental health awareness training programme is a core part of our corporate induction, and we were the first organisation in the country to have all our staff complete this.

We have held personal resilience, nutrition, desk posture, effective sleep, cancer support, menopause and physical activity workshops.

We have an Employee Assistance Programme, where all staff can access confidential counselling and support sessions, as well as supervision sessions with qualified professionals where staff can talk about experiences at work. We also actively promote flexible working practices and offer hybrid working model wherever possible.

In 2023, The Regenda Group held a dragon boat race and golf day, with staff from across the Group attending with friends and family.

The Regenda Group offers a programme to aspiring managers from across the organisation. In 2022/23, nine members of staff completed the LEAD programme, receiving an accredited ILM qualification and leadership and management skills.







www.regendagroup.co.uk

✕ in