



Environmental, Social and Governance

# ESG

2024/2025 REPORT



# CONTENTS

## 3. Building Futures, Together

- Housing and Construction
- Care and Support
- Education, Training and Careers

## 6. Sustainability Reporting Standard

- SRS Framework
- Environmental Table
- Social Table
- Governance Table

## 10. Environmental

## 22. Social

## 30. Governance



# BUILDING FUTURES, **Together**

At The Regenda Group, housing is just the start.

We care about our homes, our people, and our planet. From making sure our houses are warm and use less energy, to helping our communities grow, we always try our best. We follow something called ESG, which stands for Environmental, Social, and Governance. This means we care for our planet, support our communities, and make sure we act responsibly and fairly in everything we do.



# 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

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.

### ECOGEE

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

## Care and Support

### Centre 56

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

### Petrus

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.

### Regenda Homes

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 Network

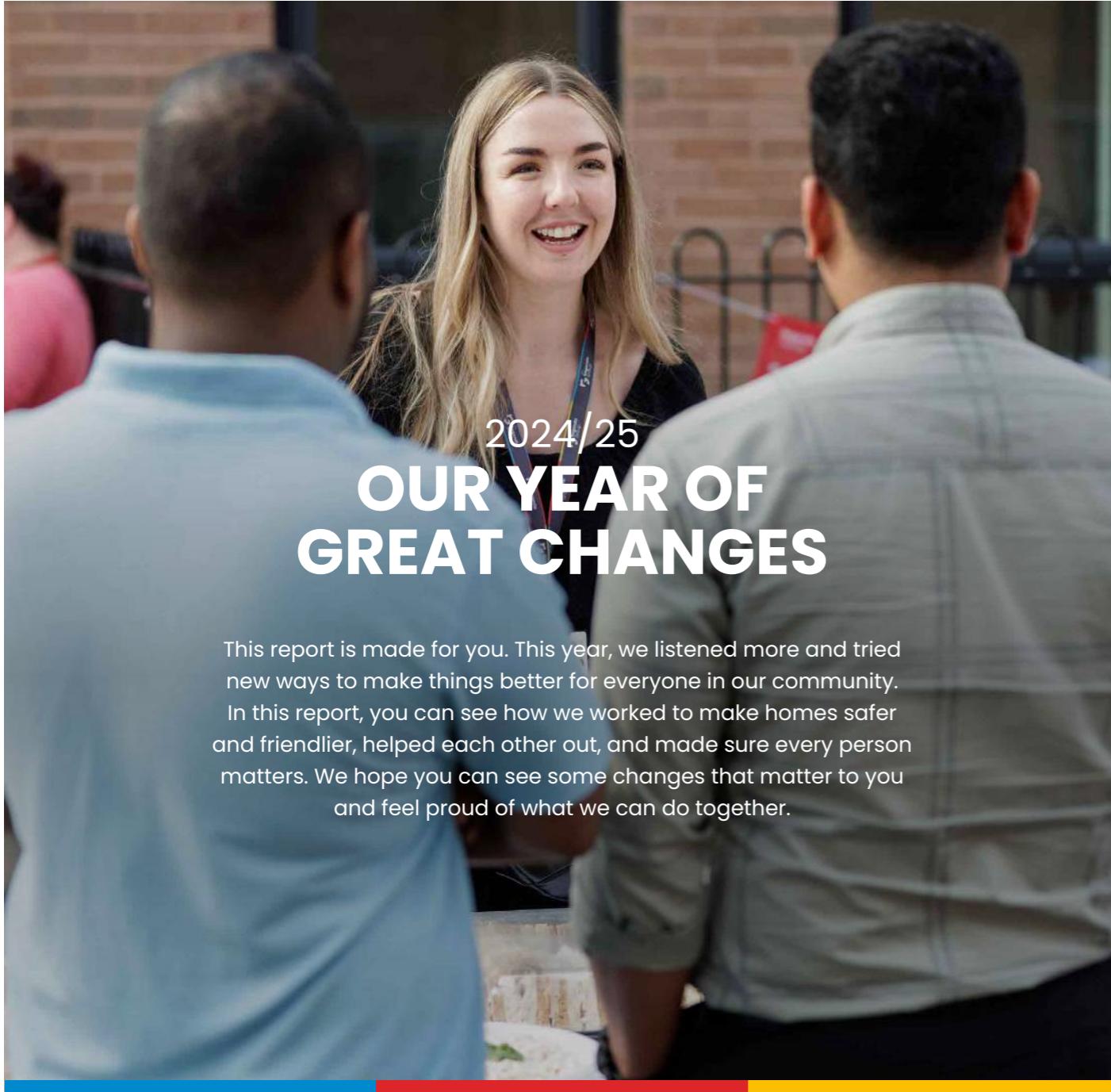
Positive Footprints provides personal development programmes to schools, raising the aspirations of children and young people and opening up the world of work.

### THE LEARNING FOUNDRY

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

### NCRC at Trafford Hall

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.



2024/25  
**OUR YEAR OF  
GREAT CHANGES**

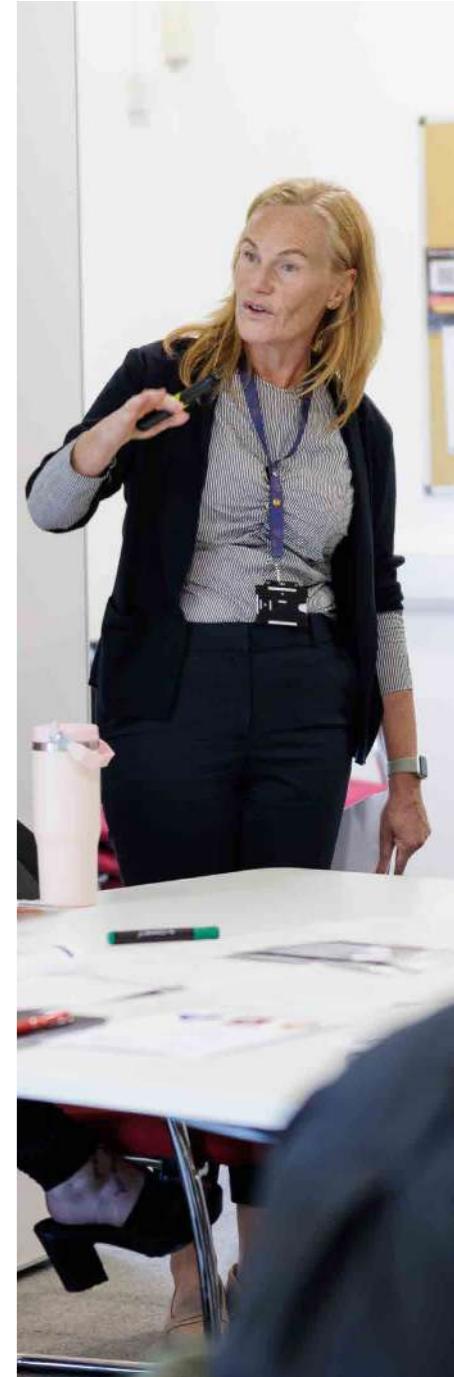
This report is made for you. This year, we listened more and tried new ways to make things better for everyone in our community. In this report, you can see how we worked to make homes safer and friendlier, helped each other out, and made sure every person matters. We hope you can see some changes that matter to you and feel proud of what we can do together.

How we measure our ESG  
**WHAT IS THE SRS  
FRAMEWORK?**

The Sustainability Reporting Standard for Social Housing (SRS) was launched in November 2020.

The Sustainability Reporting Standard for Social Housing (SRS) is a voluntary reporting framework, covering 48 criteria across Environmental, Social and Governance areas such as affordability, carbon emission and energy efficiency, safety, equality, diversity and inclusion and resident voice.

It helps us as a housing provider and Group to report on our ESG performance in a transparent, consistent, and comparable way. This makes it easier for you to see how we are performing against our Environmental, Social or Governance targets and look for opportunities to have a positive effect on our communities and our environment.



# ENVIRONMENTAL

Theme Name	Climate change	Ecology	Resource management
Criteria we meet and can evidence	83%	50%	67%
Strengths	Areas for improvement		
<ul style="list-style-type: none"> <li>We know the Energy Performance Certificate (EPC) data for our homes, and we're working on how we get all of our homes to band C by 2030.</li> <li>We're building energy efficient new homes - they are all EPC C or above.</li> <li>We've got strong policies and procedures to make sure our homes are safe, like how we remove asbestos and mould.</li> <li>We're doing well at reducing the amount of waste we produce. 97.6% of our waste diverted from landfill.</li> </ul>			
Areas for improvement	<ul style="list-style-type: none"> <li>Put our Environmental Strategy in place.</li> <li>Develop 'Greener Development Strategy'.</li> <li>Develop Water Management Strategy.</li> </ul>		

# SOCIAL

Theme Name	Affordability and security	Building safety and quality	Resident voice	Resident support	Placemaking
Criteria we meet and can evidence	100%	100%	100%	100%	100%
Strengths	Areas for improvement				
<ul style="list-style-type: none"> <li>Supporting our customers with the cost of living, last year we gave £89k in food and fuel vouchers.</li> <li>Making sure the voice of our residents is heard through our customer voice activities and Resident Voice Panel.</li> <li>We're compliant with Housing Ombudsman's code of practice.</li> </ul>					
Areas for improvement	<ul style="list-style-type: none"> <li>We could do better by measuring success with community investment activities.</li> </ul>				

# GOVERNANCE

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

## Strengths

- We've got a strong governance structure in place.
- We are fair to our staff. Regenda is an accredited Real Living Wage Employer.
- We have our own training provider, The Learning Foundry, that gives our staff and residents opportunities to learn new skills.
- We care about making people feel included. We have a strategy for Equality, Diversity and Inclusion across our Group.
- We care about our community. We ask suppliers we might work with to show how they can help us benefit the communities we work in.

## Areas for improvement

- We could do better by showing the pay gap between genders.
- Delivering on our plan to get the best governance grading (G1.)





## BUILDING STRONGER, GREENER COMMUNITIES

At Regenda, we care about our residents, communities and the planet we all share.

Over the past year, we've given our environmental strategy a refresh, setting clear and ambitious goals to reduce our impact on the environment. At the heart of this is our commitment to reach Net Zero, which is our promise to cut greenhouse gas emissions from our operations and play our part in tackling climate change.

We know it's important to plan thoughtfully so that every action we take makes a real difference. That's why we carry out annual SHIFT assessments (SHIFT stands for Sustainable Homes Index For Tomorrow – it's an independent assessment that looks at how environmentally friendly and energy efficient our homes are, covering things like energy use, water efficiency, waste, and climate resilience) to measure how energy efficient our homes are – so we can keep making them better for everyone who lives in them.

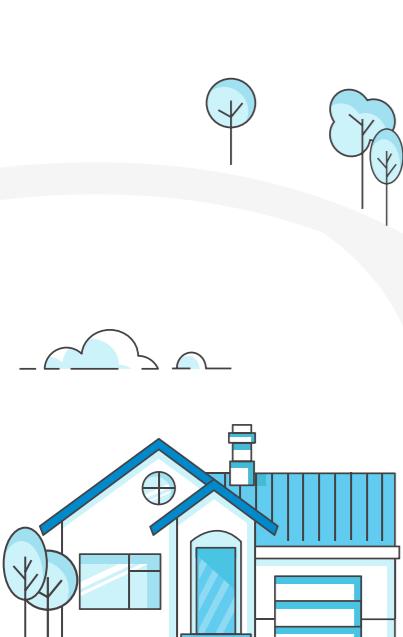
We also use clever tools like ODCGIS, a smart mapping system, to help us spot which homes might be more at risk from heavy rain, flooding or heatwaves. These insights help us make the right choices about where to invest and how to keep our homes safe and comfortable, now and in the future.

We're committed to building stronger, greener communities and always doing the right thing for our residents and the places they call home.

**Matthew Rothwell,**  
Director of Asset Management

# IMPROVING HOMES...

In the last year, we have made lots of changes to our homes to work towards our targets:



**66**  
roof replacements

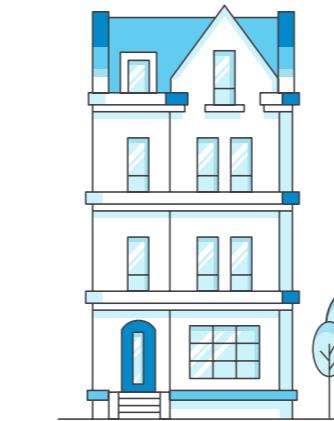
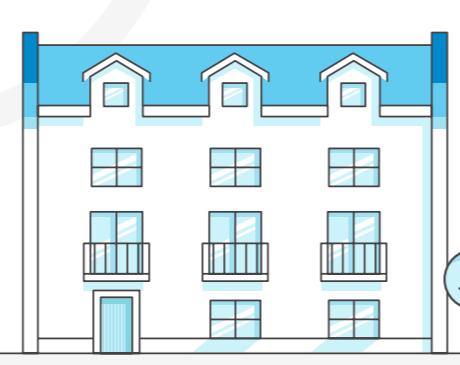


**113**  
window replacements

**66**  
loft insulation upgrades



**12**  
storage heater upgrades



**435**  
boiler and heating upgrades



These changes help customers save energy, keep their homes warmer and supports our goal to reach Net Zero - using less energy and creating less pollution.

What's next > \_\_\_\_\_

WE'RE PLANNING EVEN MORE IMPROVEMENTS.



We've asked for funding to help upgrade over 600 homes in Greater Manchester and Liverpool City Region



Over the next three years, we've promised to spend at least £13 million, and we're hoping to get £4 million more to help us do even more.



## OUR SUPPLY CHAIN

We work with people we trust to improve, maintain and fix our homes, like keeping them free from things like asbestos or mould. Our main contractor is M&Y Maintenance and Construction, part of The Regenda Group.

M&Y and all subcontractors must meet UK and EU safety and quality standards and have certificates for:



**ISO 9001 – to make sure work done is quality work**



**ISO 14001 – to make sure work done is compliant, reduces waste and considers environmental impact**



**OHSAS 45001 – to manage risks and improve health and safety performance.**

M&Y Maintenance and Construction, use a Dynamic Purchasing System (DPS) to choose suppliers based on:



Where the supplier works



What kind of jobs they do



Their insurance and safety plans



Environmental and community impact



M&Y has been working in the North West for over 40 years. They use a strong local network of over 250 suppliers and subcontractors, and 85% of them are small businesses from nearby areas.

**Following these standard helps us keep homes safe and healthy for everyone who lives and works in them.**

# Creating communities WHAT'S NEXT FOR REGENDA?

## Green spaces >

Right now, we don't have a full plan to improve green spaces or help wildlife near our homes, but we're working on it! Over the next 18 months, we're planning to create a clear set of goals to:

-  Add more green areas
-  Support plants and animals
-  Make outdoor spaces better for people and nature.

We already keep track of how much nature we support through the SHIFT assessment, which we check every year!

## Saving water >

We don't have a water-saving strategy yet, but we're working on it. We'll use data we have from our SHIFT assessments to help us set goals, including:

-  Long-term targets to save water
-  Short-term steps to help us stay on track.

This will work with our Environmental Strategy to help us follow the advice from the SHIFT assessment

## Waste Management >

We do not have a Waste Management Strategy at the moment, but we are working on pulling one together.

The Waste Management Strategy will come after the approval of our Environmental Strategy in March 2026. We are aiming for our Waste Management Strategy to be in place by April 2026.



## Environmental Action Group > \_\_\_\_\_

To make sure we're on track, we're setting up an Environmental Action Group to monitor progress and ensure we do what we set out to. This strategy will be reviewed by residents in Autumn 2026

**AVERAGE SAP RATING:**  
**70.43**

SAP stands for The Standard Assessment Procedure. This is a method used by the UK government to estimate the energy performance of homes. The purpose of a SAP rating is to help inform energy efficiency improvements.



All new homes have individual SAP/EPC ratings recorded at handover and submitted as part of our SHIFT assessment.

**AVERAGE EMISSIONS PER HOME:**  
**2,435.07 KG CO<sub>2</sub>E**

Average emissions per home refers to the total number of greenhouse gas emissions produced by a home in one year. How much heating you use, how often you use appliances like the TV and washing machine are activities that create greenhouse gas emissions.

## Greenhouse Gas > \_\_\_\_\_

Our total Greenhouse Gas emissions totalled 28,683.57 tonnes CO<sub>2</sub>e last year. That's 2.57 tonnes per home managed.

This is broken down into:  
Scope 1: 3,587.00 tonnes CO<sub>2</sub>e  
Scope 2: 472.28 tonnes CO<sub>2</sub>e  
Scope 3: 24,624.29 tonnes CO<sub>2</sub>e



## THE RIGHT PLACE FOR LOCAL PEOPLE

At Regenda, it's important to us that we have safe, secure homes in great communities.

We offer long-term, secure tenancies, also known as Assured Shorthold Tenancies, that become Assured Periodic Tenancies. This means that our homes are for residents to live in and love for the long term.

To make sure that happens, we make our homes the right price for local people. This year, our rents were 60.88% of what private tenants would pay. And most rents are 76.27% of what people can receive from housing benefits (called Local Housing Allowance.)

Making sure our homes are affordable and accessible is the starting point, but we want to help create great communities around those homes. Last year, we reinvested £36,395,329.84 back into the places we work in, whether it's giving money to our group charities, Centre 56 or Petrus, or offering training and education opportunities in the local area. This is called social value.

I am so proud of the teams across Merseyside, Lancashire and Greater Manchester who work hard to make sure residents are warm, safe and secure in their homes.

**Jo Walsh,**

*Director of Housing Management*



# OUR HOMES

It's important to us that the homes we have are right for local people.

## Our properties >

We own or manage 13,042 properties and offer a range of housing options including:

**8,388**

General needs

**1,108**

Low-cost home ownership

**1,037**

Housing for older people

**554**

Social and non-social leased

**778**

Supported housing

**99**

Intermediate rent

**707**

Affordable rent

**389**

Market rented



# Making sure our homes are SAFE AND SECURE

We want people to stay in their homes and love them.



## SAFE AND COMFORTABLE

We want everyone to feel safe and comfortable in their homes. That's why we check things like gas, fire safety, and electricity regularly.

- 100% of all required gas safety checks have been carried out.
- 100% of all required fire risk assessments have been carried out.
- 98.70% of all required electrical safety checks have been carried out.\*

\*We choose to check the electricity in our homes every five years to make sure everything is safe. The law says we only need to do it every ten years, so we're going above and beyond to keep people safe. We are at 100% of the of all required electrical safety checks based on the ten-year timeframe.



## GOOD FOR YOUR POCKET AND THE PLANET

We know that energy bills can be high, so we're working hard to help our residents save money and stay warm.

- We make a yearly plan on what we can do to get to Net Zero and all of our homes to EPC C
- We make sure our electricity supply is good value
- We've upgraded all communal lighting
- Our special team helps residents who are struggling with money. They show people where to get help and funding for energy bills
- We have a fund to help with fuel costs. We give out vouchers so people can top up their meters or pay their bills.



## HIGH QUALITY

**99.97% of homes meet the national housing quality standard.** Out of the 5 homes that fell short, 2 of them have been discharged. The remaining 1 has been escalated through the legal process.

**We do checks every six months to make sure our homes are up to standard.**



## IN GOOD REPAIR

Everyone deserves a home that is safe and warm. Damp and mould can make homes uncomfortable and unhealthy. That's why we've got strong plans in place to stop it and fix it quickly.

- New strategy to be put in place October 2025
- Multiple ways to report damp and mould – including our customer portal, social media, contact centre
- Monthly monitoring of damp and mould cases and senior team oversight
- Five-year condition surveys to catch issues early
- Smart mapping to identify high-risk areas and prevent escalation.

## Putting our residents at the heart of everything we do >

The voice of our residents is the most important to make sure we are delivering a good service. Every year, we ask a random selection of our residents (people who rent with us, or part-own their home with us) to answer a survey about the services they get from Regenda. The results we get are known as Tenant Satisfaction Measures or TSMs.

AT THE END OF THE PERIOD 2024/2025:

**76.6%** of residents in rented homes said they were happy with our service.

of residents in shared ownership homes said they were happy with our service.  
**45.8%**



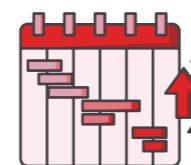
## WHAT ABOUT WHEN THINGS DON'T GO RIGHT?

We don't get everything right - and we have steps in place to make things better when things go wrong.  
When people fill in our survey and say they aren't happy, this is what we do:



### ACTION TRACKERS

To make sure we are on track to put things right for that customer. This helps us make sure we don't make similar mistakes in the future.



### LOCAL ACTION PLANS

Redwing has special action plans for specific areas based on feedback to make sure things are getting better.



### AUTOMATIC REPLIES

To let the right people know when a resident isn't happy. This helps us act fast to put things right.



### REPAIRS TRANSFORMATION PROJECT

Our live company project using customer feedback to make improvements that make a real difference.

We share our TSM results openly so our residents know what we are doing well, and that we are open and honest about where we can do better.

# HOW DO WE HEAR OUR RESIDENTS?

There are lots of ways our residents can shape how things work at Regenda.

## CUSTOMER FEEDBACK PANEL

Focuses on complaints and helps us understand what's going wrong so we can fix it.

## CONSULTATIONS

We run regular consultations with residents on different services and policies, in person, online and via surveys to make sure as many residents as possible can have their say on different service areas they are interested in.

## RESIDENT VOICE PANEL (RVP)

Our RVP is our resident panel. They meet every three months to look at how our services are performing and if residents are happy. RVP keep an eye on how we are performing in certain areas, they called these the Metrics that Matter.

## SCRUTINY PANELS

Challenges us on how our services are performing and makes sure we are doing our best.



## Learning from mistakes >

Sometimes, things don't go as they should. When we make a mistake, we want to put it right and learn from it.

When things go wrong, it's called a maladministration. These are investigated by the Housing Ombudsman.



## OVER THE LAST 12 MONTHS:

- 8 cases of maladministration
- 1 case of severe maladministration.
- 8 'learning from complaint' meetings where we listen to how the Housing Ombudsman thinks we should put this right.

# RESIDENT SUPPORT in a nutshell

At Regenda, providing safe, secure and accessible housing is just the beginning. We offer lots of services to help our residents thrive in their community.

## Financial support >



**1,196**  
referrals



They helped residents receive  
**£3,000,000**  
in extra support



Reduced rent debt by  
**£189,000**



Gave **1,841** vouchers worth  
**£88,978**  
to help people pay for  
food and energy

## Wellbeing support >

**504** safeguarding  
cases last year.

These were serious situations  
where people needed protection  
or extra help



## Supporting young people >

We work with local  
organisations to create  
opportunities for customers  
living in our homes.



Thrive, a special space in Liverpool  
where young people can get  
advice, job coaching, and help  
with benefits – all in one place.



Liverpool City Region Careers  
Hub, which makes sure every  
young person gets great  
careers advice.



We work with schools, colleges,  
employers, and training providers  
to help young people prepare for  
their future.



Our training provider, The Learning  
Foundry, provides free training  
courses and apprentices for people  
living across the North West.

# CREATING BETTER PLACES TO LIVE

We don't just want to build homes, we want to build better places to live.

Where we have homes, we work with our residents, local people, schools, and other groups to make life better for everyone.

## Building better homes > \_\_\_\_\_

We're halfway through transforming Grove Street, Liverpool from 144 to 304 homes, designed for diverse people and built with sustainability in mind:



Solar panels



Green roofs



Bike storage



Open green spaces

## Youth engagement > \_\_\_\_\_

In New Ferry, Wirral and Grove Street, we ran a 10-day project with a group called PLACED. Young people helped us think about how to make their areas safer, healthier, and places people really want to live in.

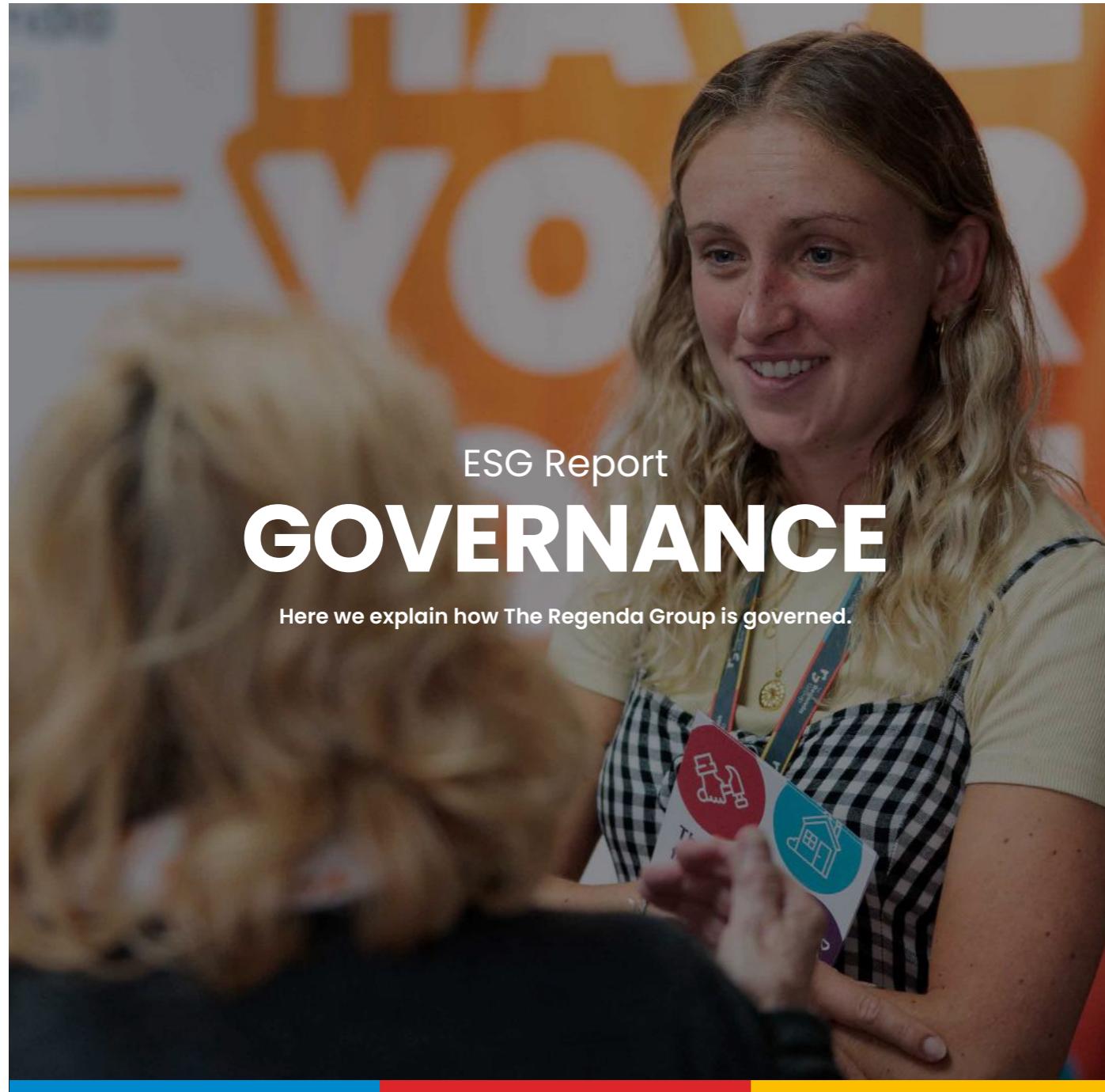
They also learned about jobs in building and planning. This was part of our promise to bring extra value to the community while we build new homes.

## Warmer and cheaper to run homes > \_\_\_\_\_

We're leading a 10-year place-based regeneration in Fleetwood:

- Providing 600 homes with external wall insulation to improve energy performance and reduce fuel bills.
- Lighthouse View: a 72-apartment extra care scheme for older residents, offering on-site support and community services.





# ESG Report

# GOVERNANCE

Here we explain how The Regenda Group is governed.

## STAYING OPEN, HONEST AND TRUSTWORTHY

At Regenda, governance is all about making sure everything is run properly and that everyone is looked after.

Good governance means we listen, make thoughtful decisions, solve problems together, and always do our best to create a fair and safe environment for everyone.

We care about making Regenda a welcoming and supportive place to work, so that our staff can give their very best to you – our residents and communities.

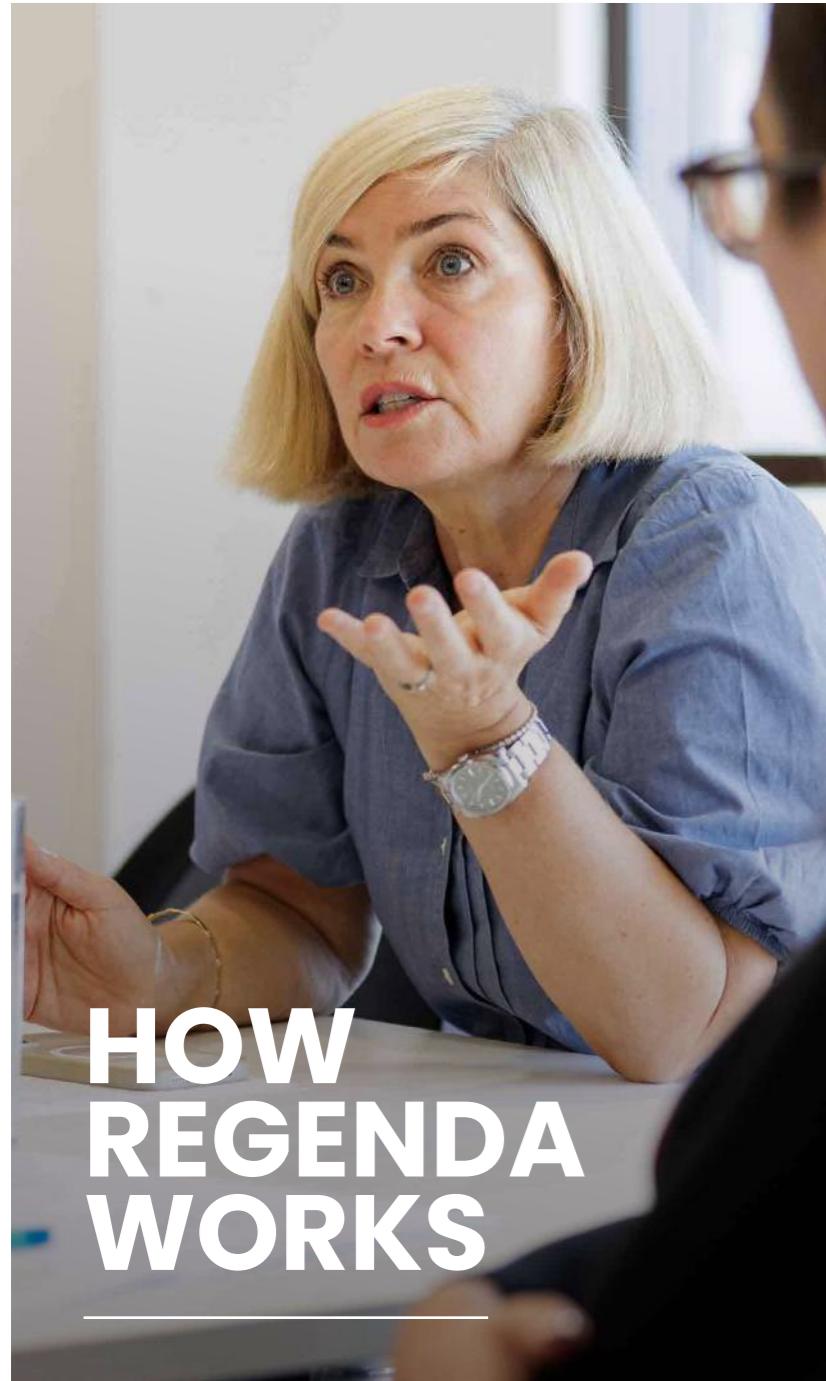
Regenda is a G2/V2 social housing provider, which means we meet the key standards for good governance and financial stability. We've not been assessed against the Consumer Standard yet. We're regularly checked by

the Regulator of Social Housing to make sure we're doing things right for you, and that we're prepared for anything unexpected that may come our way.

We also follow the National Housing Federation Code of Governance 2020, which helps us stay open, honest and trustworthy in everything we do.

The Regenda Group is a 'not for profit' organisation – so any money we make goes straight back into our services, our charities, and the communities we serve. That way, we can keep making a positive difference, together.

**Julie Vincent,**  
*Director of Governance*



## 01. Parent Board >

## 02. Risk & Audit Committee >

## 03. Governance & Remuneration Committee >

## 04. Resident Voice Panel >

## 05. Equality, Diversity & Inclusion (EDI) Ambassadors >

## PARENT BOARD

Our parent board looks over the big decisions we make, like making sure Regenda is a good place to work and offers a fair service to our customers.

We have 12 board members, including a Regenda resident and Equality Diversity and Inclusion champion. Only one member has changed in the last two years (equivalent to an 8% turnover).

We have a 'succession plan' for our parent board. This means we have a plan for how we will choose the next people to join the Regenda board that our current board members approved.

### KEEPING DECISION MAKING FAIR

 Our parent board reviews Regenda's Equality Diversity and Inclusion strategy once a year, making sure our customers and colleagues feel safe and welcome.

 We make sure our board members don't take part in making decisions where they might have a personal connection. This is called a conflict of interest. We have a policy in place for if this happens and our company secretary keeps a list of these conflicts.

 We hold reviews to make sure our parent board is doing its job the best it can. Our last independent and external review was done by another company in October 2023. Our next review will take place in October 2025 to make sure we are still working in the best way we can.

**01.**[Parent Board >](#)**02.**[Risk & Audit Committee >](#)**03.**[Governance & Remuneration Committee >](#)**04.**[Resident Voice Panel >](#)**05.**[Equality, Diversity & Inclusion \(EDI\) Ambassadors >](#)

## RISK & AUDIT COMMITTEE

Our Risk and Audit Committee supports our parent board to make sure we have the right processes and information to manage risks effectively.

ON OUR AUDIT COMMITTEE, WE HAVE:



2 Chartered Accountants



3 board members with strategic financial responsibility.

**01.**[Parent Board >](#)**02.**[Risk & Audit Committee >](#)**03.**[Governance & Remuneration Committee >](#)**04.**[Resident Voice Panel >](#)**05.**[Equality, Diversity & Inclusion \(EDI\) Ambassadors >](#)

## GOVERNANCE & REMUNERATION COMMITTEE

This group looks after how we recruit new people to our board. The Equality Diversity and Inclusion Champion on our parent board is also the Chair of our Governance and Remuneration Committee. This helps us to make sure that we are getting the right people to help us on our board.



**01.**[Parent Board >](#)**02.**[Risk & Audit Committee >](#)**03.**[Governance & Remuneration Committee >](#)**04.**[Resident Voice Panel >](#)**05.**[Equality, Diversity & Inclusion \(EDI\) Ambassadors >](#)

## RESIDENT VOICE PANEL

The Resident Voice Panel, or RVP, is made up of residents and is part of our Governance structure.

The Chair of the RVP attends our parent board three times a year to give the board an update.

Parent board get an update after every Resident Voice Panel meeting to look at the areas the RVP has reviewed.

**01.**[Parent Board >](#)**02.**[Risk & Audit Committee >](#)**03.**[Governance & Remuneration Committee >](#)**04.**[Resident Voice Panel >](#)**05.**[Equality, Diversity & Inclusion \(EDI\) Ambassadors >](#)

## EQUALITY DIVERSITY & INCLUSION (EDI) AMBASSADORS

EDI Ambassadors is a group of Regenda colleagues with a passion for making sure that Regenda is a welcoming, inclusive and safe place for all people. The Ambassadors group helps support the Equality, Diversity and Inclusion strategy and company-wide training delivered to all staff.



# STAFF WELLBEING

## Fair Pay > \_\_\_\_\_



Regenda pay the Real Living Wage. This is higher than the government's minimum wage and is worked out based on the current cost of living in the UK.

## Wellbeing support > \_\_\_\_\_



Regenda provide 24/7 mental health and wellbeing support, mental health training via Chasing the Stigma and annual health checks.

## Staff development > \_\_\_\_\_



Through Regenda, staff can get training via The Learning Foundry - a training provider that is part of The Regenda Group

Staff also have the support to join professional groups like Chartered Institute of Housing and there's £250 available per person, per year to learn a new skill.





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

✉ in