

Environmental, Social and Governance (ESG) Report

2023

Creating more places for people to thrive

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A message from our Chair & CEO

The last year has seen unprecedented pressures in the economic environment. The war in Ukraine resulted in significant spikes in international energy prices with the knock-on inflationary impact seen across a range of products and services. Coupled with this, the UK is now also seeing the full effects of Brexit, influencing the availability and cost of some products and labour.

It is against this background, that over the last year, our Board has been working to ensure the long-term viability and sustainability of the business as well as ensuring we continue to deliver investment in homes and services that our residents deserve and expect.

Following the departure of our previous CEO, Jacque Allen was appointed as our new CEO. Jacque has a long history within the housing sector, and her previous experience as Deputy CEO at Your Housing Group meant she was able to step quickly into the role, delivering the changes required whilst also maintaining continuity for residents and colleagues alike.

Tragically, in Autumn 2022, the housing sector and the country was devastated to discover that the failings within housing had led to the death of Awaab Ishak, and as such, brought into focus the need to ensure that all homes would become free of damp and mould.



We have had safety as our number one strategic priority for several years now and already had a damp and mould programme in place to ensure that issues were identified and dealt with promptly.

However, this year we have gone further, establishing a dedicated team, and recruiting specialists to support our programme. The Board has also authorised additional funding to support vulnerable customers as we understand the importance of heating and ventilation in preventing the growth of mould in homes, and we will continue to keep this under review, as the cost-of-living increases continue to hit across the economy.

We believe having a safe and decent home is important for everyone and that is why we are continuing to invest heavily in our residents' homes. Last year we delivered over £14 million worth of improvements such as new kitchens, bathrooms, and windows and a further £7.5 million in building safety works. We have also invested £0.6m in improving the energy efficiency of our homes. And we were delighted, when in February, **we received a SHIFT silver accreditation for our organisational sustainability, demonstrating our commitment in this area.**

We have continued to build new homes, starting on site with a further 219 homes and taking handover of 377 homes.

We are working in partnership with Homes England and doing our bit to solve the affordable housing crisis.

For us as a Board and Executive Team, offering safe, quality and affordable homes and services for our residents is our focus, and during the last year, we have been seeking every opportunity to drive improvements to make us efficient and effective, but also make the most beneficial difference to our residents. Our resident app, Your Home Hub, has helped to make it quicker and easier to make a repair appointment at a time that suits them and this has also reduced the volume of calls into our contact centre, freeing up time to speak to those who really need to talk to us.

We have also been preparing for the new Social Housing Regulation law, which will happen later this year, including aligning our service standards with the new Tenant Satisfaction Measures, meaning all areas will be measurable and, as a Board, we will be able to monitor performance from April 2023.



There have also been changes at Board level. In April 2022, Richard Groome, the previous Deputy Chair took over as Chair for a year but reached the end of his maximum term in December. Mike Gaskell is now Chair, and will take over on 1 April 2023. Mike was a leading solicitor in Housing Practice and Regulation before his retirement and more recently has Chaired several Registered Providers, so brings a wealth of experience to the role.

Times remain very challenging at the moment, in particularly for those who are facing financial hardship due to the rising cost-of-living and the on-going energy crisis, however with our new Chair and CEO at the helm, and a commitment to our vision, we are well placed to meet those challenges and we will continue to create more places where people can thrive.

Mike Gaskell, Chair of the Board
Jacque Allen, Chief Executive Officer

Executive summary

Your Housing Group (YHG) is one of the North's leading social housing providers.

We are committed to maintaining an innovative and ambitious approach to all the services we offer and we're proud to play a role in tackling key global issues such as climate change, social prosperity, and the economic crisis.

As a landlord of over 29,000 properties, and an employer of over 1,000 people, we have an opportunity to make a positive impact in our regions, and beyond, by ensuring that our decisions address social value, the decarbonisation challenge as well as considering wider environmental impacts to ensure these are reduced and removed where possible.

We have a large and diverse range of homes, from general properties for social and affordable rent, through to retirement living developments and various other private rental offers, such as market rent, key worker accommodation, rent-to-buy and shared ownership.

Our aim is to be a responsible landlord and employer, providing safe, affordable, and warm homes to our customers as well as be a progressive business whose people take environmental and social considerations into account as part of our decision making, ensuring we do our very best for our residents, colleagues, communities, and the environment.

Our aim is to be a responsible landlord and employer, providing safe, affordable, and warm homes to our customers.

This report aims to showcase the work we are doing and demonstrates our commitment to Environmental, Social and Governance (ESG).

Our organisational values



The sustainable development agenda

Sustainable development has been defined as development that **'meets the needs of the present without compromising the ability of future generations to meet their own needs'**.



It calls for concerted efforts towards building an inclusive, sustainable, and resilient future for people and planet.

For sustainable development to be achieved, it is crucial to harmonise three core elements: economic growth, social inclusion, and environmental protection. These elements are interconnected, and all are crucial for the wellbeing of individuals and societies.

Eradicating poverty in all its forms and dimensions is an indispensable requirement for sustainable development. To this end, there must be promotion of sustainable, inclusive, and equitable economic growth, creating greater opportunities for all, reducing inequalities, raising basic standards of living, fostering equitable social development and inclusion, and promoting integrated and sustainable management of natural resources and ecosystems.

Our response to climate change will, as a minimum, reflect our legislative and compliance responsibilities, but to grow we will continuously explore more ambitious goals. With scientists forecasting that we have until 2030 to stop irreversible damage to the planet we know we must continue to act.

It is incumbent on us as a landlord that we make progress by being agile and acting quickly. Our long-term sustainability strategy will drive key organisational decisions, and at the same time we pledge to make immediate positive changes where we can.

Chris Mackenzie-Grieve
Board Sustainability Champion

Martin Lee
Energy & Sustainability Manager



Theme 1: Affordability and security

Of the 29,000+ properties that YHG owns, 23,257 are subject to rent regulation.

Of these, 2,196 are affordable rent and 19,794 are social rent tenures, comprised of general properties for all, dedicated homes for those aged 55+, and supported housing for young people at risk of homelessness, those fleeing domestic abuse and other hardships. The average cost of gross rent throughout our portfolio is £426 per month.

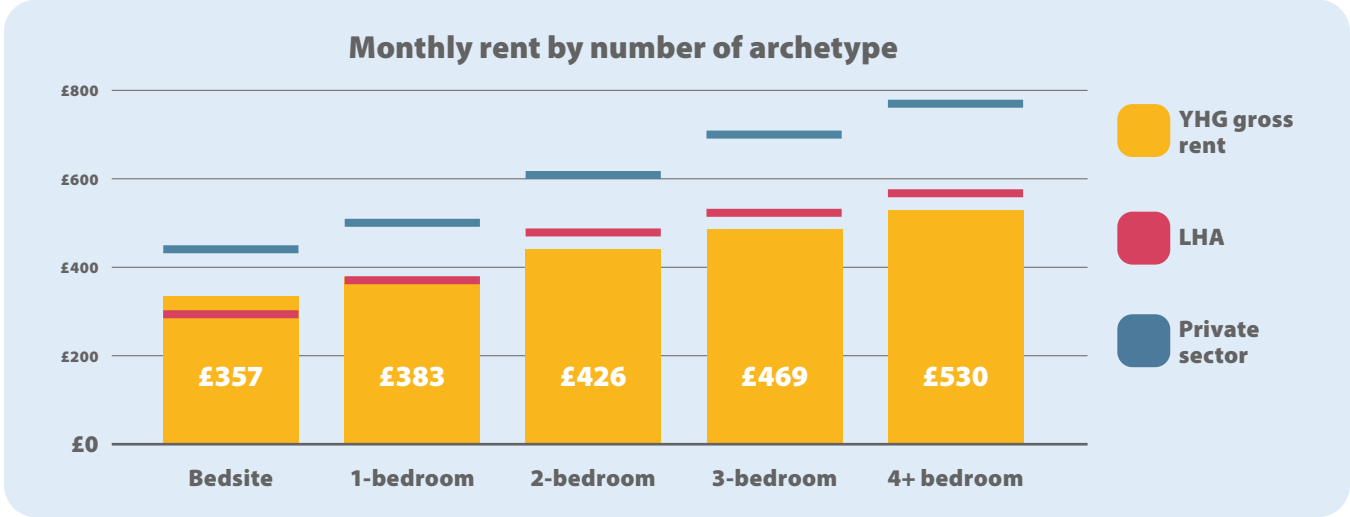
The Local Housing Allowance (LHA) median across our operating regions is £497. The difference of the gross rent from a YHG property to the LHA is £71 per month, which is an average of 85.7% of LHA allowance.

Private sector gross rent across our regions averages £600 per month which is an increase of 29% compared to YHG rents.

Our median rent values are averaged across our operating regions and compared using data from the Office for National Statistics (ONS) for the same or similar archetypes in the private rental sector.

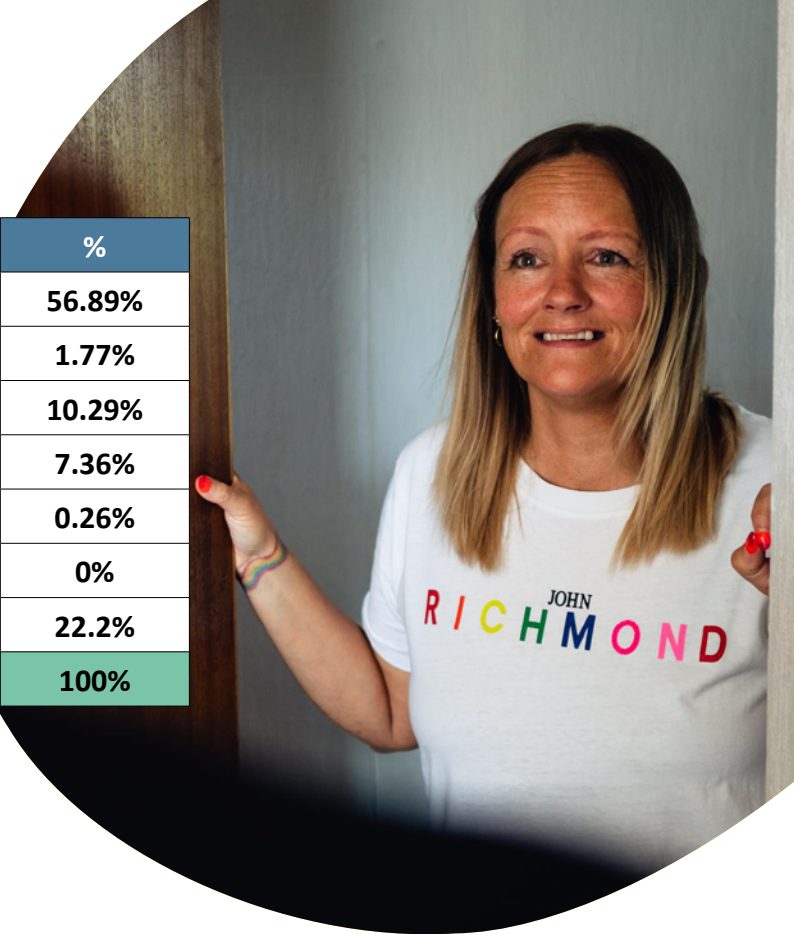
We consciously consider cost of living alongside the formula set by the Regulator to ensure our residents have affordable homes.

- 6% tenancy turnover**
- 98.8% of affordable homes occupied**
- 100% of homes meet Decent Homes Standard**
- 57,564 repairs carried out**
- £14,000 fuel support vouchers provided**
- 2,428 customers supported through fuel poverty & hardship**



Existing homes FY23

Tenure	Number	%
General housing (social rent)	17,374	56.89%
Supported housing	532	1.77%
Over 55s housing	3,080	10.29%
Affordable rent	2,204	7.36%
Shared ownership	78	0.26%
Private rented sector	0	0%
Other	6,643	22.2%
Total	29,911	100%



New homes completed in FY23

Tenure	Number	%
General housing (social rent)	0	0%
Supported housing	0	0%
Over 55s housing	0	0%
Affordable rent	103	27%
Shared ownership	219	58%
Private rented sector	0	0%
Other	55	15%
Total	377	100%



Theme 2: Building safety & quality

Over the past 12 months, our Building Safety and Compliance teams have increased engagement with customers, working to ensure we meet the requirements of new legislation.

We've implemented new processes as part of our commitment to keeping everyone safe.

In January 2023, the new Fire Safety (England) 2022 regulations came into effect which introduced a number of new requirements, including the need for quarterly inspections of all communal fire doors in buildings over the height of 11 metres. This applies to 2,200c. fire doors across our portfolio. To improve the efficiency of these surveys, we deployed an innovative field inspection solution via an app.

This year, we also offered a way for high-rise living residents to easily inform us of any building safety concerns they have, via a quick form in **Your Home Hub**.

Fire Safety continues to be a high priority area, with over £6.7 million spent on enhancing safety throughout the year. We expect high levels of investment to continue for the next three years, and the schedule of Fire Risk Assessments and the completion timescales for actions have been reviewed to make this achievable.



High-Rise Forum

Back in February 2022, we also held our first High-Rise Forum, inviting our high-rise living residents to join us in sharing their concerns and questions with us in a face-to-face meeting, as well as allowing us to directly update them about the ongoing work we are doing to keep them safe. We hold these forums every six months now.



Last year, we reinvested £32.8 million back into our residents' homes through planned home improvement works and cyclical upgrades with our asset investment strategy outlining our commitment to maintaining safe, comfortable quality homes.

Houses and flats make up the majority of our asset portfolio, but we also have other assets such as garages, land, offices, community centres and play areas. For us to maintain a viable asset base, it is essential that our investment and divestment plans consider our residents and their changing socio-economic needs, now and in the future. We will continue to invest in our existing homes and improve our asset investment capability.

Following our damp and mould outreach campaign in 2022, a new dedicated damp and mould team was set up within our repairs division, to ensure eradicating damp and mould in our homes remains a key focus. In addition to this, our energy and sustainability team will begin with a smart device pilot programme in early 2024. The devices will provide key environmental data insights, and allow us to take proactive steps to reduce damp and mould cases.

100% gas safety compliance

100% Fire Risk Assessment compliance

£6.7m invested in fire safety

100% Decent Homes Standard compliance

£32.8m reinvested in our residents' homes

Dedicated damp & mould team

Case Study

Irwell and Victoria

Irwell and Victoria in Greater Manchester became one of our priority neighbourhoods over 12 months ago, due to antisocial behaviour, hard to let homes, high property turnover rates and issues with rough sleeping within communal areas.

Following a period of consultation with residents, a £650,000 programme of improvements took place that has not only dramatically enhanced the lives of the residents, but so much so, that the area is no longer one of our priority neighbourhoods.



Theme 3: Resident voice

YHG’s strategy offers several engagement pathways which ensure that residents can hold us as their landlord to account.

Our Customer Connect promise encompasses several formal and informal way of us engaging with and listening to our residents and ensuring their voice is always heard. The Customer Service Committee (CSC) is part of our governance structure and reports directly to Board. There is a mix of resident and Board members in the CSC, and they are responsible for providing Board assurance that we comply with consumer standards and are truly listening when decision-making. The CSC also approves all resident-facing policies and strategies at YHG.

The Customer Connect Panel (CCP) is less formal than CSC, and is made up of a group of residents who ensure we engage with residents when working day-to-day, and ensure the customer engagement policy is effective.

The assurance strand of engagement is all about how our engaged customers ensure standards are met and that residents are at the heart of what we do. The Customer Scrutiny Panel (CSP) plays an important role here. The CSP is a membership-based customer group which deliver service reviews and make recommendations for improvement. The CSP also ensures that recommendations are delivered by YHG, assuring resident feedback is acted on appropriately.

Through our priority neighbourhoods and beyond, we also work with local groups to engage residents on key issues. We formulate local delivery plans and make improvements accordingly.



We also engage with Tenants’ and Residents; Associations (TARAs), which we recognise via the Community Group Charter. Within our neighbourhoods, we also capture the everyday voice of those who may want their voice heard but do not want formal involvement at YHG. We do this via our monthly Out & About days, Impact Days, walkabouts, and digital surveys.

72% customer satisfaction

82% home improvement satisfaction

New app introduced

www.yourhousinggroup.co.uk/customer-engagement

Theme 4: Resident support

Keeping our residents safe and comfortable in their home is our number one priority.

The pandemic followed quickly by the recent economic crisis has resulted in an unprecedented demand for our support services and over last year, 2,428 referrals were made to our Money Advice Team. This was an increase of 18.9% from the year before.

The team provide immediate help to tackle fuel debt with provisions of fuel vouchers, grant and benefit advice, and support customers with communicating with their utility providers. The referral process identifies the root cause of fuel poverty and tailors an individual plan to mitigate and prevent future fuel poverty.

YHG also deliver several accommodation-based and floating support services to ensure that all residents receive the support and service they need.

In October 2022, our CEO Jacque Allen announced a £250,000 'Winter Warm Support' fund would be ringfenced for residents in crisis throughout the unusually cold winter.

This showcases our commitment to eradicating fuel poverty in our homes and demonstrates our ability to positively react to improve the wellbeing of the people in our communities.



Our four foyers in Wigan, Warrington, St Helens, and Chester provide accommodation and support to 130 young people aged 16–25 who are homeless or facing homelessness. The foyers are staffed 24/7 and provide a safe, secure, and welcoming environment where the young people can live for up to two years, and work towards goals relating to employment, education, training, life skills and general wellbeing. Our foyers are typically 90%-95% occupied, with an average length of stay between 12–18 months.

In 2023, we held our second **Galactic Awards** too which is an event to celebrate the achievements made by our foyer residents over the previous year.



YHG’s Vulnerable Tenants Support Service (VTSS) work in conjunction with local authority partners and also provide around 70 bedsit/flats for families and single adults who have been assessed by the council as being homeless and requiring supported accommodation. The teams work with customers to identify and secure a move to permanent accommodation and to equip them with the skills that they will need to maintain that tenancy.

YHG also provide a Tenancy Support Service for those who may require additional support, beyond that provided by their YHG Tenancy Support Officer. The 10 Tenancy Support Officers work on a patch basis and provide bespoke support to residents experiencing issues affecting their tenancy. This support may be focussed on someone’s mental or physical health; issues associated with hoarding; financial problems; domestic abuse; accessing furniture or white goods via charities etc. In FY23 the Tenancy Support team helped 416 residents.

Case Study

The Hope Centre, Partington

In July 2022, the Money Advice Team held a Community Energy Advice Day in Partington, Greater Manchester. We invited specialist energy efficiency experts ‘Green Doctor’ to attend to demonstrate how to be more energy conscious in day-to-day life and the event was a great success. Those who attended received a great insight into how to be more efficient. Following the excellent feedback, we have now rolled out similar events and include money saving tips in our regular newsletter, Your News.



Since April 2022, partnership support has delivered:

<p>YHG customers assisted with food parcels Hope Centre, Partington & Moorlands Work Clubs & Marybone Food Club</p>	<p>10,458</p>
<p>Food vouchers issued Hope Centre, Partington & Moorlands Work Clubs</p>	<p>215 with a value of £4,300</p>
<p>Value of food donated Donations to the Hope Centre, Partington to support customers</p>	<p>£9,790</p>
<p>Energy top-ups Hope Centre, Partington delivering support to customers</p>	<p>270 with a value of £11,479</p>

Theme 5: Placemaking

Our vision is to create more places for people to thrive and the development of new communities is fundamental to our success.

The Group delivered 377 affordable homes in FY23 with ambitious plans to develop up to 500 new affordable homes in FY24.

YHG’s Strategic Partnership with Homes England is set to deliver 1,968 new affordable homes by March 2026.

As part of our major works and reinvestment programmes, placemaking is a key consideration when making improvements to our properties.

We recognise the importance of investing in safe and engaging communities, and the value it adds to the lives of our customers.



Case Study

Waterside Point, Leigh – an award-winning development

Waterside Point is a £37 million development in the town of Leigh, Lancashire.

- The site comprises of 236 affordable homes on a brownfield site which was formally low demand, hard to let industrial units.
- 123 homes were built for shared ownership tenures and 113 for affordable rent.
- The 11-acre site was purchased for residential development from the Bridgewater Business Park landowner, supported further by ad-hoc acquisitions of small, decaying business units and shops surrounding the entrance to the site.

- Empty, disused shops have been purchased on the local high street and refurbished to be let to SMEs or local charities.
- Located less than a mile away from Leigh town centre, close to excellent transport links such as the Leigh-Salford- Manchester guided bus route and opposite to amenities such as a school, supermarkets, restaurants, and a gymnasium, meant the new homes would be a positive addition to an up-and coming and thriving community.
- Community benefits included new parking and a landscaped area provided for the local school, public area improvements to the Bridgewater Canal and local apprenticeships supported on site.
- The development was awarded **‘winning site and team’** in the Premier Quality Awards.

Theme 6: Climate change

In 2019 the government introduced the statutory requirement to reduce greenhouse gas emissions to net zero by 2050, making the UK the first major economy in the world to legislate a zero net emissions target.

The government's Clean Growth Strategy includes plans to roll out low carbon heating to homes and contains aspirational targets for as many homes as possible to have an EPC energy efficiency rating of band C by 2035, with as many rented homes as possible reaching this target by 2030.

In addition to this, from 2025, the Future Homes Standard will require CO2 emissions produced by new homes to be 75-80% lower than those built to current standards.

To stress test the future homes standards against our business plan, our Development Team have

started work on a groundbreaking pilot project, delivering six state-of-the-art houses

using 2022 Building Regulations Part L, Future Home Standard 2025, and Net Zero Carbon (operational) methodologies.

In March 2022, we introduced a dedicated Energy & Sustainability Team to manage our commitment to decarbonisation and drive forward our Sustainability Strategy. We aim to achieve EPC C by 2030, and net zero by 2050 at the latest.

ENVIRONMENTAL



We have identified eight key focus areas to continually improve on our journey to achieving net zero.

- Biodiversity & Ecology
- Climate Risk
- Energy Efficiency
- Responsible Sourcing
- Supply Chain & Procurement
- Transport & Fleet
- Flood Risk
- Overheating
- Waste & Recycling
- Water Consumption

Our current energy performance position has improved from FY22 and will continue to do so as we progress with planned energy efficiency upgrades and data reconciliation exercises in the run up to 2030. All newbuild sites achieved EPC B. In FY23 we carried out energy efficiency upgrades to over 1,500 homes utilising ECO3 funding.

EPC Position

	P12 FY22	P12 FY23	Var.	YTD No.
A – C Band	56.70%	61.67%	4.97%	14256
D – G Band	38.50%	33.92%	-4.58%	7841
No EPC	4.81%	4.41%	-0.40%	1019

Table 3. YTD EPC Position (Owned Stock only 23,116 assets excl. PFI)

In January, YHG was also awarded SHIFT SILVER standard with a score of 53.78 out of 80, placing 13th out of the 40 most recent SHIFT assessments. This demonstrates an already well-established approach to sustainability throughout our core operations.

Attaining a silver award at the first attempt is a great achievement and highlights the steps we are taking to be a sustainable organisation.

The assessment produced a detailed environmental report indicating areas where YHG perform well and where improvements can be made to improve our sustainability credentials.

We have opted to maintain the annual SHIFT accreditation to ensure our performance improvements can be monitored and benchmarked.



GHG emissions and energy use data for period FY22 (SHIFT assessment)	
Scope 1	8,892.56 tonnes CO2e
Scope 2	4,001.71 tonnes CO2e
Scope 3	63,016.36 tonnes CO2e
Total	75,910.63 tonnes CO2e



Ecology is a key focus area in the YHG Sustainability Strategy, and our efforts are measured in an annual SHIFT Environmental Sustainability Assessment.

During routine operations, our landscaping team maintains our green spaces and garden areas. The works calendar is intrinsically planned to conserve wildlife habitats and to encourage new wildlife into the areas.

Ecology in development

An integral part of the new build planning process is the ecological evaluation of a development site, and how we can work with the planning authority and our supply chain to deliver a development sympathetic to ecology and biodiversity.

In the early stages of our design process, we carry out a series of ecological surveys. These surveys assess trees, flora, fauna, and animal species, as well as identifying any non-native species that may impact development.

The results of the survey activities will highlight how we can mitigate ecological impact and enhance the local environment during the development delivery. These will include key factors such as the protection of trees, hedgerows, grasslands, and watercourses which may support the habitat of any protected species. A recent example of this is at our Wade Works site in Northwich, where we have allocated ecological protection zones for water voles in an identified watercourse, as well as the retention of grassland as part of the wider biodiversity net gain process.

This means these areas were excluded from the construction and securely protected during all work using fencing and barriers.



Additional trees were planted within the development site in accordance with the approval stipulated by the local authority's ecological officer which will consist of native species trees and shrubs. This also includes the installation of bird and bat boxes to the newly planted trees too. This process of ecological enhancement is typical of all our new development sites, and we also work in conjunction with Natural England and the Environment Agency to ensure compliance with their regulatory requirements. At our Halsnead Garden Village site, we are protecting an allocated ancient woodland and enhancing it. This means that no construction development takes place in or near it, and protective easement being put in place.

We will then facilitate the clean-up of the woodland and reinstate trail paths through it for the local community. This development will also include substantial tree and shrub planting to support bio-diversity enhancement. All our new build developments follow this process as required.

16,255
trees
maintained

720
new trees
planted

321
acres of green
spaces





As a landlord and developer of affordable, sustainable homes, one key requirement is to ensure that our housing does not impact detrimentally on the environment.

A fundamental driver for this is to procure main contractors with established and certified environmental sustainability policies in place such as ISO 14001 certification or equivalent.

This gives confidence that suppliers consider the manufacture and supply of sustainable materials through their own supply chain and procurement processes.

We work with our suppliers to ensure waste is reduced and suitably disposed of and recycled in all possible instances, and our annual SHIFT Environmental Assessment reviews our performance.

During refurbishment and construction project tendering processes for new build housing projects and planned investment, we request qualitative and quantitative responses to a series of sustainability related criteria and benchmark this as part of our decision making. The aim is to assess how each candidate will assist us in reducing our environmental impact and maintain compliance with regulations.

Your Housing Group is a Not-for-Profit housing provider registered with the National Regulator for Social Housing in England, with G2/V2 status. Our Code of Governance is in line with the National Housing Federation (NHF) Code of Governance (2020).

YHG's Board is responsible for providing leadership for the Group within a framework of prudent and effective controls. It sets out our strategic direction, objectives, values and standards, reviews management performance and ensures that the necessary financial, material, and human resources are in place for us to meet our objectives.

We regularly review our Group structure and Governance Framework to ensure it is appropriate and reflects our operations.

An internal review of the Board's collective effectiveness was undertaken during the year. The process for this was approved and overseen by the Remuneration Committee and was in accordance with the Board Development Framework. The outputs from this exercise were reviewed by the Committee and discussed by the Board at a session in early 2023, with the Chair Designate to consider actions to develop and strengthen the Board's effectiveness. In addition, an external Board collective effectiveness review is carried out every three years and will next take place during FY24 as part of a wider governance review.

During the year the Board held six formal scheduled meetings and five strategy sessions, and seven additional meetings as required to discuss arising matters during the year.



We have four Board Committees which oversee our Group operations as delegated to them by the Board in their specific Terms of Reference. The performance of our Group operations is further delegated to the ELT and Senior Managers as necessary. The Committees also oversee some of the activities of our Group subsidiaries as delegated to them by the Board.

Minutes of the meetings of the Committees are made available to all the members of the Board for their information and Committee Chairs report back at formal Board meetings.

Board Champions are appointed in the areas of Value for Money, Equality & Diversity, Health & Safety, Sustainability, Complaints, and Safeguarding.

The group accounts are audited annually by our external audit partner, who has been in post for 10 years.

Our Group Board is responsible for the long-term strategy and viability of the Group. During FY23 the Board comprised nine non-executive directors. Until July 2022 the Group Chief Executive was also appointed as an executive director.

The Board has recently reviewed our Board Committee membership to ensure that directors continue to be placed in committees that best suit their skills and experience.

In addition to the annual Board skills analysis, every Board member undergoes an individual annual appraisal which supports their personal development. Information from the skills analysis and Board member appraisals has been used to develop individual and collective Board training and development activities.

Board members are appointed according to their skills and attributes to ensure that it can collectively understand and clearly consider the impact of its strategic decisions on its communities. This is also achieved through the appointment of customers representing their varied communities on the Board's Customer Services Committee. Our Board members can serve tenures of up to 6 years. Whilst recruiting for new Board members, we encourage applications from candidates of all backgrounds in line with our dedication to Equality, Diversity, and Inclusion.



When we select the Group Board, members are asked on joining and then again, every year to declare any relationships or interest they have which might cause conflicts of interest, and guidance may be provided by the Group Company Secretary.

Members will ensure that they act and are seen to act, wholly in the interests of YHG, its residents and other service users. All actual or potential conflicts of interest will be declared at the start of any Board or Committee meeting, and properly resolved.

Members and staff must ensure that their private or personal interests do not influence their decisions, and that they do not use their position to obtain personal gain of any sort. The organisation maintains a register of the interests of Board and Committee members and senior colleagues, which is available for public inspection.

Details of the Board's composition as of 31 March 2023 was:



The Board is committed to broadening its diversity and inclusion and during the year completed its first Board apprentice programme.

The programme was launched in 2021 as an internal initiative to support its future succession plans through the recruitment of two Board apprentices with diverse backgrounds and attributes, currently in senior executive roles and who wished to develop the skills and experience required for a non-executive director role.

The Board apprentices attended Board and Committee meetings and received the Group's support with training and development activities towards their future recruitment to non-executive roles, either within the Group, the wider sector or beyond.

Following this programme, the Board is keen to consider a similar initiative in the future to encourage broader diversity in non-executive roles in the sector.

Director biographies detailing skills and experience are available on the YHG website.

www.yourhousinggroup.co.uk/ourboard



We're a values-driven organisation and work hard to ensure our people and can bring their best self to work... every day.

YHG proactively promote the wellbeing of all employees, based upon the four pillars of the organisation's wellbeing strategy - mental, physical, financial, and social wellbeing. YHG's Wellbeing Group considers ideas and develops and rolls-out initiatives to support wellbeing.

Employee benefits include access to an employee assistance programme and counselling where appropriate, and all employees are encouraged to discuss work pressures and wider stress or mental health conditions with their line managers. Employees can also approach YHG's designated Mental Health First Aiders (MHFAs) for information, signposting, and confidential discussions about wellbeing and the importance of mental health.

We have a dedicated Wellbeing Hub on Youngle, our award-winning colleague intranet which contains a plethora of useful information in relation to our four pillars of wellbeing. We also have a wellbeing room in our head office, Youngle House, which holds a selection of wellbeing resources for all employees to read.

Our Wellbeing Group, made up of Wellbeing Champions from across the organisation meets at least three times a year to plan wellbeing activities. These centre around national initiatives, and are data driven, responding to absence data and common themes that are raised with our mental health first aiders.



We're a real Living Wage employer



6.32% gender pay gap



Average 8.2 sick days per employee



During FY23, several wellbeing activities took place including:

- A focus on loneliness during Mental Health Awareness Week
- A Summer family fun day at Youggle House
- Introduction of a Health Kiosk on site in Youggle House for employees to measure aspects of their physical health and receive a personalised report containing health advice
- Financial wellbeing webinars and awareness sessions to help employees during the cost-of-living crisis
- Launch of our refreshed Stress Awareness Procedure
- Refresher training for our Mental Health First Aiders
- A lunch and learn session on Time to Talk day in February 23 to raise awareness of the role of our Mental Health First Aiders.

YHG ensures that social value is considered in all relevant procurements in line with the Public Services (Social Value) Act and work closely with our Community Investment team.

We have developed a standard set of social value requirements to be built into our decision-making criteria in a proportionate way that reflect YHG's social value aims.

These requirements form part of the specification for goods, works or services when tendering. This allows for an assessment to be made of the supply chain's social value capability and commitment to YHG through delivery of the project or contract, at either Selection or Award stages of the procurement process where appropriate.

On the successful award of a contract, the Community Investment team will also develop a direct relationship with the relevant supply chain members for the life of the contract to support and ensure the delivery of all social value commitments made during the procurement process. In FY23 we have secured significant social value commitments from our supply chain through our planned investment works.

Examples of some of the ongoing commitments: As part of our legal framework some suppliers proposed a financial rebate that could support residents and invest in local community initiatives or revitalise green spaces within communities.



Planned Investment providers have committed to:

- One apprenticeship per £500,000 worth of works
- 12 opportunities per year of work experience for YHG residents for each Lot
- Additional workforce requirements advertised within YHG communities and local job sites – YHG customer guaranteed interview scheme where minimum criteria met
- Two sector taster days per year per Lot – Overview of sector, employment opportunities, CV support, practical work taster sessions.

The environmental impacts of the goods, works or services being purchased are considered at the outset of the procurement process through the development of a bespoke Procurement Strategy.

Depending on the commodity, particular environmental requirements will be set in the formation of the specification, and supplier information and approaches to carbon reduction, waste and recycling etc. evaluated through the Selection and Award stages of the tender.

In FY23, in line with our Fleet Strategy and through the procurement of our fleet requirements we have reduced carbon emissions of the YHG fleet through the use of hybrid vehicles.

This will provide an estimated CO2 saving of 52,237KG over the next four years.

For new-build properties and as part of planned maintenance programmes, taps are fitted with restrictors to comply with the higher water usage requirements under building regulation part G. The litre capacity in our baths also complies with these requirements and toilets are dual flush to encourage users to use less water. Through working with United Utilities, it is our intention to pilot new water efficiency devices for new developments.

We will continue to measure and monitor our supply chain on:

- Ensuring compliance with existing and future legislation
- Reporting and minimising the CO2 emissions which arise from activities, services and products supplied to us, including but not limited to waste, energy, and transport
- Promoting the recycling and re-use of materials and considering the cost of environmentally friendly alternatives
- Working in collaboration to identify opportunities to introduce more environmentally friendly and sustainable goods, services and/or processes and support their adoption.

We work with HACT (**Housing Association Charitable Trust**) and use their social value resources to monitor and evidence the outcomes and value of projects, initiatives, and services.

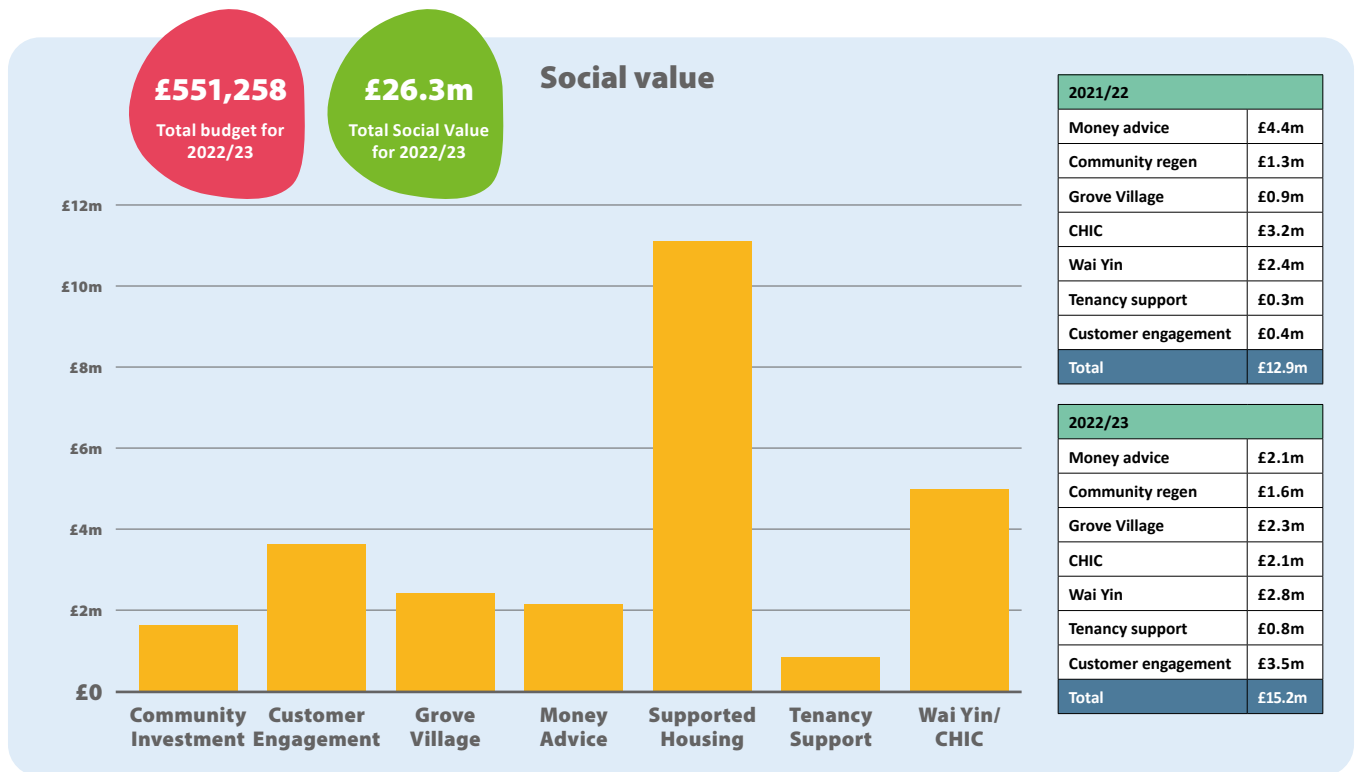
Social Value can be generated from support services such as Money Advice, Tenancy Support and Supported Housing, and external projects within our communities via the Community Investment team including the Chinese Health Information Centre (CHIC) and Wai Yin.

Additionally, through external social value commitments through external suppliers and contractors.

Between April 2013 and March 2023 we have generated over £162 million of social value including a record £26.3 million in 2022/23.



These services have seen over 16,000 people experience an outcome such as gaining employment, improving confidence, financial security, being involved in social groups and feeling good about where they live (3,000 in 2022/23).



Case Study

Adopt-A-Pot at Mosslands ExtraCare

Tivoli (one of YHG’s grounds maintenance contractors), YHG colleagues, volunteers and residents came together to hold an adopt-a-pot event at Mosslands ExtraCare Scheme in Birchwood in July 2022.


Old plants, shrubs and weeds were removed from the borders and planters across the scheme. The residents were then given all new plants to be installed into their planters and pots to the value of over £500 donated by Tivoli.


The event was a great success in brining customers back together after a long period of isolation and minimal social contact while also improving the colour and appeal of the garden areas.

Other projects and initiatives through our suppliers and contractors have seen YHG access a total of £78,000 external and in-kind funding to support the delivery of projects and activities within our neighbourhoods during 2022/23.



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