



# Environmental, Social, Governance (ESG) Report 2022 / 2023

Our commitment to being a responsible and sustainable social housing provider







# Introduction

**WDH is West Yorkshire’s biggest social housing provider owning and managing over 31,000 homes within the Wakefield district and our wider operating area across the north of England.**

<p><b>Our vision</b> is to create confident communities.</p>	<p><b>Our mission</b> to inspire, transform and promote excellence.</p>	<p><b>Our values</b> to be creative, inclusive and work with integrity.</p>
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**We are committed to being a responsible and sustainable social housing provider.**

Environmental, Social, Governance (ESG) plays a critical role in helping us to achieve our vision to create confident communities.

The ‘Sustainability Reporting Standard for Social Housing’ was launched in November 2020, setting out a standard approach to ESG reporting for the social housing sector.

We published our first ESG Report for 2020 / 2021 and became an official adopter of the standard in December 2021.

With everyone likely to be impacted by long term sustainability challenges, ESG provides a framework which we and our peers in the social housing sector can use to drive improvement and increase transparency over our sustainability performance amongst our customers and stakeholders.

I hope you find our 2022 / 2023 report of interest.



**Andy Wallhead**  
Chief Executive

ESG reporting area	Theme	Alignment to UN Sustainable Development Goals		
Environmental Pages 04 - 09	Climate change 04	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 	15 LIFE ON LAND 
	Ecology 08			
	Resource management 09			
Social Pages 10 - 18	Affordability and security 10	10 REDUCED INEQUALITIES 		11 SUSTAINABLE CITIES AND COMMUNITIES 
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The UN Sustainable Development Goals are a universal call to action to end poverty, protect the planet and improve lives. They were adopted by all United Nations Member States in 2015 as part of The 2030 Agenda for Sustainable Development, see [sdgs.un.org/goals](https://sdgs.un.org/goals)

# Environmental

## Climate change

This theme demonstrates how we are being responsive to climate change.

### Energy Performance Certificate rating of our homes

An Energy Performance Certificate (EPC) measures the energy efficiency of our homes, giving each one an EPC rating of Band A to G.

Our aim is to improve all existing homes, where feasible, to a minimum of Band C by 2030.

This will help reduce carbon emissions, tackle fuel poverty and improve the health and wellbeing of our residents.

During 2022 / 2023 we improved a further

**929**

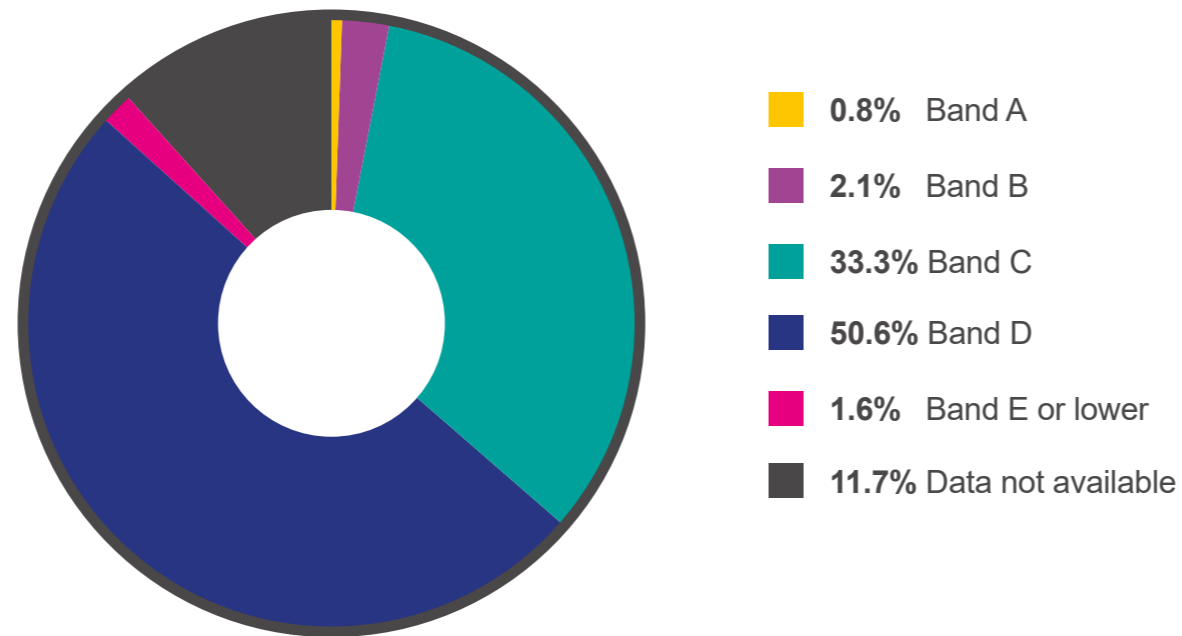
existing homes to EPC Band C

We have a target to improve a further

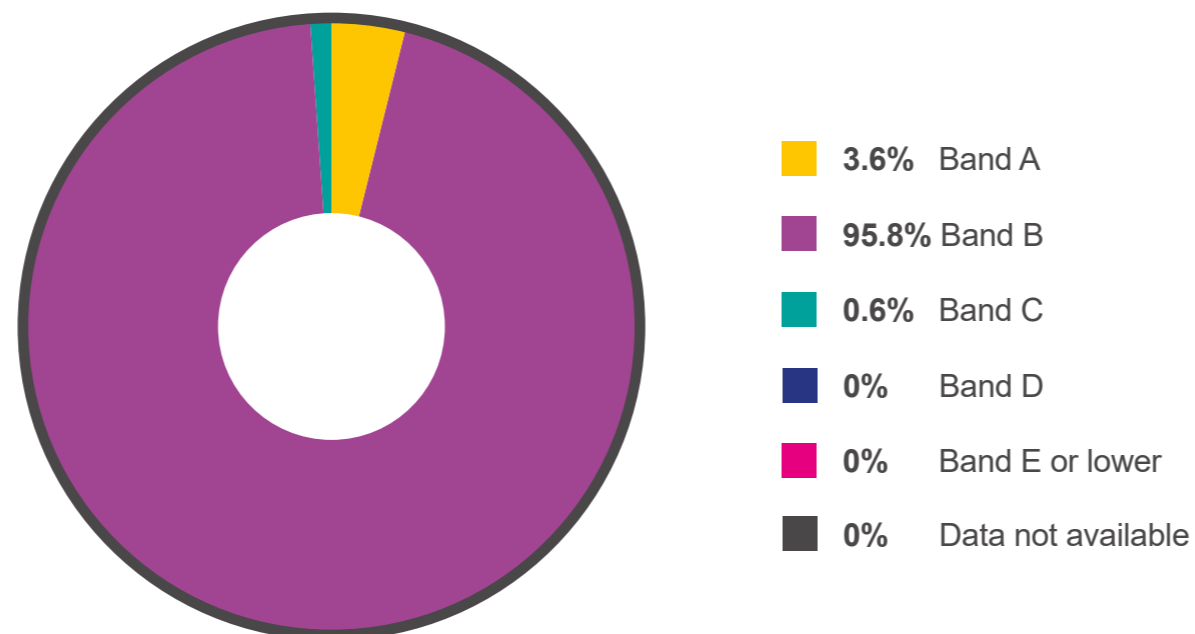
**1,000**

to Band C during 2023 / 2024.

EPC rating of existing homes (homes completed before the 2022 / 2023 financial year<sup>1</sup>)







EPC rating of new homes (homes completed during the 2022 / 2023 financial year)



<sup>1</sup>EPC criteria under the SRS differ to that reported to the Regulator of Social Housing through the annual SDR return. This showed that at 31 March 2023, the EPC rating of 30,991 owned social housing units was as follows: 0.8% Band A, 2.5% Band B, 33.9% Band C, 51.5% Band D, 1.6% Band E or worse, 9.8% Not Known.

# Environmental

Greenhouse gas emissions generated from our operations

	2022 / 2023	2021 / 2022
<b>Scope 1</b> 	<b>4,389</b> tonnes CO <sub>2</sub> e Made up of: 3,198 tonnes from use of gas. 1,191 tonnes from use of our van fleet (white fleet) for transport.	<b>4,450</b> tonnes CO <sub>2</sub> e Made up of: 3,346 tonnes from use of gas. 1,104 tonnes from use of our van fleet (white fleet) for transport.
<b>Scope 2</b> 	<b>620</b> tonnes CO <sub>2</sub> e From electricity use.	<b>756</b> tonnes CO <sub>2</sub> e From electricity use.
<b>Scope 3</b> 	<b>152</b> tonnes CO <sub>2</sub> e Made up of: 112 tonnes from use of employee own vehicles (grey fleet) for business use. 36 tonnes from waste managed through our waste transfer station and corporate buildings 4 tonnes from water use.	<b>145</b> tonnes CO <sub>2</sub> e Made up of: 97 tonnes from use of employee own vehicles (grey fleet) for business use. 38 tonnes from waste managed through our waste transfer station and corporate buildings. 10 tonnes from water use.
<b>Total CO<sub>2</sub>e</b> 	<b>5,161</b> tonnes CO <sub>2</sub> e	<b>5,351<sup>2</sup></b> tonnes CO <sub>2</sub> e



**Our aim is to be net zero carbon across our business operations by 2030.**

**We continue to take action to reduce our carbon emissions, including:**

- taking measures to improve the energy efficiency of operational buildings, to help reduce the use of gas and electricity;
- exploring options for the future replacement of petrol and diesel vehicles in our van fleet with electric or hybrid vehicles;
- reducing waste and increase recycling across our offices and operations; and
- carbon literacy training to raise awareness of the carbon costs and impacts of everyday activities and motivate employees to reduce emissions across the organisation.

<sup>2</sup>2021 / 2022 emissions updated from 5,401 previously published due to revisions to Scope 2 and Scope 3 emissions.



# Environmental

## Actions to improve energy efficiency

In 2022 / 2023, we installed 373 fabric improvements in terms of loft, cavity and external wall insulation and 1,868 gas heating improvements in our existing homes.

We have been successful in securing £7 million of external funding to support some of these improvements which will help us to achieve our target for all existing home to be EPC Band C by 2030.

This includes:

- Social Housing Decarbonisation Fund (SHDF) funding to enable homes to receive cavity wall, loft insulation and underfloor installation.
- European Regional Development Fund (ERDF) funding to enable the installation of a range of energy improvements to homes through a whole house approach, including smart technology.
- West Yorkshire Combined Authority Gainshare Fund to support energy improvement works to 220 homes in high deprivation areas, delivering cavity wall insulation and solar PV panels. Works are taking place and will complete by March 2024.

The projects will result in significant environmental and social benefits for WDH and our residents.

To support wider efforts to decarbonise the housing stock towards 2050 and also to support the migration away from fossil fuels. A number of heat pump trials are ongoing to understand costs for WDH and also running costs for customers, as well as feedback on user experience.

## Case Study Fabric first improvements

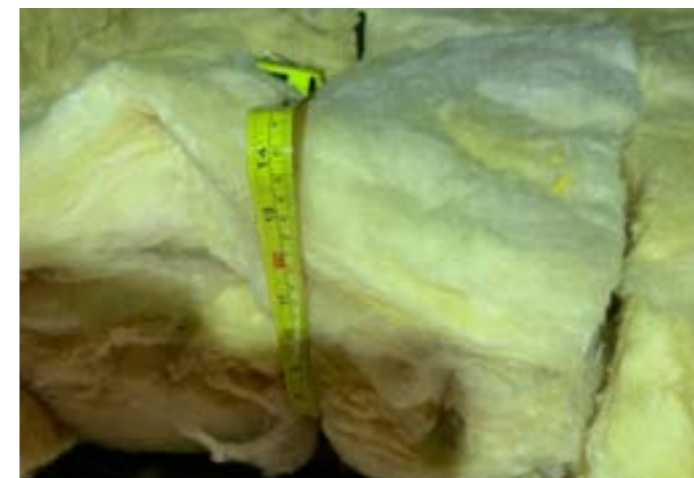
SHDF funding is enabling us to make improvements to homes installing cavity wall insulation and loft insulation measures.

The measures are helping lower energy bills and create warmer homes for customers, as well as reduce carbon emissions.

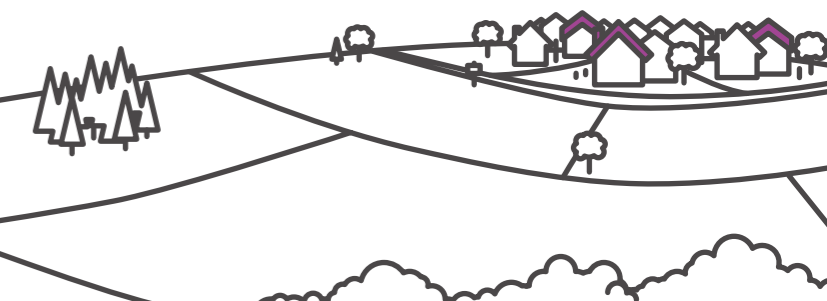
A recent bid for Wave 2.1 funding will also enable 750 underfloor insulation installations to homes with suspended timber floors.

This will be delivered in properties with uninsulated suspended timber floors using Q-bot's robotically-applied spray-on insulation, which is accredited by the British Board of Agrément.

Delivery of the schemes will continue into Summer 2025.



SHDF scheme





# Environmental

## Case study Whole house energy efficiency

This European Regional Development Fund (ERDF) funded whole house energy efficiency project has enabled us to upgrade 205 homes, in the Fryston Road area of Airedale, Castleford, by providing external wall insulation, air tightness improvements and smart technology.

Positive input ventilation systems have also been installed to ensure unintended consequences of energy retrofit, such as damp, mould and condensation, are avoided.

Switchee smart thermostats have been installed in all properties to enable us to predict the likelihood and causes of condensation and mould growth, and identify potential problems early, before the cost of repair and potential impact on residents increases.

Airex smart airbricks trialled in around 20% of the homes use sensors to detect indoor and outdoor conditions to improve airflow and energy efficiency.

The project is being independently monitored and evaluated into the next winter heating season to enable the business to understand the impact on customers and to inform future investment decisions around the smart technology.



Fryston Road, Airedale whole house energy efficiency scheme with delivery partner Equans.

## Mitigating increased flood risk and risk of homes overheating

To understand the potential risk of flooding, we have mapped our homes against flood risk areas using data taken from the Environment Agency's national database of flood risk.

For new build homes, flooding issues and actions required to mitigate against potential flooding are considered when we make decisions about investing in new sites and as part of the building design stage and planning permission process. Issues regarding risk of overheating are also considered and addressed in line with building regulation requirements.

## Providing information to residents about correct ventilation, heating and recycling

We share information and advice on ventilation, heating and recycling through the frequently asked questions section on our website, information leaflets and videos on our Tenant App. This includes advice on how to keep homes dry, warm and free from damp and condensation, how to use heating systems effectively and tips for being more energy efficient.

In response to the recent concerns across the social housing sector with regards to damp, mould and condensation, we have increased our communication to tenants on ventilation and heating advice to our customers, including the use of an innovative video on our website and social media platforms and customer access points.



# Environmental

## Ecology

This theme demonstrates how we are promoting sustainability and protecting the environment across our neighbourhoods and estates.

### Increasing green space and promoting biodiversity

We are committed to improving green space and promoting biodiversity.

Our Landscaping Team works with our grounds maintenance contractor, Tivoli Group Ltd, to improve how we manage our green spaces to increase biodiversity, for example by reducing grass cutting in some areas and creating wildflower meadows.

We are improving our approach to tree management and planting more trees on the land we own across our neighbourhood areas.

There are 22,999 trees on our land and we have a target to increase tree numbers by 1% per year. We planted 2,500 new trees during 2022 / 2023.

We are developing a Greenspace Framework to set out the key principles we will follow in the future, for managing and improving green space and increasing biodiversity across our estates and neighbourhoods.

From January 2024, in line with legal requirements set out in the Environment Act 2021, we will have a legal duty to consider biodiversity net gain in new build development as part of the statutory planning process.

Where a development has an impact on biodiversity, we will be encouraged to provide an increase in appropriate natural habitat and ecological features to leave the biodiversity of a site being developed, in a better state than it was before.

Where we are unable to do this, we will have to consider alternative conservation activities, known as 'biodiversity offsetting', designed to deliver biodiversity benefits in other ways, in compensation for losses on the site being developed.

### Case study Homes for bats and birds

One of our latest developments, Newport House, Pontefract includes some environmentally friendly extras to support the town's wildlife to live well.

As well as providing 37 new homes for human inhabitants, the apartment development feature bat houses, nesting holes for house sparrows, insect houses, hedgehog runs and over 20 new trees.

We hope that the local wildlife 'move in' soon and that our human residents look forward to watching the comings and goings of their new 'neighbours' in the months and years to come.



### Strategy for managing and reducing pollutants

We are accredited to and audited against the ISO 14001 - Environmental Management System standard. This sets out requirements for managing the environmental aspects of our activities, to ensure legislative compliance and continuous improvement.

Our waste management procedures set out how we manage and dispose of hazardous waste and ensure it is segregated from non-hazardous waste before it is disposed of by our waste disposal contractor. We also work with our paint supplier to recycle paint cans and send our waste paint, where possible, to be turned into recycled paint.

In line with new legislation and guidance, we introduced a new procedure in January 2023 to fully segregate all Persistent Organic Pollutant waste within the transfer station.



# Environmental

## Resource management

This theme demonstrates how we are responsibly managing our use of natural resources.

### Strategy for using and increasing the use of responsibly sourced materials for building works

Our Sustainability Plan sets out our intentions to improve sustainability in the procurement of goods and services across all aspects of service delivery.

Our procurement rules ensure we consider how we can reduce environmental impact when procuring different goods and services.

We are continuing to embed principles to ensure sustainability is considered as part of the procurement process and that sustainable products and services are specified wherever possible.

### Strategy for waste management incorporating building materials

Our waste is managed and disposed of in line with government legislation. We ensure best practice in waste management through our environmental management system, which conforms to and is audited against the ISO 14001 standard.

Our waste transfer station is covered by an environmental permit, monitored by the Environment Agency. To meet permit requirements, our operating procedures and policies ensure the transfer station is managed correctly, waste is segregated, and the waste hierarchy is observed to focus on reducing, reusing, recycling and energy recovery from waste, wherever possible, to reduce disposal through landfill.

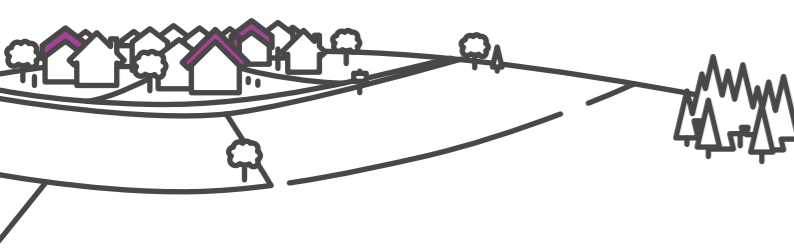
We also have a certified competence management system (CMS) for the waste transfer station. The CMS was certified to Version 5 standards in November 2022. This supports environmental permit compliance and demonstrates commitment to ensuring that employees interacting with the waste transfer station have the correct level of competence with regards waste segregation and the waste hierarchy.



### Strategy for good water management

Water use only makes up a small part of our carbon footprint so we do not currently have plans to develop a strategy for water management. However, we continue to monitor our water use and act responsibly, to ensure this remains low.

To help our residents monitor and manage water use, new build properties are fitted with water meters in line with legislative requirements. In older homes without a water meter, residents are able to request one to be installed through their water supplier if they would like to have one.





## Affordability and security

This theme demonstrates how we are providing homes that are affordable to those on low incomes.

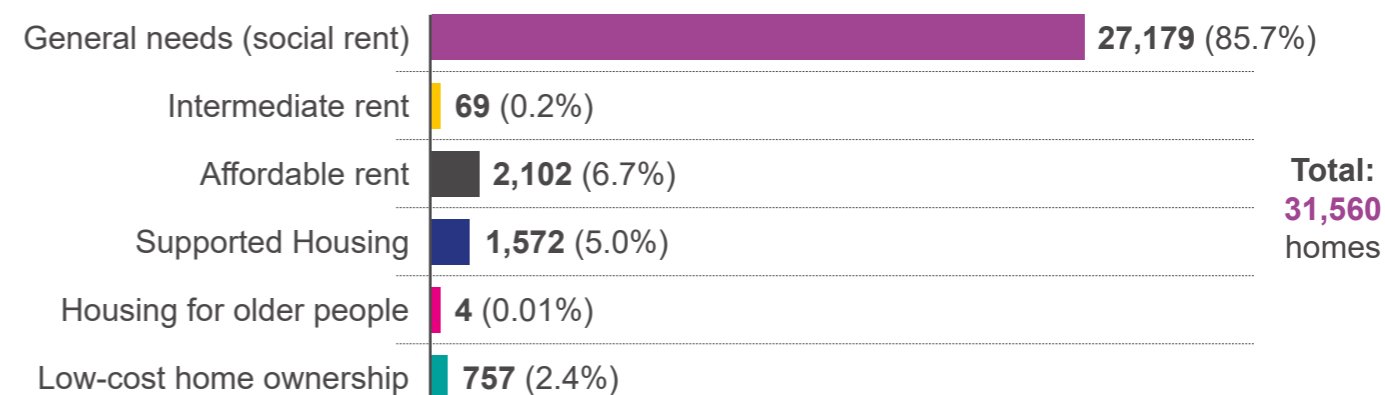
### Affordability of homes to rent

For homes subject to the rent regulation regime, the average weekly rent for April 2022 to March 2023, compared to Local Housing Allowance (LHA) was:

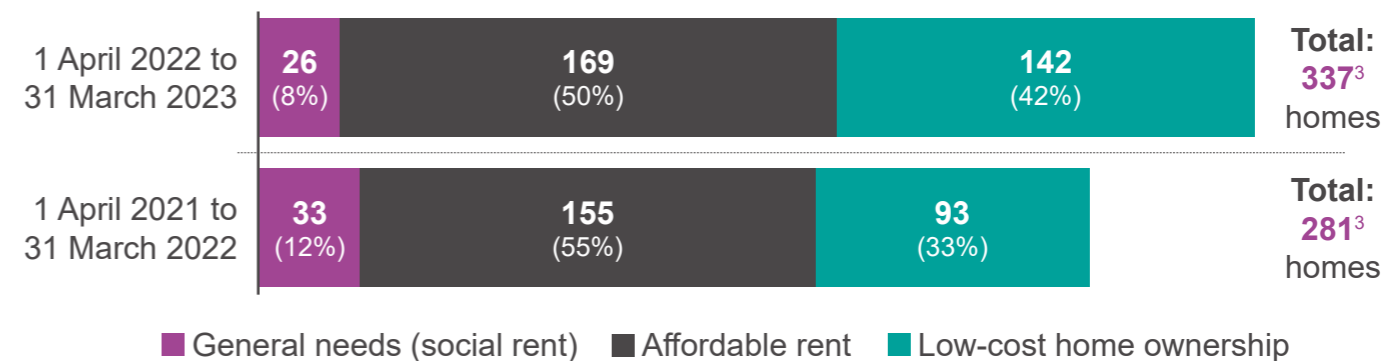
Number of bedrooms	Average WDH rent	Average LHA	Average WDH compared to LHA
Bed sit	£66.94	£90.90	<b>74%</b>
One	£77.08	£90.90	<b>85%</b>
Two	£88.13	£109.32	<b>81%</b>
Three	£97.45	£120.82	<b>81%</b>
Four	£106.96	£172.60	<b>62%</b>
Five or more	£117.46	£172.60	<b>68%</b>
<b>Overall average</b>			<b>81%</b>

## Share and number of our homes

Existing homes at 31 March 2023 (homes completed before the 2022 / 2023 financial year)



New homes (completed during the 2022 / 2023 financial year and compared to previous year)



In 2022 / 2023 we built or acquired  
**337**  
new homes.





# Social

## Reducing the effect of fuel poverty on our residents

We have a target to improve our existing homes, where feasible, to EPC Band C by 2030 and continue to invest in them to improve the energy performance of the worst performing properties and help to lower energy costs and reduce fuel poverty.

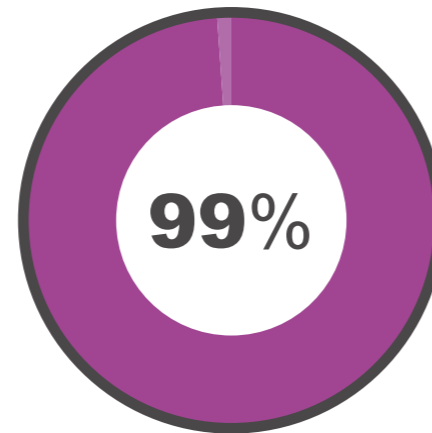
During 2022 / 2023 we improved a further 929 homes to EPC Band C.

We have partnered with Groundwork Green Doctors to offer residents a completely free of charge energy saving service, which provides one to one support to help reduce energy consumption.

## Providing fixed tenancy agreements

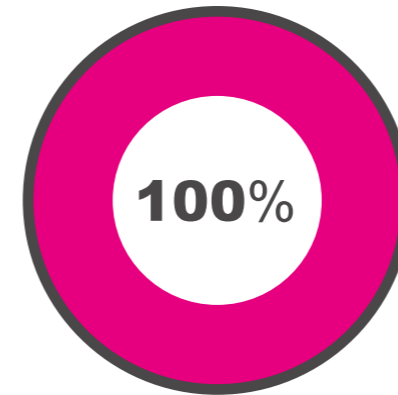
We offer a range of tenancy options.

At 31 March 2023, 99% of our homes for rent were rented to tenants on a tenancy agreement of at least three years or longer, providing long term security for our tenants.

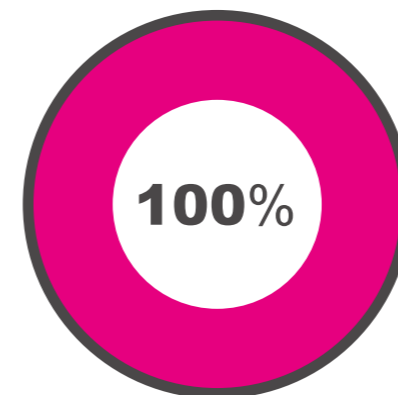


# Building safety and quality

This theme demonstrates how we are providing high quality homes and keeping residents safe in their homes.

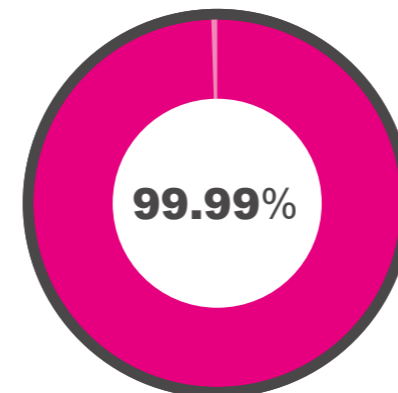


**At 31 March 2023, 100% of homes with a gas appliance had an in date gas safety check.**



**At 31 March 2023, 100% of buildings and properties requiring a Fire Risk Assessment had an in date and compliant Fire Risk Assessment.**

Fire risk assessments are required to be completed annually or every two, three or five years subject to the type of property.



**At 31 March 2023, 99.99% of our homes to which the Decent Home Standard applies, met the Standard.**

One out of 30,991 of our homes required to meet the standard, was identified as failing to meet the Decent Homes Standard. However it did meet the current statutory minimum standard for housing.

We undertake Housing Health and Safety Rating System risk assessments, based on criteria defined in the Decent Homes Standard alongside taking action where necessary to rectify any hazards identified to ensure homes continue to meet the standard.





## Resident voice

This theme demonstrates how we listen to and involve residents and customers in making decisions about the services we provide.

### Arrangements for residents to hold management to account

Our residents are at the heart of everything we do. We value feedback and take every opportunity to listen to their voice, to ensure it influences our decision making and shapes our services.

As part of our commitment to tenant involvement, we have adopted the National Housing Federation's Together with Tenants Charter.

We provide a range of platforms to ensure meaningful engagement. These include:

#### Customer Panel

Our Customer Panel has enabled us to increase resident involvement in how we run and improve services, offering more digital forms of involvement. At the end of March 2023, the panel had just over 800 members.

#### Neighbourhood Panels

There are seven panels, one for each neighbourhood in the Wakefield district. Tenants form the majority membership of each panel and each one has a tenant chair.

The panels help to determine local priorities and contribute to the development and challenge of local plans and engagement strategies. They also support the work of the Customer Committee.

During 2022 / 2023 we completed a review of the panels and are making some changes to improve how we work with them in the future.

#### Board and Committees

The work of our Board is supported by a number of committees which includes the Customer Committee and Audit, Risk and Assurance Committee.

The Customer Committee considers and challenges matters relating to operational and local activities including housing management. It has tenant representation from each of the seven Neighbourhood Panels and an independent member..

During 2022 / 2023 the Audit and Risk Committee (now Audit, Risk and Assurance Committee) included a tenant representative to ensure input into our approach to managing risks we face and challenge the findings and actions on audits of our services. This tenant is now a full Board member.

#### Total Inclusion Group

The Total Inclusion Group is made up of customer and employee representatives.

The role of the group is to monitor and challenge our progress and to champion and influence how we embed diversity, equality and inclusion and promote opportunity for everyone.

#### Resident Involvement Monitoring Group

The role of the Resident Involvement Monitoring Group is to monitor and challenge our resident involvement activities, as a critical friend.

The group scrutinises the local engagement strategies for each of our neighbourhoods, to ensure that our actions meet the needs of residents and provide assurance that they deliver value for money and achieve positive impacts for residents.

#### Customer insight and engagement events

We complete an annual programme of Customer Insight activity, including our annual Tenant Survey, surveying residents and customers on a range of issues.

We also conduct a range of other engagement activities and events each year relating to projects and initiatives across our neighbourhoods.

EXEMPLAR  
2021-2023



tpas



Tpas membership enables us to learn from good practice and improve our approach to resident involvement.

We were the first housing association to achieve this accreditation in 2019 and were reaccredited with the Tpas Exemplar accreditation in 2021, for a further two years.



# Social

## Case Study - WDH On Your Street

During Summer 2022 we got out and about knocking on the doors of nearly 32,000 tenants, to find out how they were and get their views.

We made 40,953 visits and phone calls because not everyone was home first time!

13,535 surveys were completed either in person, over the phone or online.

We offered support to 5,749 people that asked for it and responded to 675 requests for money, benefit, and debt advice.

We received 7,617 comments and we've made many improvements as a result, including:

- installing swing gates to reduce anti-social behaviour;
- providing off street parking in places where we can;
- holding 'days of action' with groups and other agencies to make improvements to estates and increase recycling;
- increasing security in and around some apartment buildings; and much more.

The initiative won 'Best Resident Involvement Initiative' at the 2023 Northern Housing Awards.

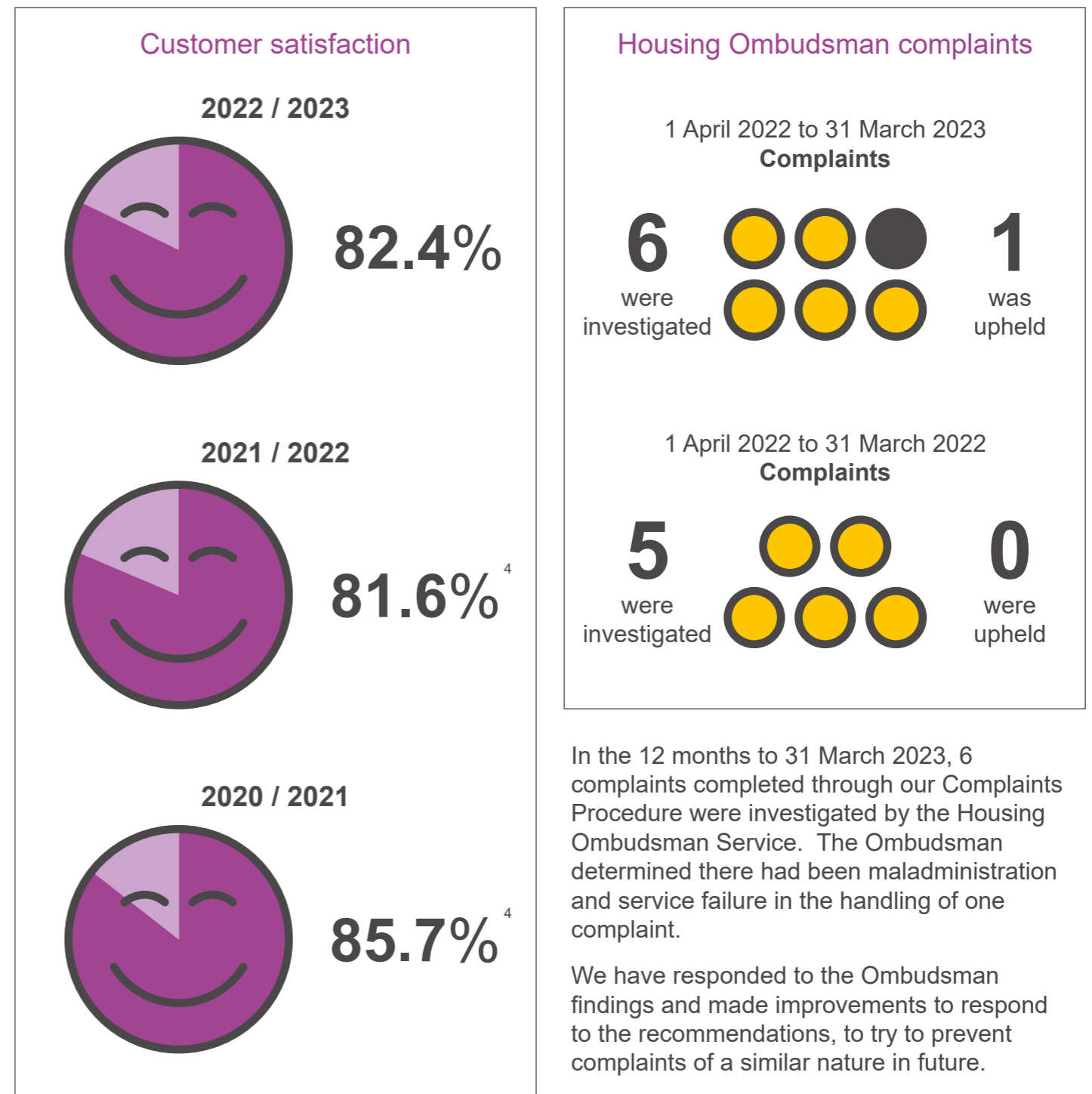
Due to its success, we repeated it during Summer 2023, updating our residents on our new Customer Charter and asking if they needed any additional support.



## Resident satisfaction with WDH over the last three years

Overall customer satisfaction measured through our annual Tenant Survey in line with the new Regulatory Tenant Satisfaction Measures was 82.4%.

Our performance over the last three years is shown below.



<sup>4</sup>Results for 2021 / 2022 and 2020 / 2021 are the annual Tenant Survey STAR questions gathered as part of Housemark benchmarking.



# Social

## Resident support

This theme demonstrates how we support our residents and the local community.

We provide a range of additional services for our residents and communities, and work with key partners to support people to develop and live healthy confident lives.

Our achievements during 2022 / 2023 included:

Cash Wise support to tenants and customers, including:

Supporting access to **1,002** emergency food provisions.

Unlocking **£2.5 million** of income in benefits, grants and utility savings.

Supporting **10,317** households to reduce rent arrears.



Providing debt support to our tenants, including:  
Supporting access to **£823,000** of grants from the WDH Hardship Scheme.

Preventing eviction for **738** tenants at risk of eviction.

Unlocking **£729,000** in grants to reduce rent and utility debt.



Working with a range of partners and local schools and colleges to deliver programmes and activities to

**1,532**

young people and support **28** work placements.

Community Employment Advisors supporting:

**148**

individuals to find employment and

**211**

referrals for training.



Occupational Therapy Team support to tenant health and wellbeing including:

**256**

assessments for rehousing on medical grounds.

**1,164**

minor adaptations to tenants homes.



# Social

Care Link telecare and 24 hour responder services including:

Responding to nearly **16,000** calls, equipment activations and falls in the home and **312** referrals to support patient discharge from hospital.

Preventing calls to 999 and 111 and admissions to hospital and saving the NHS money.

Providing

**20**

placements on our Training for Employment Programme in environmental assistant, caretaking and office based roles.

From allotment groups and baby banks to football and theatre... awarding

**£23,000**

in community grants to support **24** community groups and clubs.

Helping them to provide invaluable support to residents across their local communities.

Working with the NHS to provide Housing Co-ordinator, Mental Health Navigators and Wellbeing caseworkers support to

**1,227**

clients on a range of health and wellbeing issues.

Providing

**£67,000**

of grants to support local Foodbanks.





## Placemaking

This theme demonstrates how we support residents and the wider community to create better places for people to live.

### Supporting community groups

Our Tenant Involvement Officers and Community Development Officers work with local community and resident groups across our seven neighbourhood areas in Wakefield.

They attend local resident group meetings to offer advice and guidance on local issues raised, support groups to advertise and deliver events in their local communities and attend events providing information about a range of services offered by us.

We encourage the development of tenant and resident associations (TARAs) who work in their local area, to campaign for better services, improvements to the environment and tenants' homes and organise activities that bring people closer together.

Our Communities Together Agreement sets out the support we provide to TARAs, ranging from grants, help with funding applications, general information and advice and membership of Tpas, a national tenant participation organisation.



Supporting our South East Neighbourhood Panel with tree planting at Armytage Walk, South Kirkby.



Working in partnership with Wrenthorpe Community Association, Seagulls Reuse and other partners on a mosaic workshop and trail project for children and residents of Wrenthorpe.

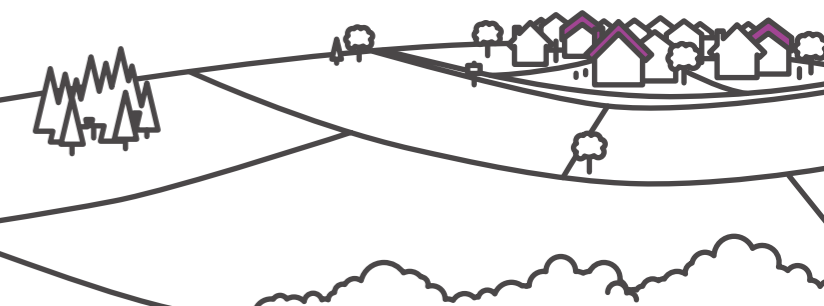


Simply Leisure Community Group enjoying a performance of the Community Choir Wakefield at St Swithuns Community Centre, Eastmoor, at an event co-ordinated by WDH.



Supporting a community litter pick with Inspiring Community in Portobello, Wakefield.

We provided  
**£8,500**  
in grants to support  
the activities of TARAs  
during 2022 / 2023.





# Social

## Improving our estates and neighbourhoods

Our Estates Team works across our communities engaging with and supporting our tenants.

Their work includes carrying out street audits to identify any areas that require improvements, consulting with tenants and Neighbourhood Panels to identify and agree priorities.

A few of our 2022 / 2023 projects:

### Before



Mount Pleasant, Featherstone - improving drying facilities and installing fencing to make residents feel more secure.



Greystones Drive, Ossett - trip to rail prevent damage to grass verges and access issues by vehicle parking.



Irwin Avenue, Eastmoor - replacement of dilapidated front boundary fencing give residents greater security.

### After



During 2022 / 2023  
we spent

**£627,000**

on schemes to  
enhance estate  
environments and  
increase feelings of  
security.

### Community safety and antisocial behaviour

Ensuring our residents feel safe in their homes and neighbourhoods is important to us.

We have a robust approach to managing nuisance and antisocial behaviour (ASB). During 2022 / 2023 we responded to 6,306 complaints.

We are a member of the Wakefield Together Community Safety Partnership and work closely with our partner agencies, which include the police and Wakefield Council, to deal with issues through a combination of support, diversion or enforcement.

Our Tenant Involvement Officers attend Police and Communities Together meetings held by the police and local Councillors, with residents and businesses, to report and respond on issues within our neighbourhoods.

Our dedicated Community Safety Team specialises in managing ASB and we fund additional support, including five seconded police constables and five police community support officers.



# Social

## Community regeneration

We are supporting communities and working with partners to deliver community regeneration, creating thriving, vibrant places to live. A number of projects, are underway and will be delivered over the years ahead. These include:

### Project Pontefract

We are working in with Wakefield Council and other partners to regenerate Pontefract, through the council's Reconnecting Pontefract Masterplan. This sets out proposals for the redevelopment of priority areas around Pontefract Town Centre.

As part of this we have recently transformed the former fire station site in Pontefract.

Newport House, a three storey apartment building, which reflects the industrial heritage of Pontefract, provides 37 high quality, secure, one and two bedroom homes for affordable rent.

The £4.6 million development is our first new build project in Pontefract town centre, supporting our efforts increase access to high quality, affordable housing.

We are also continuing to progress the regeneration of our Horsefair Estate, Pontefract which is made up of 10 residential blocks of medium and high-rise accommodation.



Newport House, Pontefract



### Kirkgate, Wakefield

In December 2020, WDH and Wakefield Council agreed a partnership to deliver 60 affordable homes on the former Chantry House site in Kirkgate, Wakefield owned by Wakefield Council.

The development is part of the Council's larger regeneration plans for Kirkgate.

Detailed planning proposals have now been submitted for the scheme.

Subject to planning permission, it is hoped work will commence on site later in 2023 / 2024.

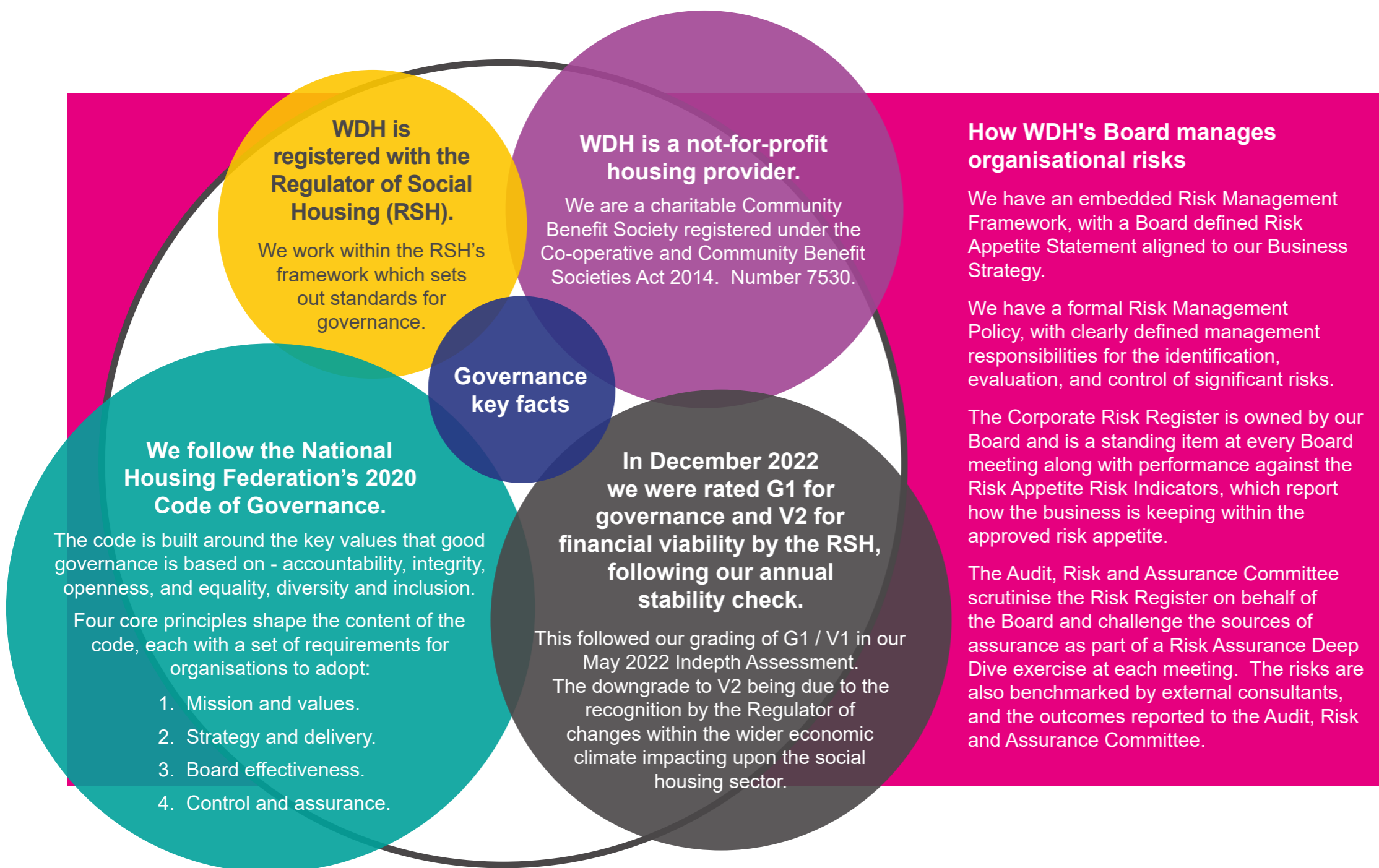




## Structure and governance

This theme demonstrates how well we are governed.

Governance underpins everything we do, ensuring effective decision-making and that we are accountable to stakeholders.



### How WDH's Board manages organisational risks

We have an embedded Risk Management Framework, with a Board defined Risk Appetite Statement aligned to our Business Strategy.

We have a formal Risk Management Policy, with clearly defined management responsibilities for the identification, evaluation, and control of significant risks.

The Corporate Risk Register is owned by our Board and is a standing item at every Board meeting along with performance against the Risk Appetite Risk Indicators, which report how the business is keeping within the approved risk appetite.

The Audit, Risk and Assurance Committee scrutinise the Risk Register on behalf of the Board and challenge the sources of assurance as part of a Risk Assurance Deep Dive exercise at each meeting. The risks are also benchmarked by external consultants, and the outcomes reported to the Audit, Risk and Assurance Committee.



### Adverse regulatory findings

We are obliged to report on any adverse regulatory findings.

We have not been subject to any adverse regulatory findings (for example, data protection breaches, bribery, money laundering, Health and Safety Executive breaches or notices) in the last 12 months that resulted in enforcement action or equivalent.



## Board and Trustees

**This theme demonstrates how we ensure we retain a high quality Board.**

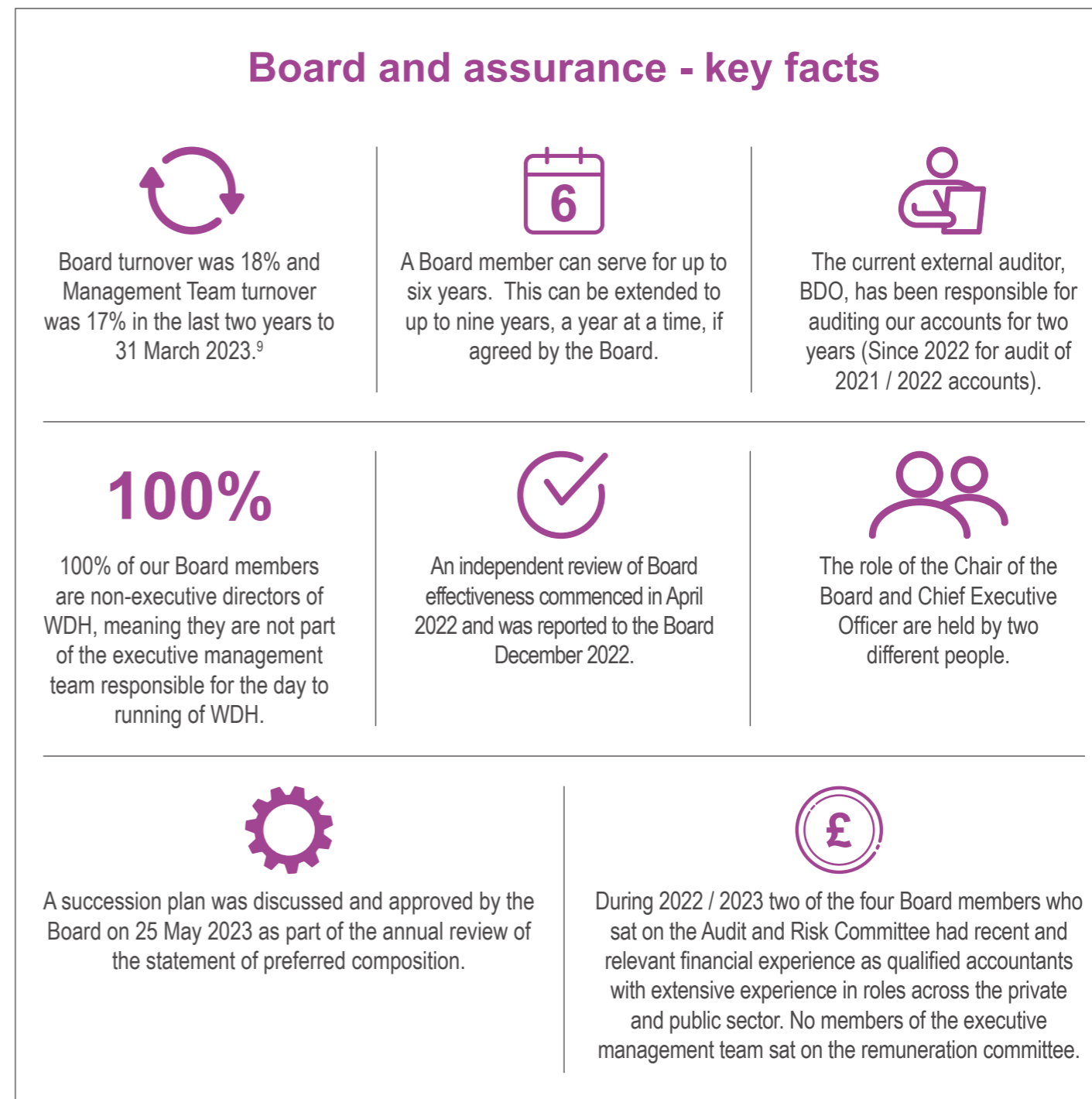
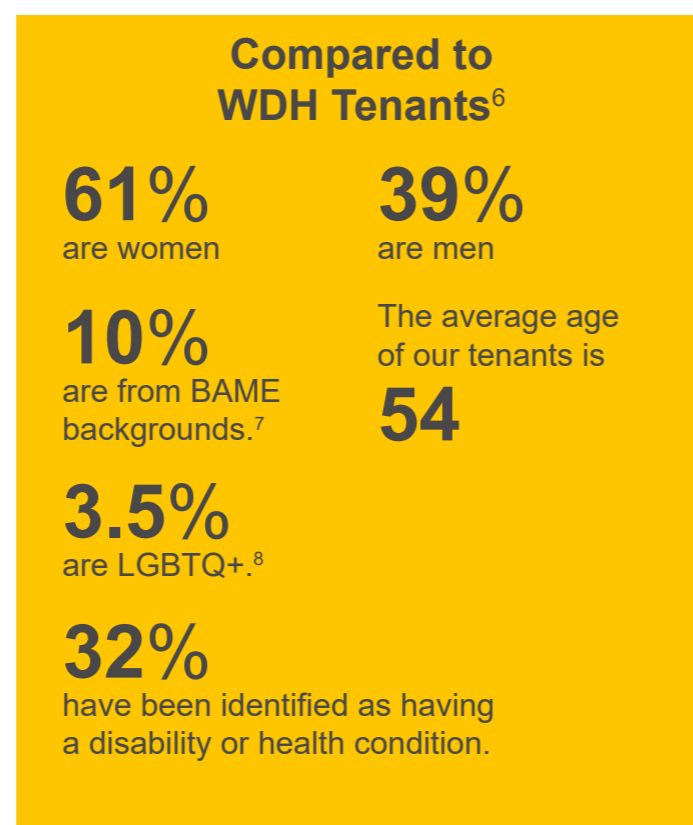
Our Board is responsible for setting the overall strategy of the organisation. The Board decides the policies and reviews performance and is legally accountable for the ownership of our properties and running the organisation. It meets the requirements of the Regulator of Social Housing, demonstrating effective governance, financial viability and control, and properly managed services to tenants.

Board diversity improves the quality of the decision making process as it brings new voices to the table from a range of different backgrounds. It helps us innovate and ensures we improve our customer insight and focus, by welcoming different perspectives and ideas to this governance group.

### Managing conflicts of interest

Board members are required to complete an annual declaration of interests and inform us if there are any changes to their interests during the year in line with our Code of Conduct.

At Board meetings, members are required to raise any potential conflicts of interest for the agenda item being discussed. The member will be asked not to contribute to the discussion or vote on the decision and may be asked to leave the meeting while the specific agenda item is discussed.



<sup>5</sup> Board data based on 10 members in post at 31 March 2023.

<sup>6</sup> Tenant data excludes shared ownership and leaseholders.

<sup>7</sup> Includes all other ethnic groups except white british.

<sup>8</sup> Data relates to those identifying as LGB+ only.

<sup>9</sup> Board comprises a maximum of 11 members, there were two resignations from the Board over the period and three new appointments. The Management Team comprises the Chief Executive and five Directors, there was one resignation over the period.



# Governance

## Staff wellbeing

This theme demonstrates how we are a responsible employer and support our employees.

### Employee pay and the real living wage

We have paid the Real Living Wage to all employees (excluding contractors and apprentices) since January 2022.

### Gender pay gap

Our mean gender pay gap for the 2022 / 2023 reporting year was **11%**

This means there was a 11% difference between the average pay of males and females employed within our organisation. The gap has narrowed from 11.6% in the previous year.

We continue to have a greater proportion of females in lower paid grades and a greater proportion of males in higher paid grade. This results in the average male hourly rate being greater than the average female hourly rate which contributes to our pay gap.

During 2022, we established our Gender Pay Gap working group and developed our Gender Pay Gap action plan to help us continue to reduce our gap in future years, and ensure equal representation at all levels of our organisation.

The action plan focuses on three key areas:

- increasing female representation in our senior management roles;
- increasing female representation in our roles in Grades 8 - 11; and
- increasing male representation in our roles in Grades 1 - 7.

### CEO median worker pay ratio.

For the 2022 / 2023 financial year the ratio was 7.1:1.



Employee wellbeing event

### Supporting the physical and mental health of our employees

We place a strong focus on supporting the health, safety and wellbeing of our employees.

Initiatives in place include:

- Our WorkSmart approach which provides flexibility to employees to manage their working day around their daily lives.
- A range of training courses to help our employees maintain good mental health and wellbeing and provide additional support for colleagues through employee volunteer Mental Health First Aiders.
- An Employee Assistance Programme which is a confidential support service delivered by a third party, providing 24-hour counselling access for employees and their immediate family members.
- Access to an external Occupational Health Unit and to physiotherapy referrals.
- Providing cycle storage, shower and locker facilities enables employees to cycle to work and participate in activities such as running, before or after work and during lunch breaks.
- Employee wellbeing and other events throughout the year.

### Employee sickness

In the year to 31 March 2023, the average number of sick days taken per employee (headcount) was 11.6 days.





## Supply chain

This theme demonstrates how we promote social value and reduce the impact on the environment when procuring goods and services.

### Considering social value when procuring goods and services

The Social Value Act 2012 is statutory legislation designed to ensure that social value possibilities are explored. We have an obligation to consider the legislation in service-related contracts where the value is calculated to be above the Public Contract Regulations (PCR) 2015 thresholds.

This places a duty on us to consider how the service being procured could contribute to 'economic, environmental and social wellbeing or benefit' to the areas we operate in.

We consider what level of social value can be delivered when we procure services for any significant contract, even if it falls below the PCR 2015 thresholds..

On construction related contracts, we consider if the procurement can contribute to providing direct employment and skills training opportunities in the local community.

We recognise the purchasing activities we engage in can also help to shape, support and regenerate the local economy and promote the growth of small and medium businesses (SMEs) around the Wakefield district.

To aid this we break down larger requirements, where relevant, to make procurement opportunities more accessible and attractive to SMEs.

In the interests of supporting the local economy and where possible, for quotations under £10,000, we seek to invite quotations from local businesses based within the Wakefield district.



During 2022 / 2023  
as a direct result of  
awarded contracts  
we created:

**10**  
new apprenticeships.

**14**  
continuations  
of existing  
apprenticeships.

During 2022 / 2023,  
we spent over

**£30 million**

with local suppliers,  
an £11 million  
increase on the  
previous year.

### Considering environmental impact when procuring goods and services

We consider how we can reduce our environmental impact when procuring different goods and services.

We are continuing to embed principles to ensure sustainability is considered as part of the procurement process and sustainable products and services are specified where possible.





# Future improvements

We continue to take a range of actions to contribute to improved Environmental, Social and Governance including:

- Taking a 'fabric first' approach to improve the energy efficiency of our homes by improving insulation, to reduce carbon emissions, energy consumption and energy costs for residents. We have a target to improve all of our existing properties to a minimum of EPC Band C by 2030, where feasible.
- Trialling low and zero carbon heating systems in some of our homes to gain resident feedback and evaluate system performance, to help inform any potential future decisions on moving to alternatives to gas heating in our existing homes.
- Reviewing specifications for our new build homes to reduce carbon emissions and comply with the 2025 Future Homes Standard which is currently being developed by Government.
- Using modern methods of construction in some of our new build homes.
- Implementing measures to reduce our carbon footprint and achieve our aim to be net zero carbon across our business operations by 2030.
- Implementing measures to improve the management of our green spaces and increase biodiversity, including planting more trees and wildflower meadows.
- Working with partners to deliver regeneration schemes across our estates and neighbourhoods.
- Continuing to take action to reduce our gender pay gap and provide ongoing support to employee health and wellbeing.
- Embedding our Supplier Charter across all procurement contracts to improve environmental sustainability and social value.





# Vision

to create confident communities

# Mission

to inspire, transform and promote excellence

# Values

to be creative, inclusive and work with integrity



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This document is also available  
electronically at [wdh.co.uk](http://wdh.co.uk)



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Wakefield and District Housing Limited

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