



Environmental, Social & Governance Report

2023-24

Welcome to our ESG report

Welcome to South Liverpool Homes' (SLH) Environmental, Social and Governance (ESG) Report for 2023/24. Since 1999 SLH has worked closely with residents and partners to improve the environment and areas we operate in.

Our corporate plan identifies key areas for us to work with our residents to improve our planet, including waste reduction, upcycling and making environmental improvements.

We are proud to be formal adopters of the Sustainability Reporting Standard for Social Housing and this ESG report outlines our performance against our goals to improve the Planet, Place and services to tenants and employees (People), which, along with Pound, are the four strategic priorities outlined in our Corporate Plan 2022-27.

Mark Chambers
SLH Executive Director of Finance



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Navigating the report

To help you navigate this report, we have used three colours to represent the three strands of Environmental, Social and Governance reporting.



Our ESG year at a glance

Here's a snapshot of our achievements against our Environmental, Social and Governance targets for 2023-24.

The Market Place
61.9 tonnes CO2
emissions diverted
from landfill

1.887m KWH
generated by
solar PV panels

Attainment of the
SHIFT Silver
Environmental
Standard and £262K
invested in retrofit

Four electric
vehicles saving
50% in supply
chain emissions

100% gas
compliance
certificates

£13K worth of
vouchers issued to
pensioners
struggling to pay bills
and for white
goods/furniture

Installation of
exercise equipment
at our community
garden, Grow
Speke

Acquired a brownfield
site in Garston and
commenced
development of 74 new
social housing units

SLH achieved a
governance rating of
G1 from the Regulator
of Social Housing and
retained its V1 rating
for financial viability

Awarded
Investors in
People Gold
accreditation

Highlights of the year



New homes purchased in Garston

SLH purchased three homes held by a private landlord on Vineyard Street, Garston. These homes received investment of £11k to ensure they are of a standard SLH takes pride in. We also acquired one home through the Local Authority Housing Fund and intend to buy five more in 2024-25.

The Old Baths development in Garston

An opportunity arose in 2023 for SLH to acquire a brownfield site with planning permission to develop 74 new social housing units. Acquired from a developer who was unable to progress the scheme, SLH has rescued a derelict site and we hope to complete works in 2025. A mix of one- and two-bedroom social rent, affordable rent for over-55s and rent-to-buy units will provide the opportunity for low-cost rental and home ownership options.

ESG Forum

The ESG Forum progressed the development of our sustainability strategy and adopted an action plan which outlines short term, SMART targets to help monitor our progress to deliver net zero initiatives.

Targets include doubling the use of sustainable office consumables, introducing an employee EV leasing scheme, £0.5m decarbonisation investment in SLH properties and the introduction of additional EV vehicles into maintenance fleet.

The ESG Forum will support our SHIFT assessment, sustainable reporting standard reporting, ESG objectives and delivery of the sustainability strategy in 2024-25.

Performance against our Planet metrics in 2023/24 is shown below in the table alongside targets for 2024/25.

2022/23 Actual	Description	2023/24 Target	2023/24 Actual	2024/25 Target
100%	% New developments EPC B or above (NatWest KPI 1)	90%	N/A (no new build in 2023/24)	100%
Bronze	SHIFT Assessment (NatWest KPI 2)	Silver	Silver	Silver
122 tonnes	The Market Place carbon emission avoidance (NatWest KPI 3)	60 tonnes	90 tonnes	65 tonnes
93%	% PV panels in operation	95%	88%	92%
1.896m KWH	Total kilowatt hours (KWH) generation for PV panels	1.880m KWH	1.896m KWH	1.880m KWH

Improving the energy efficiency of homes in Garston

With the help of the Government's Social Housing Decarbonisation Fund, we started a retrofit programme to 22 homes on Chesterton Street and Lincoln Street in Garston, installing external wall installation to make them more efficient.

We chose these homes because they all had low energy efficiency ratings, were close to each other and already benefitted from solar PV panels – this meant that they would be cost effective in terms of time and resources.



The energy efficiency rating for each home has improved from an EPC D rating to EPC B and it is anticipated that the yearly CO2 emissions for each home will reduce by 40%; helping to significantly reduce the energy costs for tenants by around 35%. The ventilation in the homes has also been improved, reducing the risk of damp, mould and condensation and keeping the home cooler in the summer.

It's still early days however, one resident has said that they can already feel the benefit of the insulation works; they haven't had the heating on as much and have been able to open their windows and not worry about losing too much heat out of their home.

Avela Home Service and SLH introduce electric vehicles

Last year, our repair contractor, Avela Home Service, took delivery of its first electric vehicles, to help lower the environmental impact of our repairs and maintenance service.

Four VW ID Buzz Cargo vans are silently going about their business in south Liverpool, representing 10 percent of the current Avela Home Service van fleet.

Avela Home Service rack up over 300,000 miles a year driving to and from their base in Speke to customers' homes and local suppliers, and the environmental impact of these short journeys is why we've taken the decision to go electric, to help do our bit to improve local air quality by eliminating tailpipe emissions.

Each ID Buzz Cargo will travel an average of 256 miles on a single charge – more than enough range for a day's appointments. So, moving from fossil fuels to electric will not just help save the planet, it will save on fuel costs too.

"Our Planet strategy is about how we as a business at SLH help deliver government and local targets around net carbon zero and that's all about improving the environment and addressing global warming through reducing greenhouse gas emissions," said Anna Bishop, Chief Executive at South Liverpool Homes.

"It's really important that we have these electric vans because they play their part by not only using less petrol or diesel but the most importantly, they're not putting out those pollutants into the atmosphere."



Eco-minded George is living his carbon-zero best life

George is from Garston and is one of our most engaged customers, taking part in a number of our community investment activities. Most recently he took part in the carbon literacy course to help him live a greener life.



"I enjoyed the session and got quite a lot from it. It was interesting to see how small changes could make a whole lot of difference to the world that we live in".

George also made some climate pledges, including reducing his carbon footprint by choosing to take public transport rather than taxis/cars, and improve his recycling at home, particularly plastic food packaging.

Grow Speke gives people a space to grow

Our community garden, Grow Speke, is a blossoming community urban garden in the heart of Speke. A partnership project between SLH and Groundwork, Cheshire, Lancashire and Merseyside, it aims to empower residents, young and old, to learn more about the environment and food production, whilst improving their mental health and wellbeing by meeting new people and spending time outdoors with nature.

Regular visitors include local residents, community groups and schools and over 150 volunteers have been involved with the project since it began. Here they can get involved with growing and harvesting fruit and vegetables, learn the art of beekeeping through the onsite apiary where we have over 20,000 bees, maintain the site throughout the seasons, as well as supporting the numerous community activities that take place throughout the year. These include craft workshops such as making bird boxes and festive wreaths, guest speakers who talk openly about their life experiences and seasonal family events, all of which cultivates a sense of belonging and social cohesion.



Over the last 18 months, 12 volunteers have completed an accredited 'Introduction to Horticulture' course which has equipped them with the skills needed to grow and harvest food at Grow Speke. Last year, more than 1,000 items of fruit and vegetables spanning 20 varieties were grown at the garden, the majority of which is distributed to SLH's low-cost community food shop, The Market Place. Tenants can access this local produce as part of their weekly shop, free of charge.

Paul, Grow Speke volunteer

"As a person living with Alzheimer's, I get a lot of joy out of the friends I have made at Grow Speke. I do need to exercise my brain so the challenges of gentle gardening and volunteering in the fresh air are a real benefit to me. I have been given a raised bed to grow my own vegetables and everyone has been patient and compassionate despite my illness. It has helped pave my way to coming back to life as I live with dementia."

Grace secures apprenticeship after support from Reach

Grace first visited Reach in 2023 with the long-term goal of secure employment. However, after being out of work for a while, following her graduation from university in 2022, her confidence had decreased.

During her visit to Reach, Grace was introduced to Employability Solutions, a training provider based in Reach, and South Liverpool Youth Hub. For young people aged 18-24, the Hub helps to remove barriers and the stigma around finding work.



Working with the Youth Hub was the perfect fit for Grace. She was introduced to her job coach, Beth, who provided Grace with the necessary support to build confidence, motivation, and interview skills.

This collaborative effort resulted in a volunteer position at South Liverpool Homes' community shop, The Market Place. Thanks to this volunteering opportunity, not only did Grace acquire new skills but she has gained confidence and secured an apprenticeship with Barclays too.

Grace said, "I was feeling a bit anxious about getting into work, but the Youth Hub has helped me to improve my confidence. I wanted to get a bit more confident, so my job coach suggested I try volunteering at SLH's community shop. It was really good experience for me."

"I've now secured an apprenticeship as an Operations Analyst at Barclays. I'll be working in different areas of the business and hopefully, I should be able to secure a job at the end of my apprenticeship!"

We regain highest rating for governance

In February 2024, the Regulator of Social Housing upgraded our governance rating to the highest standard, G1. We also retained our V1 viability rating which affirms that we are a financially robust organisation.

In June 2021, our governance rating was downgraded to G2. Whilst this rating has always been compliant, the regulator identified where we needed to improve in some aspects of our governance arrangements, particularly in our approach to property development, value for money, and probity arrangements.

The regulator was satisfied that we have strengthened our governance arrangements and have addressed weaknesses found in our internal control framework by enhancing procedures for managing conflicts of interest.

Since our judgement in June 2021, we have put in place comprehensive action plans and undertook a fundamental review of our governance arrangements to ensure they are of the highest standard.

Anna Bishop, Chief Executive of South Liverpool Homes said: "This is a significant achievement which is testament to everyone who has played their part in this transformation journey so far. We have put in place lasting processes and controls that underpin everything we do, and it's important that we continue to build on this positive progress by working together in an inclusive environment that fosters openness and accountability.

"We are committed to putting our customers at the centre of everything we do, and this judgement demonstrates that we are in a strong position to continue investing in and improving our services to them."

The Sustainability Reporting Standard

In 2023 SLH became a formal adopter of the Sustainability Reporting Standard (SRS) for housing associations.

SRS Highlights

100% fire risk assessment compliance

99.7% of homes meet the Decent Homes Standard for England

Over 1,000 tenants accessing our Benefits and Energy Advice Team - £1.8m in additional benefits secured (up 26%)

71% of homes EPC C or better

100% of board members non-executive directors

SLH Real Living Wage Employer

4,399m2 biodiversity gain from Grow Speke

See the appendix for our self-assessment against the SRS for Social Housing measures



Theme	Criteria	Criteria description	Measurement unit	2023/24 Response
Climate change (T1)	C1	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of Homes rated A % of Homes rated B % of Homes rated C % of Homes rated D % of Homes rated E or worse % of Homes without an EPC rating	B = 20% C = 51% D =29% E = <1%
	C2	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of Homes rated A % of Homes rated B % of Homes rated C % of Homes rated D % of Homes rated E or worse % of Homes without an EPC rating	No new builds in 2023/24
	C3	Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?	Yes/No Qualitative response, date	Our Sustainability Strategy was approved by board in May 2024. This outlines SLH's plan to be net zero by 2050.
	C4	What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's net zero strategy and target?	Qualitative response	SDHF Wave 2 funded project for 24 properties which consists of roof line works, flat roof works and external wall insulation in Chesterton Street & Lincoln Street (Garston, L19) – Improve from EPC D to B. The Sustainability Strategy sets out SLH's plan for all homes to be EPC C by 2030.
	C5	Scope 1, Scope 2 and Scope 3 greenhouse gas emissions. Scope 1, Scope 2 and Scope 3 greenhouse gas emissions per home. If unable to report emissions data, please state when the housing provider is expected to be able to do so.	kg CO2e kg CO2e/home Date	Avela Home Service (AHS) fleet CO2 emissions: 158,150.09kg. In 2023/24 there was a 50.67% reduction in CO2 emissions using EV vehicles. SLH environmental team vehicles 6292.38kg CO2e SLH's office is currently in a shared building and utilities are not separated so this is unable to be calculated but options to monitor this are being explored by the ESG Forum. SLH uses energy analytics company SAVA, which calculates 2.506kg CO2 emissions per property.
	C6	How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider mitigating these risks?	Qualitative response	Using Environmental Agency information, it is estimated that 83.33% of homes are at low risk to flooding. Working to PAS 2030 and PAS 2035 certification which all energy efficiency installers must be certified to. Estimated that 99.4% of homes to be at low risk of overheating. Monitoring equipment fitted in homes across SLH's archetypes to monitor the efficiency of the home taking into account overheating. Independent Living schemes heatwave action plan developed. For new build schemes, through the survey information we provide for planning and building regulations, we assess the flood risk and drainage capacity of each site. If classed as a higher level of flood risk, the drainage and buildings are designed to a higher specification to mitigate this risk. We also assess the overheating of a home and include increased levels of mechanical ventilation if it is found that opening windows isn't sufficient to reduce heat in the home.
Ecology (T2)	C7	Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?	Qualitative response	Grow Speke project has an estimated biodiversity gain of 4,399m2. Green space project in Garston to use land for community benefit. Community consultations assisted architect plans, work on site is expected to commence in 2024. Plan for recreational green space included in South Parade development plans. UKSPF funding has been secured, five sites have been identified for potential biodiversity improvements though the funding throughout 2024-2025. 'Green Influencers' project delivered at Grow Speke provided environmental workshops to young people from local youth and school groups. Horticulture course at Grow Speke has led to 12 volunteers becoming accredited in City & Guilds Level 1 Introduction to Practical Horticulture through Myerscough College. For new build homes, we are required to meet a 10% increase in Biodiversity Net Gain (BNG) for the completed scheme. The increase is often provided through planting trees, hedgerows and wildflower meadows to the public realm and communal landscape areas. All houses are provided with one tree.
	C8	Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance?	1.Yes 2.No, but planning to develop a strategy 3.No, no plans to develop a strategy If planning to develop one, when does the housing provider expect it to be established? [Date]	Yes. Asbestos Policy and Procedure in place. Damp, mould and condensation protocol in place.

Theme	Criteria	Criteria description	Measurement unit	SLH Position			
Resource Management (T3)	C9	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing provider expect it to be established? [Date]	Avela Home Service utilises an internal material and procurement order request form, to enable all materials to be checked for conformity in relation to responsible resourcing. All suppliers that are engaged are vetted by completion of pre-engagement questionnaires, which enable compliance and conformity checks to be undertaken prior to use. 100% of materials utilized are resourced. Minimum requirements such as CE Conformity markings, ISO accredited suppliers and periodic supplier auditable information is assessed to enable safe, responsible procurement to take place. By segregating suppliers, we are able to: - Individually monitor performance of materials installed - Undertake specific checks upon installation to enable performance tests to be carried out - Monitor, check and maintain from point of purchase to installation All approved materials and suppliers are periodically reviewed at yearly management review meetings, in line with our ISO 9001 quality standard. Our development specification requires materials used should assist in reducing demand on energy sources. E.g. timber from managed forests, and be supplied by companies with sound environmental policies and practices. We also promote the use of timber frame construction.			
	C10	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing provider expect it to be established? [Date]	We work in partnership with Fresh Start waste and we advise them of our goals for the financial year, which we set as part of our ISO14001 environmental standard: 0% waste to landfill 30% recycled 70% waste to energy Updates are provided to the Avela Health and Safety forum and Avela Board. No waste produced by the works undertaken by AHS goes to landfill. A reduction of 41 tonnes of CO2 has been achieved through the avoidance of waste going to landfill. Development contractors separate waste between recyclable and non-recyclable waste on site. This is detailed in the site waste management plan.			
	C11	Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing provider expect it to be established? [Date]	Whilst SLH/Avela does not have a specific strategy for water management, a number of work streams are in place. For example, legionella/water hygiene, and new build schemes including the installation of water butts. Sure stop taps are fitted to stop leaks. For new builds the strategy to reduce water consumption is through low-flow toilets and showers.			
Affordability and security (T4)	C12	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1. Rent compared to median private rental sector (PRS) rent across the relevant Local Authority. 2. Rent compared to the relevant Local Housing Allowance (LHA).	% of PRS rent % of LHA rent		Total units/bedspaces	Average weekly net rent	LHA
				Non-self-contained/bedspace	-	-	
				Bedsit	-	-	£65.25
				1 bedroom	414	£73.90	£92.05
				2 bedroom	839	£88.32	£108.16
				3 bedroom	1,891	£96.84	£120.82
				4 bedroom	119	£107.83	£156.00
				5 bedroom	7	£111.96	-
				6+ bedroom	1	£122.72	-
				Total (self-contained units)	3,271	£92.19	
				Total (all bedspaces/units)	3,271	£92.19	
				C13	Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	% homes Number of homes	2023/24
	General needs	3,260	85.3%				
	Intermediate rent	19	0.5%				
	Affordable rent	381	10%				
	Supported housing	3	0.1%				
	Housing for older people	118	3.1%				
	Low-cost home ownership	41	1.1%				
	Total	3,822	100%				
	C14	Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	% homes Number of homes	No new homes completed.			

Theme	Criteria	Criteria description	Measurement unit	SLH Position
Affordability and security (T4)	C15	How is the housing provider trying to reduce the effect of high energy costs on its residents?	Qualitative response	SLH has been able to tap into funding via the Household Support Fund to add £250 directly onto the fuel account balances of eligible households – 113 tenants benefited from this last year, £28,250. We introduced a crisis grant, where we are able to send vouchers directly to the tenant up to the value of £150. In the last financial year, we sent £2,870 worth of vouchers to tenants struggling with their fuel bills. In addition, our in-house Benefits and Energy Advice Team provided energy saving advice and was able to save tenants a total of £9,307 on their bills, as well as adding £63,651 to their income through discretionary grants.
	C16	How does the housing provider provide security of tenure for residents?	Qualitative response	New tenants are given a 12 month starter tenancy, which converts to a periodic tenancy following this. Rent to buy homes have a two-year fixed-term tenancies, which convert to periodic tenancies.
Building Safety and Quality (T5)	C17	Describe the condition of the housing provider's portfolio, with reference to: % of homes for which all required gas safety checks have been carried out. % of homes for which all required fire risk assessments have been carried out. % of homes for which all required electrical safety checks have been carried out.	% of homes	100% gas safety 100% - fire risk assessments completed annually
	C18	What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?	% of homes	99.7% as at 31 March 2024
	C19	How do you manage and mitigate the risk of damp and mould for your residents?	Qualitative response	DMC Protocol is in place. Our approach to damp, mould and condensation is: - Take a proactive approach to management of damp and mould. - Don't infer blame on the customer or refer to lifestyle issues. - Wherever possible deal with damp and mould through the complaint process and move from disrepair. - Learn from complaints and understand the distress and inconvenience caused by living with damp and mould.
Resident voice (T6)	C20	What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?	% of residents satisfied Qualitative response	IFF Research, a social and market research agency, carry out our relationship-based Tenant Satisfaction Surveys on our behalf. They complete 50 telephone surveys each month. This approach gives us a better understanding of how satisfied tenants are at any time throughout the year. With consumer regulation strengthening, improving customer experience remains a key priority. IFF Research has recently presented 2023/24 results to ELT, along with key take outs. The results will be communicated to tenants shortly. Overall satisfaction for 2023/24 was 79%. Here's what we're doing already to address issues that have been brought to light by the TSM results and other forms of customer feedback, with a strong focus on improving communication and satisfaction with our repairs and maintenance service. - We recognise the importance of clear communication. Going forward, we will be providing detailed schedules for operatives' visits to improve transparency. A text messaging service is now in place to confirm appointments, thus improving communication. - A recent review of repair operatives' diaries revealed that they were being scheduled into full day jobs instead of single trade/single visit tasks. This pushed the next available appointment further down the line. To address this, the jobs were rescheduled, and diary capacity was improved. - A resident engagement and consultation procedure has been developed for planned maintenance works to homes. The procedure is in place to provide clear and concise guidance on how we identify when and what planned works will be carried out each financial year, and how we and Avela Home Service will engage and consult with tenants when planned works are required in their home. - Introduction of 'dynamic scheduling' in quarter one of 2024/25. This will enable repair jobs to be sent by geographical location to improve the efficiency of the service by reducing travel time between jobs. This will allow for the average number of jobs completed per operative to increase, from six to eight per day.
	C21	What arrangements are in place to enable residents to hold management to account for the provision of services?	Qualitative response	- SLH's Scrutiny Panel has been in place since 2011 and meets quarterly to conduct service reviews. - Customer Services Committee established and membership consists of five tenant members to review performance, complaints and complete service reviews. - Tenant is a Board Member. - Customer Feedback Policy in place, detailing the range of ways for customers to provide feedback.
	C22	In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?	Number Qualitative response	During 2023/24, we received the outcome of three complaints that went to the Housing Ombudsman in 2022-2023, in these cases maladministration was found in two areas: - How we dealt with repairs and complaint handling. - How we handled a tenancy related issue that was concerned with a tenancy succession. Since then, we have made the following changes: - All customer services colleagues at SLH and Avela Home Service now have full access to our planned works programme which will mean customers will receive more accurate information when they enquire. - There is now a new process in place for repeat leaks where customers will be contacted after 24 hours and 48 hours to ensure the issue has been resolved. - The process for scheduled works has been reviewed and an automatic scheduling system is currently being developed. This will reduce the risk of errors occurring when planning in work after inspections. - Electrical safety check appointment letter now include details of what areas of the customers home will require access as part of the electrical check. - A new referral process has been put in place from Avela to SLH, to reduce delays in works being completed for customers. - In work inspections to be carried out on damp jobs and pictures taken of progress to ensure work is completed correctly. - Process change introduced for works issued to subcontractors. - Introduction of van stock review app to improve van stock by working with two main suppliers to reduce the number of visits/time spent in stores/suppliers and will improve first time fix rate. - Text messaging service has been introduced; text messages are sent to customer whilst operative is on route to the appointment. The message includes the operative's name and job details. In addition, operatives are now completing telephone calls ahead of attending. - SLH surveyor is now completing post inspections on all bathroom and kitchen planned works to confirm work has been completed to an appropriate standard. - A process is to be set out for all planned investment works to ensure ownership and accountability The follow-on works process has been reviewed and changes have been made to improve efficiency and communication with customers. - Implementation of a 'no access' procedure to prevent orders and inspections being cancelled. - Reviewing how we manage complex repair cases with a view to implementing a specific workflow. - A review of the boiler installation programme. - A new process implemented for replacement doors. - Update to the procedure for the order of specialist parts. - A comprehensive review of standard letters that customers receive from SLH.

Theme	Criteria	Criteria description	Measurement unit	SLH Position
Resident Support (T7)	C23	What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?	Qualitative response	In house Benefits and Energy advice team to help tenants make the most of their money, enabling them to pay rent, household bills and live comfortably. The number of tenants that have accessed the service in the last year was 1,060. SLH's community shop, The Market Place, is available to all SLH tenants, regardless of your income. In exchange for £3.00 tenants will be able to choose goods to the approximate value of £15. There were 3156 customer visits to The Market Place in 2023/24. Reach, is SLH's employability hub in Speke. Reach brings together a community of over 30 training and advice providers who deliver one-to-one and group training to local people. This last year we have helped 208 customers into employment, moved 968 into employment related training and offered employability support to 615 people looking to move closer to employment. The community investment team delivered a number of engagement activities throughout the year including family events at Easter and Christmas. The team offer and support services to tackle mental health, physical health and isolation. Health & wellbeing engagement has seen 3,626 customer engagements in 2023/24.
Placemaking (T8)	C24	Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located. Provide examples or case studies of where the housing provider has been engaged in placemaking or place shaping activities.	Qualitative response	• The Market Place provides tenants with an opportunity to obtain food and other goods at a reasonable cost. Working partnership with FareShare and Zero Waste UK to prevent food going to landfill, this year The Market Place made a 91 tonne CO2 saving through waste diversion. • Community garden Grow Speke delivers key wellbeing and environmental services to residents. The site yields 1000+ items of sustainably harvested fruit & vegetables per annum, distributed to residents and offered free at The Market Place. Low impact gardening and onsite gym helps provide health benefits to residents. • Community clean up groups are supported with clean up tools and work alongside staff at community events to display ownership and placemaking across communities. • Staff attended two careers fairs in local schools, providing career advice and reaching 890 students. • Garston stakeholders events have helped connect 30 local stakeholders and assisted promotion of their services, connecting each other to local amenities. • Employability fair held at our training and employment facility Reach provided 43 local people with interviews for 25 vacant positions. • Five community skip events were delivered in partnership with the local authority in the last year with more than 500 tonnes of household waste being disposed.
Structure and governance (T9)	C25	Is the housing provider registered with the national regulator of social housing?	Yes/No	Yes - L4230
	C26	What is the housing provider's most recent regulatory grading/status?	Varies by nation	V1 G1
	C27	Which Code of Governance does the housing provider follow, if any?	Name of code	National Housing Federation Code of Governance 2020
	C28	Is the housing provider a Not-For-Profit?	Yes/No	Yes
		If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Name, %, %	
	C29	Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?	Qualitative response	• Risk register – strategic risks and highest scoring risks reviewed by board. • All risks reviewed by the Audit & Risk Committee and Risk Management Forum. • Risk Management Framework. • ESG risks are also reviewed by the internal ESG Forum.
	C30	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) that resulted in enforcement or other equivalent action?	Yes/No	No
Board and trustees (T10)	C31	How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?	Qualitative response	• EDI is/will be considered for all board recruitment. • SLH has conducted two customer insight surveys. • 59% of EDI information now held for tenants. • The board composition, in the main, reflects the customers it serves. • The demographic not currently reflected/recorded is LGBTQ+.
		Does the housing provider consider resident voice at the board and senior management level?		
		Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?		
	C32	What % of the housing provider's Board have turned over in the last two years?	%	• Overall 12% • ELT Overall 16.67% • Board Overall 9.09% This includes board and ELT colleagues (not SLT). The figures are based on board and ELT teams only, they are not rates compared to all SLH colleagues (which is why they seem higher). All leavers were voluntary.
		What % of the housing provider's Senior Management Team have turned over in the last two years?	%	
	C33	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	Number and description of experience	Currently five members on the Audit and Risk Committee. Four members have recent and relevant financial experience.
	C34	What % of the housing provider's board are non-executive directors?	%	100% - all Board members are non-executive directors.
	C35	Has a succession plan been provided to the housing provider's board in the last 12 months?	Yes/No	Yes. Reviewed at the Governance and Remuneration Committee in April 2023 and approved by board in May 2023.
	C36	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	Five years. The appointment, reappointment and removal of the external auditors is agreed by the Audit and Risk Committee and recommended to board. An external audit tender process was undertaken in 2018 with committee representation on the panel. Beever and Struthers were appointed as external auditors in January 2019. Appointment of the external auditors is agreed annually.
	C37	When was the last independently-run, board-effectiveness review?	Date	2021
	C38	How does the housing provider handle conflicts of interest at the board?	Qualitative response	• Declarations of interest forms are completed annually or as changes are required. • Declarations of interest are a standard agenda item on meeting agendas. • Declaration of interest policy. • Probity report presented to the Audit and Risk Committee quarterly.

Theme	Criteria	Criteria description	Measurement unit	SLH Position
Staff wellbeing (T11)	C39	Does the housing provider pay the Real Living Wage?	Yes/No	Yes. SLH is an accredited Living Wage Employer. This is currently £12 in the UK, outside of London. This commitment applies to not only colleagues directly employed by SLH and Avela, but also to our third-party contractors.
	C40	What is the housing provider's median gender pay gap?	% gap	6.55%
	C41	What is the housing provider's CEO:median-worker pay ratio?	Ratio	25th Centile = 4.50:1 50th Centile = 4.12:1 75th Centile = 2.99:1
	C42	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	Qualitative response	EDI Strategy and supporting policies in place supported by a dedicated EDI forum led by the CEO, Director of Culture & Communications and Director of Operations. Alongside an ongoing EDI training programme.
	C43	How does the housing provider support the physical and mental health of its staff?	Qualitative response	The wellbeing of our colleagues is a key focus of our approach to people management. The organisation has an extensive suite of HR policies and procedures and working practices which support the effective management of staff wellbeing. Compliance against these policies is also provided to ELT on a monthly basis. These include: • Sickness absence policy that includes generous Occupational Sick Pay entitlement, occasions trigger for formal review, return work process which includes reference to stress risk assessment and wellbeing impact assessments. Return to work compliance is also reported monthly to ELT. • Work & Life Balance Policy which outlines how the organisation will seek to support colleagues in achieving an effective balance. • Agile Working Policy which enables colleagues to work from wherever they are most effective • Access to Employee Assistance Programme which includes access to counselling service • Wellbeing programme which provides access to training, workshops and resources • Robust one to one process which ensures all colleagues meet at least bimonthly with their line manager. With wellbeing being a key and documented focus of these reviews. • Quarterly wellbeing pulse surveys sent to all staff with reports being provided to ELT and feedback acted upon. • Regular training offered on mental health to support continued understanding • Mental Health first aid trained colleagues • Wellbeing Champions in place • H&S & Wellbeing Policy with appropriate reporting in place • Regular colleague events which provide opportunity to feedback/feel connected to other colleagues.
	C44	How does the housing provider support the professional development of its staff?	Qualitative response	We take a planned approach to learning and development with an L&D strategy in place that focuses upon both on the job learning and formal training. We have supported colleagues through their CIH qualifications beyond those identified as required in the anticipated Competence & Conduct Standard for Social Housing. We also have a number of colleagues undertaking professional qualifications relevant to their role e.g. CIMA, CIPD etc. We are also introducing skills audits for all roles to identify and support knowledge and skill gaps.
Supply chain (T12)	C45	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?	Qualitative response	As part of South Liverpool Homes (SLH) Procurement policy and procedure we have controls and regulations in place to determine the hard boundaries for procurement activity at SLH, within those constraints our culture sets the tone for all procurement activity and allow us to leverage our spend for social and environmental good. wherever permitted and practical, SLH leverage its spend to increase local economic impact. SLH will use compliant evaluation mechanisms to give preference to SME's in general and to suppliers based in the communities where we have homes in particular. As part of the procurement governance structure all potential procurements must be approved via the Procurement Gateway Board. as part of the approval process members must ensure that the procurement are procured from the right source and that Sufficient controls are in place to ensure that any supplier selected will meet our values and Environmental, Social and Governance (ESG) obligations and the form of contract proposed will not unduly disadvantage SLH or our tenants. South Liverpool Homes procures more than 75% of its spend and virtually all spend relevant in the context of social value through Avela Home Services, a joint venture with a locally based construction firm. Because South Liverpool Homes is the majority partner in the JV it is able to influence how Avela Home Services procures and ensures that it does so in line with our VfM Strategy. Where practical, Avela Home Services employs and procures within the communities where South Liverpool has homes and almost exclusively within the Sub-Region, ensuring that spend benefits the local community. During procurement for development projects we ask suppliers/contractors to complete a tender document which sets out requirements we expect our contractors to adhere to whin the contract unless they propose alternative social value proposals as part of their tender and agreed by SLH. the quality questionnair carries a 5% weighting for social value scoring with tender returns.
	C46	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?	Qualitative response	SLH's new build programme and specification require all properties to meet EPC A rating. This is set out in the specification and tender documents. SLH's current on-site project, The Old Baths, is being built to EPC A. Weighting is provided within the quality questionnaire and carries a 5% scoring of tenders for contractors to demonstrate how they have delivered EPC A homes and/or included the use of low-carbon technology to improve energy efficiency on delivery of homes. SLH employs a mechanical and electrical (M&E) consultant to advise on all M&E proposals included within designs and proposals submitted by contractors. This includes commentary on the suitability of products and their performance. SLH undertakes due diligence on contractors, post and during the contract, including undertaking financial assessments of the contractor's financial standing. As stated at C45 above, more than 75% of our spend is via Avela Home Services, a joint venture in which we are the majority partner. Consequently, AHS's environmental impact has been subject to significant consideration. The main initiatives to be commenced in the current financial year are: • Introduction of four further EV vans • PV Panels and battery storage linked to charging points are being planned (subject to ROI) at the repairs and maintenance depot. • Introduction of a dynamic scheduling system which will manage repairs appointments based on the geographical location. This will reduce the carbon footprint of our repairs & maintenance service, especially when combined with fleet electrification. Once the system is established we will report on CO2 emissions per repair. • Improve recycling rate from 20% to 30% • Become carbon literate organisation - bronze