

Environmental, social and governance (ESG) report

Year ending 31 March 2025



Introduction

Welcome to our environmental, social and governance (ESG) report for 2024/25.

We have a strong local presence and involvement with our local communities and by listening to what our customers say, we continually improve our services.

We're pleased to see further improvements in our tenant satisfaction measures (TSMs) this year. Our customer survey results show overall customer satisfaction with our services at 87%.

Selwood Housing manages and maintains over 7,200 homes across Wiltshire, Bath and Somerset. The range of homes we provide, from rented to shared ownership, sheltered accommodation and care homes means we help many local people.

We have an active programme to deliver 1,700 homes in the next 10 years, offering a range of affordable homes that meet the needs identified by our local authority partners.

In addition to this substantial investment in new homes, we have a large and continuing programme of improvements to our existing properties.

Affordable, safe and secure homes give people a foundation on which to build their lives, and we believe that strong ESG reporting is key to meeting our responsibilities to our customers.

We have been a vital part of our communities for over 30 years and know the difference a stable home can make. Put simply, we are here to play our part in solving the UK's housing crisis, as a long-term partner and investor in our communities.



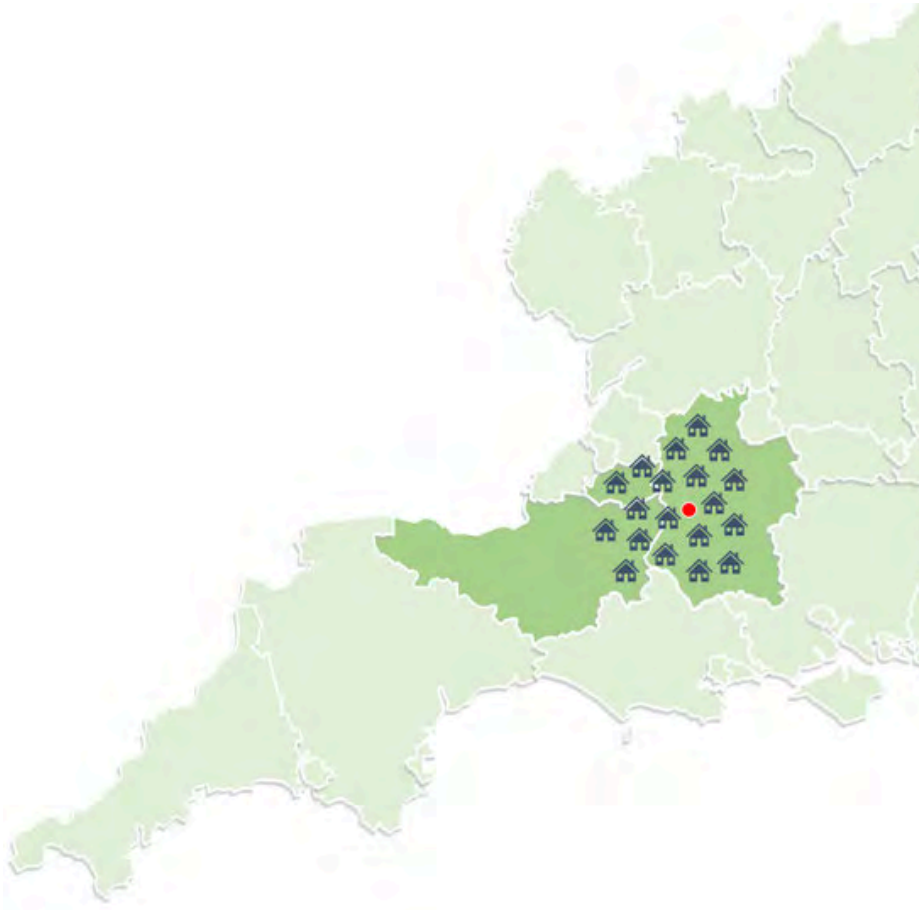
A handwritten signature in dark ink that reads "Barry Hughes". The signature is written in a cursive, slightly slanted style.

Barry Hughes
Chief executive

Our homes

Our homes are located in Wiltshire, Mendip and Bath and North East Somerset (BANES). The vast majority of our properties are within an hour of our main office in Trowbridge.

Our truly local focus means we can reach our homes quickly, we have strong relationships with our partners and stakeholders and it is easier for customers to get involved with shaping our services.



Our values and behaviours

Our values and behaviours connect our team and shape our ESG culture:



We are customer driven



We take accountability



We champion communication



We develop and learn

Our key ESG achievements in 2024/25 at a glance



98% social and affordable homes



Upgraded 82 low EPC homes from EPC D or below to EPC A or B



87% overall customer satisfaction with our services



Achieved best ever compliance results - all at or around 100%



Customer conversation survey sent to 8593 customers with a 14% response rate



Our Stronger communities fund supported 20 local projects



100% new properties EPC 'B' rated and above

84.9% existing properties EPC 'C' rated and above



4 new members joined our scrutiny team

What we are focusing on in the future

Our corporate strategy for 2025–2028 outlines the targets we seek to achieve in the areas that are most important to our customers - repairs, safety, and the environmental efficiency of our homes.

We will continue our programme retrofitting our least energy efficient homes making them warmer, healthier and more affordable to heat. Our target is for all our existing properties to be at EPC level 'C' by 2030 and carbon-neutral by 2050.

The award of £2.5 million in March 2025 from the government's Warm Homes: Social Housing fund Wave 3, alongside our match funding, means we can schedule energy upgrades to a further 214 homes.

We will expand our use of monitoring equipment and technologies such as the Aico remote environmental sensor. This approach can help us find the root causes of damp and mould.

With a further 500 homes in the pipeline across twenty locations, we are making substantial progress towards our plans to build 1,700 more local affordable homes by 2034. Energy efficiency remains a priority with 100% of our new homes achieving EPC 'B' or above.



McDonogh Court, Trowbridge

Sustainability Reporting Standard for Social Housing

The structure of this report follows the themes outlined in the Sustainability Reporting Standard for Social Housing, under the three broad environmental, social and governance headings.

Each one has several criteria which are individually addressed.

Theme	Environmental criteria
1	Climate change
2	Ecology
3	Resource management

Theme	Social criteria
4	Affordability and security
5	Building safety and quality
6	Resident voice
7	Resident support
8	Placemaking
Theme	Governance criteria
9	Structure and governance
10	Board and trustees
11	Staff wellbeing
12	Supply chain management

Climate change

Our impact

1



C1. Distribution of EPC ratings of existing homes (those completed before the last financial year).

EPC band	2023/24	2024/25
A	1.4%	1.8%
B	27.1%	28.2%
C	52%	54.9%
D	17.8%	13.6%
E and below	1.5%	1.4%
No data	0.2%	0.2%

C2. Distribution of EPC ratings of new homes (those completed in the last financial year).

EPC band	2023/24	2024/25
A	1.8%	16.4%
B	98.2%	83.6%

C3. Does Selwood Housing have a Net Zero target and strategy? If so, what is it?

No, we have a target for 2030 – all homes to be EPC SAP band C or better.

C4. What retrofit activities has Selwood Housing 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?

1. Planned programmes (no of properties):

- Window programme: 95
- Boiler programme: 391
- Fuel switch: 13
- Electric heating: 124
(Dimplex Quantum high heat retention)
- ASHP programme: 38
- Cavity wall insulation (CWI) extract and refill: 65
- Loft insulation top-ups: 32

2. Energy upgrades to 82 low EPC properties

(Completed under the government funded SHDF programme)

- Extract & refill failed CWI: 48
- Loft top-ups: 67
- Insulate loft space at eaves to wrap down to top of CWI - all homes
- Install PV panels: 73
- Install Dimplex Quantum high heat retention heaters: 27
- Install air source heat pumps - 12 homes

3. Other

Successful application to Warm Homes: Social Housing Fund Wave 3 bid

We secured £2.5m in grant funding for the period 25/26 to 27/28 for the upgrade of 214 low EPC properties. Total project cost is estimated to be £6.5m over the three years. We've also publicised the success of the Wave 2.1 work via our website and various social media outlets.

Staff training includes:

- Domestic energy assessor – 1 member of staff.
- Retrofit coordinator – 1 staff member of staff completed the course.
- We do all our void EPC surveys in-house and update the data collected in MRI Asset,

Environmental monitoring

- We're continuing to install Aico HomeLINK monitors in homes.
- These are used by our damp and mould team to monitor heating and humidity before and after any remedial works are completed.
- They're also proving a really useful tool for customer engagement and education around heating and ventilation of homes.

C5. Scope 1, 2, 3 greenhouse gas emissions

Emission type*	2023/24 (tonnes CO2)	2024/25 (tonnes CO2)
Scope 1	525	557.32
Scope 2	173	166.29
Scope 3	16,088	13,298.30
Total	16,786	14,021.91

Scope 1, 2, 3 greenhouse gas emissions per home

Emission type*	2023/24 (tonnes CO2)	2024/25 (tonnes CO2)
Scope 1	0.07296	0.07744
Scope 2	0.02404	0.02311
Scope 3	2.23569	1.84776
Total	2.33268	1.9483

C6. How has Selwood Housing 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?

All our new developments are built to the relevant planning legislation at the time. Any requirements for flood risk mitigation and management, for example design, sustainable drainage systems and use of permeable surface materials are included.

Ecology

Protecting our local environment & economy

2

Resource management

Sustainable approach

3



C7. Does Selwood Housing have a strategy to increase green space and promote biodiversity on or near homes?

Our development strategy sets out how Selwood Housing is building new local affordable homes and meeting the environmental and ecological challenges of biodiversity.

C8. Does Selwood Housing have a strategy to actively manage and reduce all pollutants that could cause material harm? If so, how does it target and measure performance?

As part of our ongoing commitment to reducing our carbon footprint and production of pollutants, cleaner forms of energy are being explored as part of our carbon strategy, so the types of heating we have within our homes, moving away from more traditional solid fuel heating systems towards greener renewable energy.

We are also making a gradual shift towards an electric fleet with electric vehicles. A number of electric vehicles will be delivered later this year with the next procurement exercise increasing the number to be delivered.

C9. Does Selwood Housing have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does it target and measure performance.

We require contractors and suppliers to responsibly source materials and use the relevant British Standards for materials (including natural materials such as timber). Contract managers monitor performance to ensure the required materials are provided.

C10. Does Selwood Housing have a strategy for waste management incorporating building materials? If so, how does it target and measure performance?

We require contractors/suppliers to use relevant waste management systems. Waste is disposed of via agreed routes. Performance is measured and monitored by contract managers. We carry out weekly inspections on live new build development sites, not just the build but checks on site management of the site and systems.

C11. Does Selwood Housing have a strategy for water management? If so, how does it target and measure performance?

We require contractors and suppliers to responsibly source materials and use the relevant British Standards for materials (including natural materials such as timber). Contract managers monitor performance to ensure the required materials are provided.



Case study

Managing damp & mould

We are committed to providing safe, healthy, and energy efficient homes for customers. As part of our approach to managing damp and mould, we are installing Aico remote environmental sensors in homes where persistent issues have been identified.

We now monitor 240 homes using this technology. This will grow as we identify more homes with above average risk of damp, mould and condensation. The sensors, which remain in place for 10 years, capture real-time data on air temperature, humidity, ventilation (air quality), and dew point across individual rooms. We can then build detailed damp and mould risk profiles to understand underlying causes and develop targeted, evidence-based solutions tailored to each home or property type.

Once our specialist damp and mould team are confident that all necessary repairs, upgrades, and advice have been implemented, we offer customers access to the Aico HomeLINK Resident app. This provides real-time insights into their home environment and alerts customers if conditions fall outside healthy levels. It helps customers to adopt improved ventilation and heating practices, and to maintain a healthier living environment, particularly in colder months

This initiative reflects our commitment to embedding ESG principles across our operations, investing in smart technologies, and supporting sustainable, customer-focused housing solutions.

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The resident app is a great help – it sends me alerts if the humidity or air quality isn't right or if the property isn't being heated properly. It's useful for keeping my home healthy & comfortable.

Louise, Westbury

Affordability & security

Providing long-term affordable homes

4



C12. For properties subject to the rent regulation regime, rent compared to the Local Housing Allowance (LHA):

58.6%

C13. Share, and number, of existing homes (owned and/or managed) completed before the last financial year) allocated to:

Tenure	Number of homes	% of total homes
General needs (social rent)	4181	58.1
Intermediate rent	6	0.1
Affordable rent	944	13.1
Supported housing	80	1.1
Housing for older people	1414	19.6
Low cost home ownership	433	6.0
Care homes	46	0.6
Private rented sector	2	0.0
Other	91	1.3
Total	7197	

C14. Share, and number, of new homes (owned and/or managed) that were completed in the last financial year), allocated to:

Tenure	Number of homes	% of total homes
General needs (social rent)	8	6.4
Intermediate rent	0	0.0
Affordable rent	64	51.2
Supported housing	0	0.0
Housing for older people	0	0.0
Low cost home ownership	53	42.4
Care homes	0	0.0
Private rented sector	0	0.0
Other	0	0.0
Total	125	

C15. How is Selwood Housing trying to reduce the effect of high energy costs on its residents?

We successfully applied to participate in the energy redress scheme co-ordinated by the Housing Associations Charitable Trust (HACT). In partnership with HACT we were able to support our customers experiencing energy debt. Over the past year we issued 295 vouchers through the HACT scheme, accounting for £14,300 of assistance.

Following an application for Household Support Funding to Wiltshire Council, we were able to support customers referred to our tenancy sustainment team.

We provided £14,400 of voucher assistance to customers facing significant financial hardship, fuel poverty or debt management challenges. Through the local authority HSF initiative we assisted 82 households, issuing 158 vouchers. This included vouchers for utilities/energy, basic white goods and food.

Wessex Water Social Housing Fund has confirmed we will receive a funding award of £2k per quarter during 2025/26.

C16. How does Selwood Housing provide security of tenure for residents?

We offer assured or secure tenancies, giving residents long-term stability and protection from eviction without just cause. Our tenancy practices follow national regulatory requirements and best practice standards across the housing sector.

We provide specialist housing and support for vulnerable residents, including older people, those with disabilities, and individuals recovering from illness or trauma.

Our shared ownership scheme offers an affordable way for residents to part-own their home while paying rent on the remaining share. It provides a clear pathway to full home ownership over time, with support and guidance available throughout the process.

We also offer tenancy sustainment support to help residents facing challenges that could impact their ability to maintain their tenancy. This includes support with managing rent payments, accessing benefits, budgeting and signposting to other services for more specialist help, such as mental health or wellbeing support. Our goal is to work alongside residents to promote stability, independence, and long-term housing security.

Building safety and quality

Protecting residents and keep buildings safe

5



C17. The condition of Selwood Housing's portfolio

- 100% required gas safety checks carried out
- 100% required fire risk assessments carried out
- 99.2% required electrical safety checks carried out

C18. What % of homes meet the national housing quality standard? Of those which fail, what is Selwood Housing doing address these failings?

At year end, 99.1% of all homes met the decent homes standard. The largest proportion of homes failing is due to the condition of roofs and chimneys resulting from historically poor contractor performance. With contractors now performing well, we expect to clear the backlog by March 2026.

We saw an increase in external door failures, which we're addressing by substantially increasing our door programme for this and future financial years.

We also had ten failures due to the condition of air source heat pumps. These NIBE units were planned for renewal in 24/25, but it proved difficult to source a suitable replacement unit. We now have a solution and some were replaced in year with the remainder planned for 2025/26. We expect all the decent homes failures to be resolved by 31 March 2026.

C19. How do you manage and mitigate the risk of damp and mould for your residents?

We take a proactive approach to managing and reducing the risk of damp and mould. This includes preventative surveys and targeted improvement works as part of our planned maintenance programme, tailored to building types and using enhanced standards.

Our responsive repairs team is trained to deal with low-risk reports quickly, while a dedicated specialist team handles more complex or high-risk cases using advanced tools and expertise.

We've also invested in Aico environmental sensors, which monitor temperature, humidity, and ventilation in real time. This technology allows us to detect potential problems early and work with residents to prevent issues from developing.

Together, these measures ensure we can respond effectively, support customers and maintain healthier homes.

835 many cases of damp and mould were reported in the period that required action, accounting for 13% of our portfolio.

Resident voice

Listening to customers

6



C20. What are the results of Selwood Housing's most recent tenant satisfaction survey? How has Selwood Housing acted on these results?

Our 2024/25 Tenant Satisfaction Measures show continued strong performance, with improvements across both survey and non-survey indicators.

Overall satisfaction has increased to 87%, placing us in the upper quartile of sector benchmarks. Satisfaction with key services such as repairs (84.4%), home safety (90.5%), and being kept informed (90.2%) remains high, and satisfaction with complaints handling has improved to 55.3%, up from 46% last year.

These results are based on a robust sample and benchmarked against both Housemark peer groups and national averages, where we consistently perform above the median and often in the top quartile.

Performance across non-survey measures also remains strong. We achieved 100% compliance for gas safety, fire risk assessments, legionella, and lift safety checks. Asbestos survey coverage improved to 98.9%. The proportion of homes not meeting the Decent Homes Standard reduced to 0.9%.

Responsive repairs completed within target timescales remained high, with 85.2% for non-emergency and 99.6% for emergency repairs.

C21. What arrangements are in place to enable residents to hold management to account for the provision of services?

Our independent scrutiny team of seven customers volunteer their time to review Selwood Housing services. Three new members joined in 2024 and completed our induction with training that includes our corporate plan, plain English, equality & diversity, introduction to social housing and data protection.

The group also completed National Tenant Participation & Scrutiny support organisation's (TPAS) introduction to scrutiny, which evaluated their way of working and how they could develop and improve.

The scrutiny team holds quarterly business meetings attended by our business insight and performance team which helps inform the team's decision making about which areas of the business to scrutinise.

They are supported by the involvement and communities team who provide all the required information and access to staff to allow the scrutiny team to understand and review the chosen service and make informed recommendations.

The team compiles a report and action plan and monitors progress against it. This report is submitted to our board for approval

In the last financial year they completed a review into the prioritisation of planned programmes that included customer workshops. This was submitted to the board and approved in March 2025.

The action plan made seven recommendations with six now actioned and the seventh due for completion within twelve months.

Scrutiny team members also attend regional and national conferences alongside Selwood Housing's involvement team. This provides opportunities to network with other scrutiny members.

The team also monitors the progress of our Together with Tenants action plan. This is created by scrutiny members and the heads of service who update it quarterly with progress reports. Regular meetings provide opportunities for the team to raise questions and challenges.

In October 2024, we held our customer conversation. The survey takes place every 3 years and asks our customers for feedback on our main service areas. In 2024, we had a strong response rate of 14%.

Over 80% of respondents were aware of customer involvement opportunities, with nearly 10% of the remainder keen to know more.

We are currently monitoring an action plan based on survey responses and also informing strategy updates including our asset management strategy, neighbourhood management strategy, and involvement and communities strategy.

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 Selwood Housing?

Two complaint cases investigated by the Housing Ombudsman resulted in findings of maladministration, both relating to minor issues.

Since the first of these complaints was raised, we have taken steps to improve our approach by establishing a dedicated damp and mould team.

This team has implemented a clearer process and set defined timescales, which are helping to strengthen how we respond to and manage damp and mould concerns going forward.

Tenant satisfaction measures 2024/25

CUSTOMER SATISFACTION

Satisfaction with our services

87.0% Overall satisfaction

Keeping properties in good repair & maintaining building safety

84.4% with repairs in last 12 months

82.2% with time taken to complete most recent repair

85.3% that their home is well maintained

90.5% that their home is safe

Respectful and helpful engagement & handling complaints

75.1% we listen to tenant views and acts upon them

90.2% we keep tenants informed

89.9% we treat tenants fairly and with respect

55.3% with our approach to handling complaints

Responsible neighbourhood management

83.8% we make a positive contribution to neighbourhoods

70.0% our approach to handling antisocial behaviour

79.6% we keep communal areas clean and well maintained

OPERATIONAL PERFORMANCE

Building safety

100% gas safety checks completed

100% fire risk assessments completed

98.9% asbestos management surveys completed

100% legionella risk assessments completed

100% communal passenger lift safety checks completed

Antisocial behaviour cases

48.9 opened per 1,000 homes

0.3 involving hate crime incidents per 1,000 homes

Decent homes standard and repairs

00.9% homes do not meet the decent homes standard

85.2% non-emergency repairs completed within timescale

99.6% emergency repairs completed within timescale

Complaints

56.2 stage one complaints received per 1000 homes

98.7% stage two complaints responded to within Ombudsman timescale

8.0 stage two complaints received per 1000 homes

98.1% stage two complaints responded to within Ombudsman timescale

Resident support

Supporting our customers and communities

7



C23. What are the key support services Selwood Housing offers to its residents? How successful are these services in improving outcomes?

We now ensure that all iterations or rewrites of customer-facing policies and strategies reflect our customers' voices. During the year, 195 customers took part in 20 task and finish involvement projects across several business areas. We also worked on a strategy, 10 policies and 4 customer experiences, plus a code of conduct and fire safety assessment. Customers also helped revise our company values. We delivered these involvement opportunities via a mixture of in-person and online focus groups, community pop-ups, digital questionnaires, surveys and opinion polls.

Opportunities to get involved with reviews are also shared with customers in our monthly involvement newsletter. We send this to a 'warm list' of customers who have asked to hear more about involvement. The newsletter gives details of upcoming involvement opportunities alongside project updates - our 'you said, we did' reporting.

This maintains regular engagement, interest and recognises the value of our volunteers and the importance we put on hearing customers' voices. We are trialling a quarterly postal newsletter to 227 customers and a monthly electronic newsletter to 1440 customers which has an open rate of above 50%.

We completed 306 cases with a tailored tenancy sustainment intervention or support put in place. This included support for rehousing, money management, benefits, resettlement and property condition. Partnership development is fundamental. It strengthens our approach to neighbourhood management, community engagement and supporting our customers. We worked with a range of professionals, partners, agencies and charities over the past year harnessing our partnership commitment at the locality level and support for customers, including:

- Schools
- Local Councillors
- Parish Councils
- Ruksak
- Group 5
- KFR
- Spurgeons
- Police
- Fire & Rescue Service
- Primary Health Services
- Step Change
- Debt relief
- Town Councils
- Wiltshire Council
- Trowbridge Futures
- Wiltshire Wildlife
- Play streets
- Storehouse (foodbank)
- Churches & Faith Groups
- Citizens Advice Bureau
- Wiltshire Money
- Safeguarding Vulnerable People Partnership
- MARAC
- ASBRAC
- Victim Support
- FearFree
- Housing Associations Charitable Trust
- Child & Wellbeing Partnership
- Community Mental Health Services
- Energy Debt
- Damp & Mould

Placemaking

Creating places for
people to live and enjoy



8

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 placeshaping activities.

The involvement & communities team manages the Stronger Communities Fund. This consists of money from Selwood Housing and money sourced through procurement via our larger contractors who agree to donate funds. This social value clause included in appropriate Selwood Housing high-value contracts over £1m, ensures the fund will continue to receive funding to benefit our communities.

We distributed £30,325 to 20 different community projects across 8 towns and villages where we have housing stock. The grant approval often helps unlock access to further grants and cumulatively these 20 projects secured an additional £233,597.

We provided local charity Trowbridge Futures with £10,000, renewing our support contract with them for another 3 years. This helps them to support a kindness cafe, veterans' group, community fridge and cookery sessions, work with the local authority's migration and resettlement team to support delivery of English language courses

Priority Neighbourhoods is an approach we've developed with a rolling programme as part of our neighbourhood management strategy. The PRIDE acronym helps to set out the principles for the priority neighbourhoods projects: Partnership - Responsibility - Investment - Delivery - Engagement.

We've completed an 'ideas workshop' to support the planning and preparation for our next round of priority neighbourhoods. From April 2025, this includes several areas of Trowbridge: Charlotte Square, Ashmead, College, Seymour, Longfield, Paxcroft Mead, Hilperton.

Westleigh in Warminster was one of our priority neighbourhoods. The Westleigh CCTV surveillance system was switched on and operational from the end of February 2025. This reflected the feedback and priorities of local residents and their priorities for community safety, crime prevention and antisocial behaviour detection. This was funded and supported by: Wiltshire Council, Warminster Town Council, Wiltshire Community Foundation, Police & Crime Commissioners Community Action Fund .

We completed two community roadshows during the summer of 2024 in Trowbridge and Frome with our neighbourhoods and community involvement teams, working alongside neighbourhood partners.



Case study

Stronger communities fund

In 2024 – 2025, we distributed £30,325 through our Stronger Communities Fund, supporting 20 projects across eight towns and villages where we have housing stock.

Projects included low-cost counselling in Melksham, equipment for Bradford-on-Avon food bank, a kitchen for Westwood Social Club, cookery classes in Longhedge and youth homelessness support via the Amber Foundation.

Following customer feedback, we're revising our funding policy to prioritise project costs over revenue, support more small-scale initiatives, and ensure equitable distribution across all areas.

To sustain the fund, we've reinstated a social value clause in contracts over £1 million. Contract managers now collaborate with the involvement and communities team pre-award, with annual payments aligned to contract anniversaries. We've also joined a local funding network to broaden our reach.

Our application process requires full cost breakdowns and confirmation that match-funding is approved. This ensures project viability and maximises community investment. In total, the 20 funded projects leveraged an additional £233,598 in external funding amplifying our impact significantly.

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We are so grateful for the financial support that has made this project possible and the local businesses that have fundraised for us, and given their time and expertise to renovate and create the space for us

-Meg Aubrey, CEO of Trowbridge Future



Structure & governance

Our approach to governance

9

Board & trustees

Quality, suitability
and performance

10

C25. Is Selwood Housing registered with the national Regulator of Social Housing?

Yes

C26. What is Selwood Housing's most recent regulatory grading/status?

G1/V2

C27. Which code of governance does Selwood Housing follow, if any?

NHF 2020

C28. Is Selwood Housing a not-for-profit?

Yes

C29. Explain how Selwood Housing's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?

The Board is responsible for risk management and receives risk reporting at each board meeting on all strategic organisational risks including key controls and progression on actions, including all ESG-related risks.

ESG risks are incorporated into our risk register.

C30. Has Selwood Housing 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?

No

C31. How does Selwood Housing ensure it has a diverse range of inputs into governance processes?

Does it consider resident voice at the board and senior management level?

Does it have policies incorporating Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

Three board members are customers, one of whom is the board lead on complaints.

Our scrutiny committee attend our board meetings to report on reviews and make recommendations.

Customers are involved in policy making and inform strategy. In the last year customers have been involved in developing our company values and behaviours that underpin them.

Staff wellbeing

Supporting our people

11

Supply chain
management

Responsible procurement

12



C39. Does Selwood Housing pay the real living wage?

Yes.

C40. What is Selwood Housing's median gender pay gap?

Our mean gender pay gap is 11.5%.

C41. What is Selwood Housing's CEO:median-worker pay ratio?

The chief executive salary is 6 times the median of all members of staff.

C42. How is Selwood Housing ensuring equality, diversity & inclusion (EDI) is promoted across its staff?

No Limits is our voluntary staff committee which oversees and monitors how we deliver on our board approved EDI strategy and support the wider corporate business plan. Progress against our strategy is reported to the board on an annual basis.

The group raises awareness and promotes campaigns across the organisation following the diversity calendar and shares best practice within an external South West EDI networking group. Last year saw the promotion of our storytelling campaign inviting colleagues to share their story of difference encouraging us all to be our authentic self within the workplace.

C43. How does Selwood Housing support the physical and mental health of its staff?

Not only do we aim to ensure employees are able to work safely through stringent safe systems of work, but we are also equally passionate about providing a holistic approach to living well. We have introduced a new platform to support all aspects of wellbeing. The platform offers access to an employee assistance programme and virtual GP service providing private prescriptions. There is also access to financial wellbeing support and resources for physical and mental wellbeing. We have added further mental health first aiders and held events to help promote discussions around wellbeing.

C44. How does Selwood Housing support the professional development of its staff?

Personal and professional development is reviewed and discussed at all levels monthly via the personal progress review process.

Our in-house learning & development team offers a range of courses and support exploration of external course where required. The organisation contributes towards the cost of professional membership fees, covering one annual subscription.

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?

Social value and environmental impact are considered for procurements of goods, services and works. We incorporate evaluation criteria wider than just price and quality to understand how suppliers can help to deliver benefits in these areas.

Contract managers will work with appointed suppliers to ensure that any identified benefits are delivered during the contract term.

C46 How is sustainability considered when the housing provider is procuring goods and services?

Where realistic and appropriate, we include criteria in the tender to facilitate supplier contribution to the Stronger Communities Fund. This fund provides benefit to local communities through investment in charities.

We also aim to replace current goods, services and works with more sustainable options where appropriate and viable. This ensures that buying power is used to deliver more targeted social value benefits for residents and the wider community and is used to manage and reduce the environmental impact of the organisation and its supply chain.

Tender guidance is provided to prospective bidders, so they are clear on requirements and robust scoring criteria are developed to fairly manage the evaluation process in line with public procurement regulations.

Selwood Housing works with appointed contractors to ensure these improvements are delivered effectively through the contract period.

How does the housing provider monitor supply chain risks, and what initiatives has the housing provider taken to drive higher sustainability performance across its supply chain?

We monitor supply chain financial risks through regular financial checks on suppliers.

Contract managers regularly meet with suppliers and discuss any supply chain risks.

Strategic supplier meetings take place with key partners and risk is also discussed during these meetings.



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As customers, forum members bring a fresh perspective to the complaints process.

It's so satisfying to see our suggestions implemented and making a real difference.

Bella - forum member

Case study

Customer complaints forum

Our customer complaints forum raised concerns about the lack of follow-up with customers once the formal written response to their complaint had been sent.

Customers have 28 days from receiving the letter to raise any concerns, after which time the complaint is formally closed. However, after reviewing a selection of closed complaints, forum members said that they weren't always clear about the outcome, whether the customer was satisfied with the result, or if there had been any follow up.

To address this we introduced the 'satisfaction check'. This takes place 20 days after the formal response is sent. The process begins with the complaints team reviewing the letter to confirm that all agreed actions have been completed. They then contact the customer by phone or email to assess whether they are satisfied. Adding this extra step means we are now able to capture any outstanding concerns before the complaint is formally closed.

During the year, we also responded to the forum's concern that cases were not being consistently well managed, particularly by new members of staff. This prompted us to introduce a new case management training. While support was already available for staff managing complaints, it became clear that a more structured customised training was needed. We have now developed and rolled out this dedicated training for all staff who manage cases. This training will be required as standard for new supervisors or managers in the future.



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