



Leeds & Yorkshire  
Housing Association



# Sustainability Report

2021/2022



# Welcome to our 2021/2022 Sustainability Report

It is the vision of Leeds and Yorkshire Housing Association (LYHA) “to ensure all of our customers live in a home they love and in a community in which they can thrive”.

This powerful social purpose drives all our operations and requires us to think carefully about how we can foster sustainability and be socially responsible in everything we do. This is typically described as ESG. This report will illustrate the work and impact that Leeds and Yorkshire Housing Association (LYHA) has made in these Environmental, Social and Governance (ESG) areas during 2021/22.



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# Overview

**2021/22 should have been a straightforward year, following the life-changing disruptions of the Covid-19 pandemic and subsequent lockdowns, as the vaccine programme rolled-out we began to try and understand what “living with” Covid-19 might mean.**

The pandemic brought with it lots of operational challenges for LYHA, not least the balance between continuing to provide our core services (such as house repairs and estates upkeep) and keeping our customers, colleagues and contractors safe. Following the lifting of restrictions, we are delighted that we can once again spend time meeting customers face to face, reinstating community drop-in clinics and resuming our planned improvement programmes, such as installing new kitchens, bathrooms and boilers.

The uncertainty of the last two years has had a huge impact on peoples’ wellbeing and quality of life, and we are committed to providing additional support to those who need it. In the year, our team called all our customers to find out how they are feeling and whether there was more that LYHA could do to help them, be it outstanding repairs or signposting to support. These reconnecting

calls have proven very beneficial: in many cases we have been able to take immediate action which has made a tangible difference to customers, such as funding referrals to counselling sessions or helping them access free training and grants.

Our Customer Support Fund has also provided a valuable lifeline to customers struggling financially, providing over £23,000 of support during 2021/22, ranging from supermarket shopping vouchers to purchasing white goods. This funding will continue for the next financial year and beyond as the steep rise in living costs, particularly energy and food prices, will unfortunately have a significant impact. We are also exploring additional ways we can offer support and signposting at this difficult time.

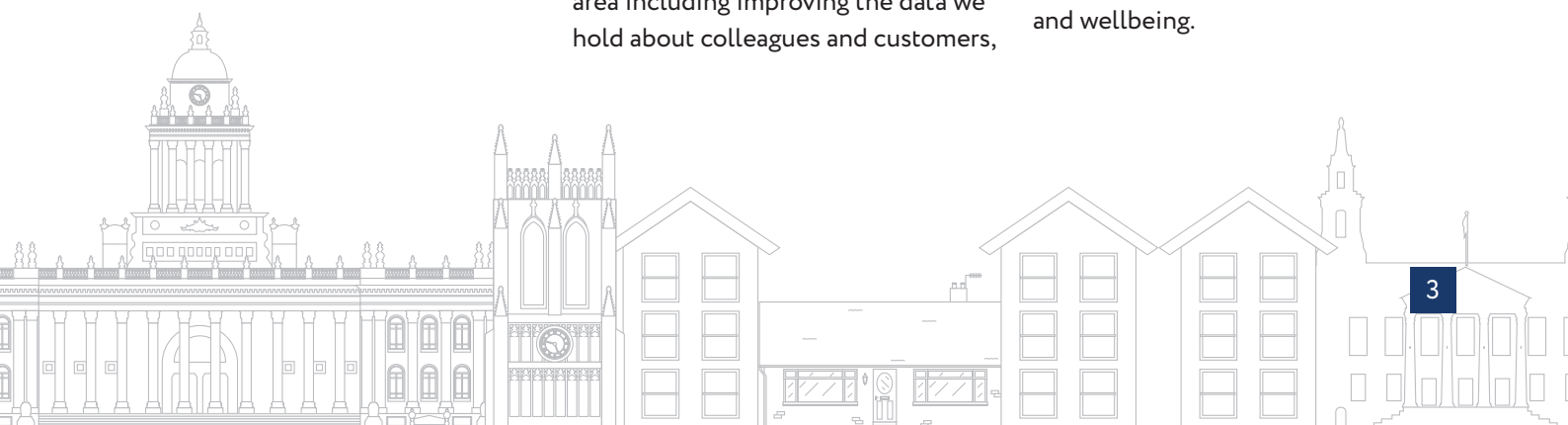
Responding to customers’ needs is at the very heart of our business and we have invested in new technology to improve the speed and efficiency of our communication, including webchat and an online repairs diagnostic tool. We recognise that our customers have individual needs, challenges and priorities and we strive to ensure that we meet these. We have a robust equality, diversity and inclusion strategy and action plan in place and during 2021/22 we have made significant progress in this area including improving the data we hold about colleagues and customers,

learning more about potential biases and improving the experience of individuals with neurodivergent conditions.

Access to affordable housing remains a challenge throughout our region, and we will continue to build more high-quality homes. During the last year we were delighted to hand over the keys to 33 new properties in Leeds and Barnsley and we have ambitious plans for many more over the years ahead.

Decarbonisation is one of the biggest challenges currently facing our sector. LYHA has recently completed a carbon baseline report and we have now set out our roadmap to achieve net zero. During 2022/23 we will begin customer consultation and looking at options for our first retrofitting scheme in Leeds, with a view to submitting a bid for funding through Wave 2 of the Social Housing Decarbonisation Fund.

We have also carried out significant investment not just in our homes but in our communities, such as providing apprenticeship placements for young people; installing WiFi to enable our customers to have high speed internet access in their homes; and hosting weekly community gardening sessions at our St Mary’s rooftop garden which have a positive impact on peoples’ mental health and wellbeing.



# UN Sustainable Development Goals

**Leeds & Yorkshire Housing Association is a social purpose business, with a rich heritage of providing decent, secure and affordable housing for the benefit of the community.**

We are passionate about the opportunity we have to make a difference and recognise the value that a good home can deliver. A home you love is a platform for a happy, fulfilling life. However, LYHA owns homes located in some of most deprived areas in the country and many of our customers face diverse challenges in their ability to live well.

Our objectives, as with those of much of the social housing sector, are aligned with many of the UN's Sustainable Development Goals (SDGs).

The structure of this report is aligned to the specific themes outlined in The Sustainability Reporting Standard for Social Housing. Within each theme we have reported against individual criteria. Our reporting is also aligned to the UN SDGs and the table below gives the themes and the specific SDGs to which they relate.

Each theme contains a number of core and enhanced criteria. This report

responds to all of the core, and many of the enhanced criteria included in the standard. It is our intention to refine and improve our reporting over time to be in a position to address all of the criteria in the standard.

This report is a self-assessment of our work on each criteria. It is not audited or benchmarked, and it is not exhaustive. It is intended to present the reader with sufficient evidence to demonstrate LYHA's commitment to operating sustainably and to provide some examples of where we are on the sustainability journey.



<sup>1</sup>ESG Social Housing – Building a sector standard approach to ESG reporting





# The Sustainability Reporting Standard

ESG Area	Theme	Theme Name	SDG Goal	
Social	T1	Affordability and Security	11	Sustainable Cities and Communities
			10	Reduce Inequality
	T2	Building Safety and Quality	11	Sustainable Cities and Communities
	T3	Resident Voice	11	Sustainable Cities and Communities
	T4	Resident Support		
	T5	Placemaking		
Environmental	T6	Climate Change	13	Climate Action
	T7	Ecology	15	Life on Land
	T8	Resource Management	12	Responsible Consumption and Production
Governance	T9	Structure and Governance	16	Peace, Justice and Strong Institutions
	T10	Board and Trustees		
	T11	Staff Wellbeing	8	Decent Work and Economic Growth
	T12	Supply Chain Management	12	Responsible Consumption and Production



# Social

Themes 1 – 5 address development goals 10 and 11 and can be seen to relate to LYHA's work to create social value in our communities.



# Theme 1: Affordability and Security

This theme seeks to assess the extent to which the housing provider provides long-term homes that are genuinely affordable to those on low incomes.

**Criteria 1.** Housing provider specific “Affordability” indicator

Using the data from our Statistical Data Return (SDR) to the Regulator of Social Housing (the Regulator) we have compared our rents against the average reported rents in the Private Rented Sector (PRS) for each property in the local authority areas that we operate. As a weighted average, we charge 63% of the rents levied in the private market.



**Criteria 2.**

Share, and number, of existing homes (homes completed before the start of the previous financial year) allocated to: General needs (social rent), Intermediate rent, Affordable rent, Supported housing, Housing for older people, Low cost home ownership, Care homes and Private rental sector.

Number of units reported in last SDR		%
General needs units	1095	69.3%
Intermediate rent units	84	5.3%
Affordable rent units	259	16.4%
Housing for older people units	76	4.8%
Low-cost home ownership units	54	3.4%
Private rented sector units	13	0.8%
TOTAL HOMES	1581	100.0%



Criteria 3.

Share, and number, of new homes (homes that were completed in the previous financial year), allocated to: General needs (social rent), Intermediate rent, Affordable rent, Supported housing, Housing for older people, Low-cost home ownership (LCHO), Care homes and Private rental sector.



In 2021/2022 we completed 33 new homes, all of which were social housing:

	New Homes	%
General needs	16	48.5%
Affordable rent	14	42.4%
LCHO	3	9.1%

Criteria 4.

How is the housing provider trying to reduce the effect of fuel poverty on its residents?

Our Income Officers provide one-to-one support for customers needing help with bills, budgeting, debt advice and negotiating with utilities. We work with referral service, Energy Angels, to support customers in using the market to switch suppliers for better value. We have started to work with the HACT Energy Hardship Fund, distributing funding to eligible customers. We work with the Trussell Trust and other charitable

organisations to redistribute food, clothing, household items etc.

We have engaged with energy supplier E.ON to utilise their ECO4 grant funding to develop a programme of works to install external wall insulation to some of our most expensive to heat homes.

In the year we received a “carbon baseline” report to provide a road map to achieving net zero carbon homes by



2050. This work will help us develop future programmes of work to address those homes that are currently most expensive to heat.

Criteria 5.

What % of rental homes have a 3-year fixed tenancy agreement (or longer)?

We offer assured non-fixed term tenancies for our general needs and housing for older people homes (HfOPs). These are lifelong tenancies which only end if a tenant leaves or

breaks the terms of their tenancy. We offer one-year fixed-term “starter” tenancies to customers in their first year in social housing, which transition into rolling “lifetime” tenancies on

successful completion of the first year. 94.2% of customers have longer-term security of tenure, with the remainder on starter tenancies.





# Theme 2: Building Safety and Quality

**This theme seeks to assess how effective the housing provider is at meeting its legal responsibilities to protect residents and keep buildings safe. The theme is made up of three criteria, disclosing gas safety checks, fire risk assessments and compliance with the Decent Homes standards.**

LYHA takes a proactive approach towards the health and safety of its customers, staff, contractors, and stakeholders to ensure it complies with its legislative and regulatory responsibilities. Health and safety is a standard item on every Audit and Risk Committee agenda.

A health check of LYHA's health and safety compliance data was undertaken in October 2020 by independent consultants Pennington Choices Ltd. The scope of the health check was a compliance review focused on data management to provide assurance that data is

robust and the new health and safety management system, C365, is effectively embedded. Pennington Choices found that "Overall, we have full assurance that LYHA is managing compliance effectively".

## Criteria 6.

**What % of homes with a gas appliance have an in-date, accredited gas safety check?**

At 31 March 2022 we had 100% of homes with an in-date accredited gas safety check.

## Criteria 7.

**What % of buildings have an in-date and compliant Fire Risk Assessment?**

At 31 March 2022 we had 100% of qualifying blocks with an in-date and compliant Fire Risk Assessment (FRA).

FRAs are conducted on a cycle of 1-, 2-, or 3-years dependent on the risk inherent in the building and with

reference to the vulnerability of the residents. We have no blocks over 18 metres or 6+ storeys.

## Criteria 8.

**What % of homes meet the Decent Homes Standard?**

As at 31st March 2022, 6 homes (0.3%) are deemed to not fully comply with the Decent Homes Standard. This was declared in our statistical data

return to the regulator and results from customers declining replacement of components, usually as a result of ill-health.



## Theme 3: Resident Voice

This theme seeks to assess how effective the housing provider is at listening to and empowering residents. The theme is made up of three areas that cover board scrutiny, complaint handling and resident satisfaction.

### Criteria 9.

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

LYHA is fully committed to engagement with our customers. Our current corporate plan is called "Together 2023" to illustrate the fundamental importance of co-creating the plan with customers and in creating the plan we consulted with customers involved in our governance structure, either on the Board or Committees, as well as a very well received broad digital consultation.

We have two board members who are also customers. We also operate a Customer Experience Committee which is jointly made up of board members and customers (with customers in the majority). This is a standing committee of the board and the Chair of the Board periodically attends the committee, offering direct access to the chair for customer members.

Effective engagement with our customers is vitally important to LYHA and our Improving Customer Experience Strategy places this at the heart of achieving high levels of customer satisfaction.



In the year we have co-created an improved Customer Engagement Policy, working with customers, colleagues and the Tenant Participation Advisory Service (TPAS).

The new policy greatly enhances the opportunities for customers to engage with LYHA and offers a range of ways to get involved.

On an annual basis we produce an Annual Report to Customers, detailing the activities and performance of LYHA over the year, providing customers with the information they need to assess the quality of the services they are receiving.



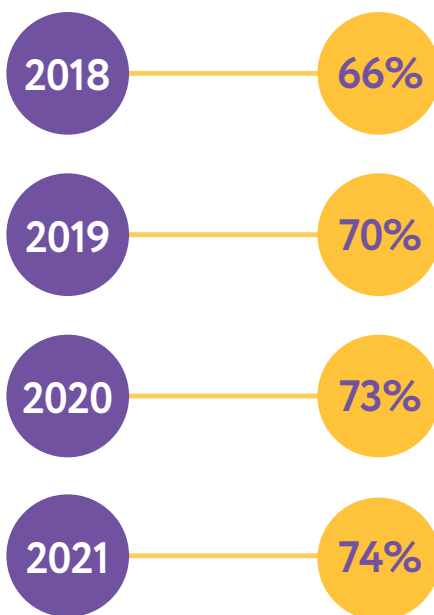
### Criteria 10.

How does the housing provider measure resident satisfaction and how has resident satisfaction changed over the last three years?

In April 2020 we introduced a quarterly “tracker” satisfaction survey, replacing our annual survey. Overall satisfaction, as measured through the STAR methodology, has now risen for four successive years to 74% in 2021-2022.

In addition to the tracker perception survey, we also undertake up to 1,000 transactional satisfaction surveys a year for our key services: repairs, estates maintenance, lettings, gas servicing and new homes.

#### Overall customer satisfaction



### Criteria 11.

In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?

The Housing Ombudsman found a service failure and maladministration in one case during the year. Since receiving this judgement, we have undertaken a comprehensive review of the case. An increase in anti-Social behaviour case oversight has been implemented to mitigate the risk of future service failings and briefings have been delivered to all colleagues.

A total of 68 complaints were responded to in 2021/22, an average of 5.6 per month. A total of 72.5% of our complaints were responded to within 5 days and our average days to respond was 5.58 days against a target of 5 days. We did not uphold 24.6% of complaints, with 31.9% of complaints partially upheld, and 43.5% of complaints fully upheld.

We successfully resolved 95.5% of complaints at stage 1 of our complaints process in the year, dealing with 3 complaints at stage 2.



## Theme 4: Resident Support

This theme seeks to assess the effectiveness of the initiatives that the housing provider runs to support individual residents. The theme is made up of two criteria that cover: What support is provided? And how successful is it?

### Criteria 12.

What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?

LYHA has an objective to help our customers and communities to live well. We have ambitious plans but recognise that we can't achieve all we want to achieve on our own. Where LYHA does not have the skills or resources, we will seek to work with partner organisations who share our

values and have similar objectives. We will also seek to innovate in our approach to procurement, working with contractors and supply chains to maximise social value for our customers.

We measure the outcomes of our

work through the HACT social value analysis, which gives outcomes an equivalent financial value.

In 2021/2022 we have supported over 40 people through a variety of programmes delivering the equivalent of £160,000 of well-being.

Associated outcome / value	Average person value	No. of participants/beneficiaries				Total
		Age unknown	Under 25	25-49	50+	
▣ Active in tenants group	£3,944.5				6	£23,667
♦ Full-time employment	£651		1			£11,647
♦ Apprenticeship	£2,353		2			£2,968
♦ Regular attendance at voluntary or local organisation	£1,229	10				£15,189
⦿ Relief from depression or anxiety (adult)	£1,229	5				£67,209
Improvements in confidence (youth)	£217	121				£26,284
Feel in control of life	£9,447	4				£19,000
▲ Access to internet	£8,116	4			16	£21,554



# Theme 5: Placemaking

This theme seeks to highlight the wider set of activities that housing providers undertake to create well-designed homes and places that meet local needs and provide great places for people to live and enjoy. The theme is made up of one criterion, a space for the housing provider to give examples of their placemaking or placeshaping work.

## Criteria 13.

Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

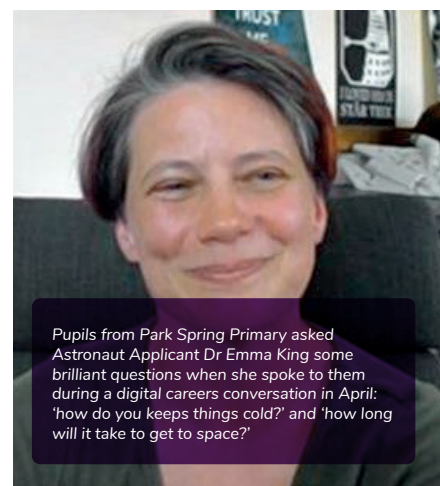
LYHA works in partnership with the charity 'Positive Footprints' to provide primary school children with inspiration to help them think about their futures and the many possibilities of exciting work. Positive Footprints have worked with LYHA across four primary schools in Leeds and Barnsley: Athersley South, Kexborough, Park Spring and Raynville to reach 361 children and young people. Schools rate the impact of the partnership and associated activity as very high (82%). This is measured using Net Promotor Score (NPS), a customer loyalty and satisfaction measurement taken from asking customers how likely they are to recommend a product or service.

Pupils have each engaged in an average of ten hours of careers-led learning. A total of five events have been delivered to open up the world of work with nine different businesses and local organisations. Some of the sectors and areas covered include aviation and space, the gaming industry, and careers in sport, as well as housing.

From age 9, children shape their aspirations for the future based on perceived ability, who they meet and their circumstances. They rule out future possibilities and think about whether they will apply for higher education in primary school. Providing opportunities for people to recognise and fulfil their potential should start early. Children from low-income homes are 33% more likely to be NEET at aged 16 (Not in Education, Employment or Training). Research suggests that meaningful engagements with employers can significantly increase life chances, but only 1% of pupils learn about a future career from someone outside of their environment engaging with their primary school.



Pupils engaging with Fly2help. They listened to Air Traffic Controller Kim talk about careers in aviation and how she overcame a variety of obstacles on her journey.



Pupils from Park Spring Primary asked Astronaut Applicant Dr Emma King some brilliant questions when she spoke to them during a digital careers conversation in April: 'how do you keep things cold?' and 'how long will it take to get to space?'





# Environmental

Themes 6 – 8 address development goals 7, 9, 13 and 15 and can be seen to relate to LYHA's work to address environmental issues.



# Theme 6: Climate Change

This theme seeks to assess how the activities of the housing provider are impacting on climate change. This theme considers current practice, as well as the changes being made to improve performance in the future. The theme is made up of six criteria, including the distribution of EPC ratings and heating sources, emissions data, capacity for renewable energy production, and environmental strategy.

**Criteria 14.**  
Distribution of EPC ratings of existing homes (those completed before the last financial year)

EPC Rating	% of Homes
A	0.5%
B	26.5%
C	29.8%
D	13.7%
E+	12.0%
No Data	17.5%

**Criteria 15.**  
Distribution of EPC ratings of new homes (those completed in the last financial year).

EPC Rating	Count of Reference
B	100%

**Criteria 16.**  
Scope 1, Scope 2 and Scope 3 greenhouse gas emissions measured in “tonnes of carbon dioxide per year” or tCO2

Emission source	Scope 1	Scope 2	Scope 3	Total
Housing			Heating, hot water and lighting 4,087	4,087
Offices	Gas 18	Electricity 12		30
Travel	Business travel company car 14.57		Business travel private car 11.45 Commuting 39	65
Total	32.57	12	4,137.45	4,182

**Criteria 17.**  
What energy efficiency actions has the housing provider undertaken in the last 12 months?

At one of our sheltered housing locations, St Cyprian’s Gardens in Leeds we replaced the roof, including an upgrade to the existing roof insulation.

A block of 8 apartments at Rotary Drive, Morley, from the new-build acquisitions in the year, benefit from photo-voltaic solar panels, contributing to a reduction in the

requirement to draw from the electricity grid.

We replaced older gas combi-boilers with modern A-rated gas combi boilers that are more energy efficient, reducing the use of gas compared to the older models.

We have replaced 64 front doors with close fitting and draught-proof fire doors.



### Criteria 18.

How is the housing provider mitigating the following climate risks:

- Increased flood risk
- Increased risk of homes over-heating

LYHA has not focussed on flood risk or over-heating in the year.

### Criteria 19.

Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.

LYHA provides a range of information, leaflets and flyers for customers about the safe and effective use of their home and building. These leaflets are provided to new customers and are also available on our website for any interested parties. We have run a significant consultation exercise in

2021/22 with customers to consider the format and content of our information in these areas and will be enhancing our offer through 2022/23.



## Theme 7: Ecology

This theme looks to examine how the housing provider promotes ecological sustainability. In particular, across the two criteria, it looks at actions to reduce the degradation of natural habitats, halt the loss of biodiversity, and protect and prevent the extinction of threatened species.

### Criteria 20.

How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?

In 2021 we have, in partnership with our repairs contractor GTD, completed a project to replace a green space in one of our largest estates, previously laid to lawn, with a community orchard. Indigenous British fruit trees have been planted to improve drainage, provide diverse habitats for insect life and provide a community resource.

The community orchard complements a long-running project at our St Mary's development, where a roof garden has been developed on a parking structure, turning a concrete space into a thriving and diverse community greenspace. The garden provides therapeutic activities managed by our partners at Hyde Park Source and improves the biodiversity of this inner-city area.

### Criteria 21.

Does the housing provider have a strategy to actively manage and reduce all pollutants?

If so, how does the housing provider target and measure performance?

LYHA does not currently have a strategy to manage and reduce pollutants. It is our intention to develop a sustainability strategy.

For our new build activity, however, we do require that all insulation materials and blowing agents used during manufacture will have Zero Ozone Depletion and a Global Warming Potential (GWP) of less than 5. This will include for example: foundations, external and internal wall insulation, floor insulation, roof insulation, loft hatches etc.



# Theme 8: Resource Management

This theme investigates how the activities of the housing provider promote the sustainable management of natural resources. The three criteria explore the sustainable sourcing of raw materials and the responsible management of waste and water.

## Criteria 22.

Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works?

If so, how does the housing provider target and measure performance?

LYHA does not currently have a strategy to increase the use of responsibly sourced materials. It is our intention to develop a sustainability strategy.

For our new build activity however, we do require that all timber will be FSC/PEFC Certified or equivalent, with clear Chain of Custody. A copy of the Chain of Custody Certificate or source documentation and copies of purchase orders/receipts must be provided. All internal finishes must be of softwood. All materials used in key building elements must be responsibly sourced.

All our new build activity in 2021/22 was delivered through s106 or similar turn-key agreements. Our primary supplier was Persimmon, who state: 'As part of our commitment to reduce our Scope 3 indirect emissions,

we have recently engaged an external consultant to calculate the embodied carbon of our homes. This will enable us to understand the carbon impacts of different house types, and prioritise those materials which have the greatest carbon impact. We are engaging with our major suppliers to support the study and provide carbon footprint data and information. We are partners to the Supply Chain Sustainability School to assist in the delivery of a consistent approach to sustainability and responsible sourcing.'

## Criteria 23.

Does the housing provider have a strategy for waste management incorporating building materials?

If so, how does the housing provider target and measure performance?

LYHA does not currently have a strategy for waste management. It is our intention to develop a sustainability strategy.

## Criteria 24.

Does the housing provider have a strategy for good water management?

If so, how does the housing provider target and measure performance?

LYHA does not currently have a strategy for waste management. It is our intention to develop a sustainability strategy.



# Governance

Themes 9 – 12 address development goals 8, 12 and 16 and can be seen to relate to LYHA's Governance arrangements.





# Theme 9: Structure and Governance

This theme seeks to assess the inherent characteristics of the organisation and any risks or benefits that may flow from this.

## Criteria 25.

Is the housing provider registered with a regulator of social housing?

Yes, registration number LH0704.

## Criteria 26.

What is the most recent viability and governance regulatory grading?

G1/V1 awarded in November 2020 following an In-depth Assessment (IDA) and confirmed in a strapline judgement in 2021.

## Criteria 27.

Which Code of Governance does the housing provider follow, if any?

The Board adopted the National Housing Federation's Code of Governance 2020 for 2021/2022.

## Criteria 28.

Is the housing provider Not-For-Profit?

Yes. LYHA is a registered society under the Cooperative and Community Benefit Societies Act 2014, registration number 14238.



## Criteria 29.

Explain how the housing provider's board manages organisational risks

LYHA's Risk Management Policy, approved by the Board, includes a combined assurance approach adopting the principles of Three Lines. The strategic risk map and register have been thoroughly reviewed by the Board, and an assurance map has been developed to illustrate the depth and quality of assurance against key controls. The Board reviews the risk register at each meeting and delegates the monitoring of the Strategic Risk Map and Register along with the review and assurance of the management actions to the Audit & Risk Committee. The Board has a nuanced risk statement for each of the main drivers of risk facing the Association.

## Criteria 30.

Has the housing provider been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices) - that resulted in enforcement or other equivalent action?

No.



## Theme 10: Board and Trustees

This theme seeks to assess the quality, suitability and performance of the board.

### Criteria 31.

What are the demographics of the board? And how does this compare to the demographics of the housing provider's residents, and the area that they operate in?

In 2020 we undertook a successful recruitment campaign to improve the skills and diversity of the board.

Our board of 12 Members is 33% women, 33% BAME and 8% live with a disability. We have no members from the LGBTQ+ community.

The average age is 55 and the average tenure is 3.3 years.

### Criteria 32.

What % of the board AND management team have turned over in the last two years?

25%, or three members of our Board of twelve have resigned over the last two years.

No members of the Executive Team have departed over the same period.

### Criteria 33.

Is there a maximum tenure for a board member? If so, what is it?

In adopting the NHF Code of Governance 2020 for the year 2021/2022, the normal expectation is of a maximum tenure of 6 years.

### Criteria 34.

What % of the board are non-executive directors?

Our board is comprised solely of non-executive directors.

### Criteria 35.

Number of board members on the Audit Committee with recent and relevant financial experience.

Three members of the Audit and Risk Committee have recent and relevant financial experience. The Chair of the committee is a commercial group financial controller who has chaired an RP audit committee in the recent past. One member was recently Chief Financial Officer of a larger housing association in the north-west and has an extensive history of senior finance and commercial roles. One member is a pensions investment manager for the West Yorkshire Pension Scheme.



### Criteria 36.

Are there any current executives on the Remuneration Committee?

No.

### Criteria 37.

Has a succession plan been provided to the board in the last 12 months?

Yes, the Board has considered succession planning in the last 12 months.

### Criteria 38.

For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

We have worked with auditors, Beever and Struthers, for six years but have engaged with a new Responsible Individual this year, so this is the first year working with this individual.

### Criteria 39.

When was the last independently-run, board-effectiveness review?

Consultants, DTP, undertook an independent governance review in October 2018. The LYHA board had planned to commission a new review in the winter of 2021-22. In light of the fact the board had agreed to pursue a merger with another RP, it was felt that this review should be paused until the merger discussions were resolved.

### Criteria 40.

Are the roles of the chair of the board and CEO held by two different people?

Yes.

### Criteria 41.

How does the housing provider handle conflicts of interest at the board?

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

At board meetings, members raise any potential conflicts of interest for the business being discussed and the member will be asked not to contribute/vote on the decision or be asked to leave the room.



# Theme 11: Staff Wellbeing



**Criteria 42.**

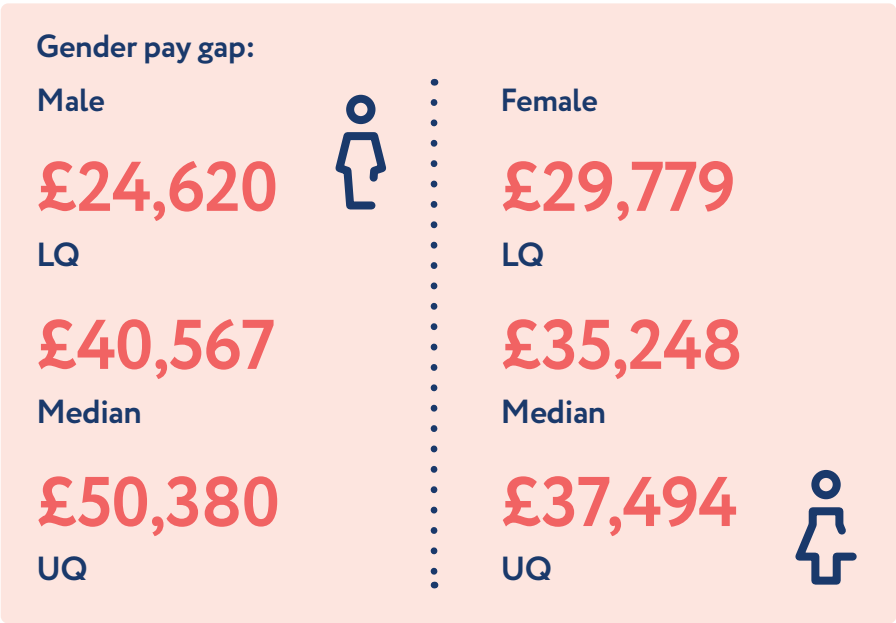
Does the housing provider pay the Real Living Wage?

We are not an accredited Real Living Wage employer, but we do pay above Real Living Wage levels, with the exception of apprenticeship posts.

**Criteria 43.**

What is the gender pay gap?

The results show that the median female is paid £35,248 and the median male is paid £40,567. The “pay gap” measured on median contractual full time equivalent pay for females and males showed a 14% pay gap.



**Criteria 44.**

What is the CEO-worker pay ratio?

Our CEO to average pay ratio is 3.3:1, which compares well to the FTSE 100 where it is closer to 100:1.

25th Centile	Median	75th Centile
4.92	3.32	2.53



### Criteria 45.

#### How does the housing provider support the physical and mental health of their staff?

LYHA is committed to providing an environment where all our colleagues can thrive. We have appointed a wellbeing champion who leads on colleague wellbeing matters. We operate a dedicated intranet focussing on the five pillars of wellbeing: Connect; Active; Learn; Give; Mindful.

We provide all colleagues with a healthcare plan, and which includes access to a counselling hotline.

In 2020, five members of our staff team trained in mental health awareness and are now mental health champions. A range of activities and opportunities are provided to colleagues through the year, such as a regular quiz, shared social activities, volunteering time and opportunities and access to learning.

We regularly survey colleagues to assess their levels of engagement and regularly exceed 85% engagement, which benchmarks very well with our peers. We have also undertaken an assessment with Investors in People, who have awarded LYHA with the Silver Award in 2020.

### Criteria 46.

#### Average number of sick days taken per employee

In 2021/22 our colleagues were absent for an average of 4.8 days short-term sickness and 10.6 days long-term sickness.

## Theme 12: Supply Chain

We are not currently in a position to report on the enhanced criteria related to Theme 2: Supply Chain.

### Criteria 47.

#### How is Social Value creation considered when procuring goods and services?

The LYHA Procurement Policy sets out:

*'Social value relates to skills and employment, promoting inclusion, encouraging safer and more diverse supply chains and protecting the environment.'*

*LYHA will not be prescriptive in how its procurement activity delivers social value, but it will be mindful of the social value that can be generated through effective and focussed procurement activity.'*

### Criteria 48.

#### How is environmental impact considered when procuring goods and services?

The LYHA Procurement Policy sets out: *'LYHA is committed to the development of a sustainable environment, and all staff within the association can actively support this policy.'*

*The principal aims of environmental purchasing are:*


- \* to minimise the consumption of non-replaceable natural materials;*
- \* to seek alternatives, where possible, to products and processes which are detrimental to the environment;*
- \* to minimise waste and to maximise the re-use and recycling of materials;*
- \* to use materials and processes which are least harmful to the environment.'*





## Get in touch

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