

ESG Summary Report

South Yorkshire
Housing Association



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Introduction

At South Yorkshire Housing Association (SYHA) our purpose is for people to settle at home, live well and realise their potential. Since 1972, we have been providing over 6,000 quality homes across our region, and working collaboratively to offer innovative services that enable people to thrive in all aspects of their lives.

As an organisation founded in the era of Ken Loach's ground-breaking film *Cathy Come Home*, ending homelessness has always been at the heart of our purpose. We plan to be here for the long-term so that we can continue supporting people to have a safe place to call home, and providing a diverse range of strengths-based services where people are listened to and empowered with whatever they need to live well in their community.

In November 2021 we were announced as the winners of Inside Housing's national Landlord of the Year award in recognition of the work of our brilliant teams and customers. This achievement is something we're very proud of and reflects the shared values and commitment of everyone who is part of South Yorkshire Housing Association. You can view our winning video submission [here](#).

Our organisational strategy guides our work and sets out six themes that helps us to deliver our purpose. They are:

1. Developing our relationships with our customers
2. Doing the basics brilliantly
3. Growing what we do well
4. Tackling the climate emergency
5. Being an excellent employer and great place to work
6. Creating a digital, data driven, agile business

We have also embedded our Race Action Plan within each of our strategic themes to reflect its importance across all that we do.



Welcome from the Chair

We are delighted to be able to submit our first Environmental, Social, Governance (ESG) report. The report provides an excellent opportunity to measure, assess and communicate all the work we are doing in line with the Sustainability Reporting Standard for Social Housing. We welcome the greater emphasis that is now being given to ESG reports and metrics across the housing association sector and believe that the principles behind this approach blend very well with the core values we have always held dear at South Yorkshire Housing Association (SYHA).

Our Board has given its wholehearted support to the underlying strategy that guides the work of SYHA, and we believe that each of the six themes in the strategy is intimately linked to different ESG measures. Our shared commitment embodies the concerns of sustainable development, quality standards, diversity, social justice, and partnership (all of which underpin the ESG approach), and the connections between principle and practice are shown throughout this report.

This document is the product of many contributions by people in SYHA, but I would especially like to thank Gareth Parkin, Gordon Watts, Hannah Thornton, and Jonathan Wilkinson for producing such a lively, accessible and welcoming report. That is the SYHA way. This is the start of a long-term process, for SYHA as for all other housing associations, and we can all learn from each other by sharing our ideas, strategies and practices. I do hope you enjoy reading our first ESG report.



Ian Cole

South Yorkshire Housing Association
Chair of the Board

Summary

What is an ESG Report?

The Sustainability Reporting Standard for Social Housing is a framework for housing providers to measure and communicate Environmental, Social and Governance (ESG) performance in a recognisable and consistent way. The aim of this report is to show our commitment in these key areas and to recognise both the extent of our impact, and the opportunities to improve.

United Nations' Sustainable Development Goals

The Reporting Standard aligns with the United Nations' (UN) Sustainable Development Goals (SDGs). Whilst creating this Sustainability Report we have found that our organisational strategy aligns closely with the SDGs, which means that a lot of our work is already having a positive impact in many of the ways outlined in the list below. As we continue to develop our ESG reporting approach we plan to create stronger links between our work and the SDG goals.

Direct Impact	Indirect Impact
1. No Poverty	15. Life Below the Water
2. Zero Hunger	16. Peace Justice and Strong Institutions
3. Good Health and Wellbeing	17. Partnership for the Goals
4. Quality Education	
5. Gender Equality	
6. Clean Water and Sanitation	
7. Affordable and Clean Energy	
8. Decent Work and Economic Growth	
9. Industry Innovation and Infrastructure	
10. Reduce Inequalities	
11. Sustainable Cities and Communities	
12. Responsible Consumption and Production	
13. Climate Action	
14. Life on Land	

Summary of ESG Criteria Themes

The ESG report is broken down into the following 12 themes:

Social: Themes 1-5

Environment: Themes 6-8

Governance: Themes 9-12

Theme	Theme Name and Criteria	Description	Directly influenced Sustainable Development Goals (SDG)
1	Affordability & Security Criteria C1-C5	This theme seeks to assess the extent to which SYHA provides homes that are genuinely affordable to those on low-incomes. The theme is made up of five criteria, including the tenure mix of new and existing properties and security of tenure.	1,2,7 & 11.
2	Building Safety & Quality Criteria C6-C8	This theme seeks to assess how effective SYHA is at meeting its legal responsibilities to protect residents and keep buildings safe. The theme identifies three areas of performance to assess - gas safety checks, fire risk assessments and compliance against the Decent Homes Standard.	3 & 11.
3	Resident Voice Criteria C9-C11	This theme seeks to assess how effective SYHA is at listening to and empowering residents. The theme is made up of three criteria that cover board scrutiny, complaint handling and resident satisfaction.	1-11
4	Resident Support Criteria C12	This theme seeks to assess the effectiveness of the initiatives that SYHA runs to support individual residents. The theme is made up of two criteria that cover: What support is provided? And how successful is it?	1-11
5	Placemaking Criteria C13	This theme seeks to highlight the wider set of activities that SYHA undertakes to create well-designed homes, 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 place shaping work.	3,9 & 11.

Theme	Theme Name and Criteria	Description	Directly influenced Sustainable Development Goals (SDG)
6	Climate Change Criteria C14-C19	This theme seeks to assess how the activities of SYHA 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 seven criteria, including the distribution of EPC ratings and heating sources, emissions data, capacity for renewable energy production and environmental strategy.	3, 6–9, 11–12, 13 & 15.
7	Ecology Criteria C20-C21	This theme seeks to assess how the housing provider is protecting and enhancing biodiversity, and minimising environmental pollution.	6, 7, 11–13 & 15
8	Resource Management Criteria C22-C24	This theme seeks to assess how SYHA manage the use of resources. Its three criteria cover sourcing materials, waste management and water management.	6, 7, 11 & 12.
9	Structure & Governance C25–C30	This theme seeks to assess the quality, suitability and performance of the corporate and governance structure. The theme is made up of six criteria including ownership, governance and risk approaches.	5, 8, 10 & 11.
10	Board & Trustees Criteria C31–C41	This theme seeks to assess the quality, suitability and performance of the board of trustees. The theme is made up of eleven criteria including demographics of the board, ownership, experience and independence of the board.	5, 8, 10 & 11.

Theme	Theme Name and Criteria	Description	Directly influenced Sustainable Development Goals (SDG)
11	Staff Wellbeing Criteria C42-C46	This theme seeks to assess the extent to which SYHA is a good employer to its internal staff. The theme is made up of five criteria, the CEO worker pay ration and a disclosure on being a Living Wage employer.	1–5, 8 & 10.
12	Supply Chain Criteria C47-C48	This theme seeks to assess the extent to which SYHA uses its supply chain to achieve positive outcomes. The theme is made up of two criteria covering social value and environmental impact in procurement.	7–12

Social

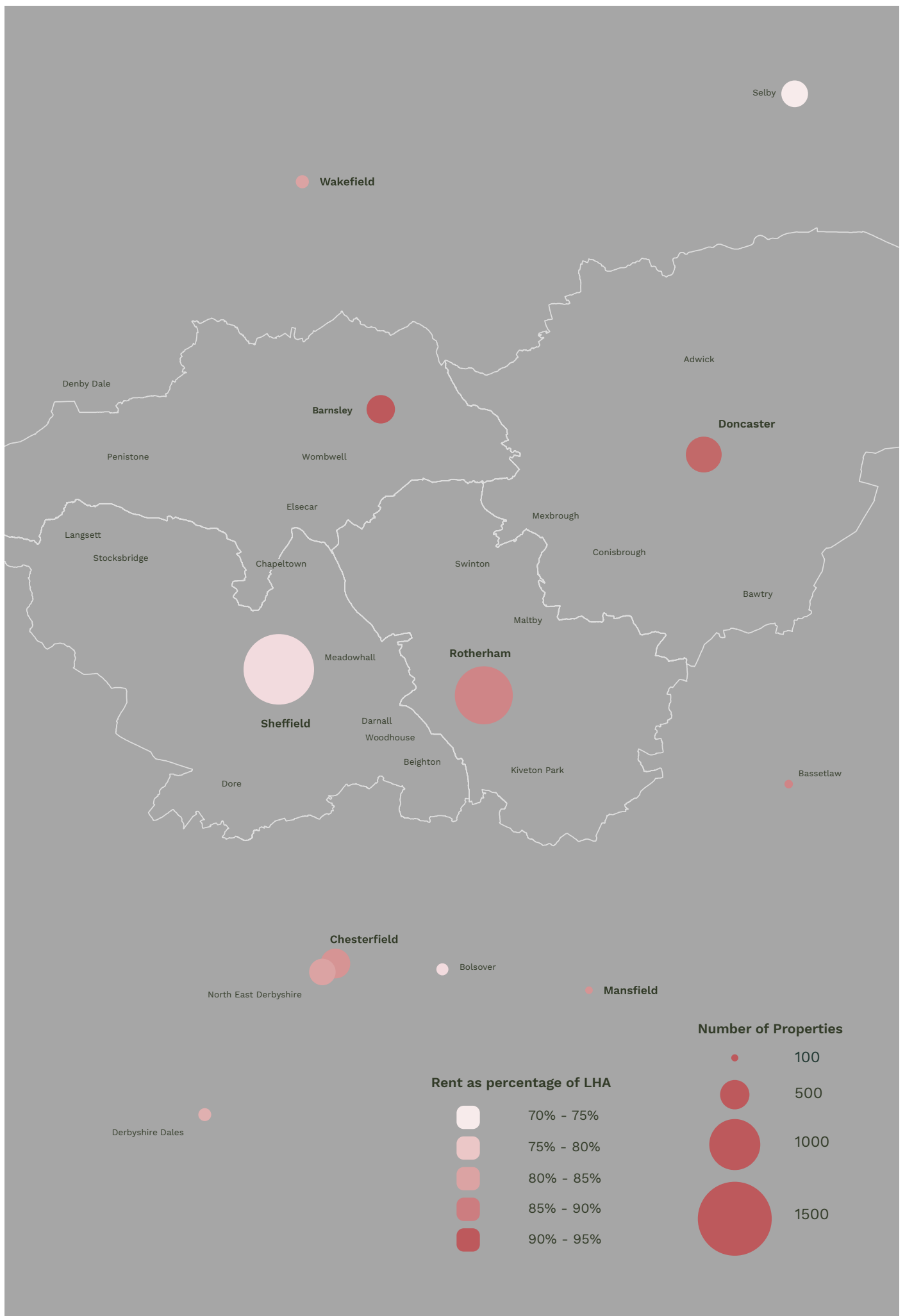
Theme 1 – Affordability and Security

C1 Housing provider specific indicator of affordability

We provide a diverse range of homes for people across Yorkshire and the Humber. This includes new and older estates where families are classmates and colleagues as well as neighbours, city centre living in the heart of our cultural cities and towns, supported housing where people can combine their safe home with services that support their mental health, or with their life as they grow older, and more.

Our recent analysis shows that the average rents of our customers remain well below the Local Housing Allowance (LHA) rate and the private sector market rents in the areas where our homes are. Some of our supported housing rents do move us nearer to LHA rates however, on average, our rents are 82% of LHA rates and 67% of private sector rents.

Our letting activity shows that the rent customers pay in our General Needs housing represents 22% of household income, which is below the Shelter recommended 33%.



Case Study 1

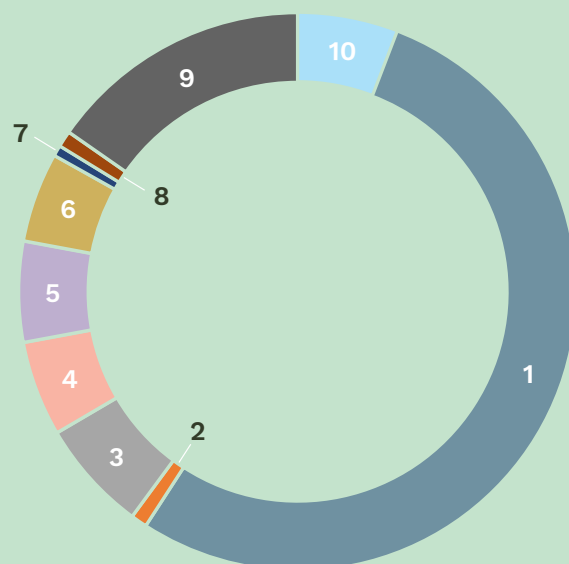
‘Filling the voids’ – support for people seeking asylum

In 2021 we developed a partnership with a local Sheffield charity ASSIST who support people who have been refused asylum. We were able to collaborate with ASSIST to provide safe temporary free housing for people to call home in spaces that would otherwise have been empty (void). This opportunity has shown the potential for housing associations to think innovatively and to collaborate with charities in a way that benefits both organisations, and most importantly has a positive impact on the wellbeing of people seeking sanctuary.

C2 Our existing homes

As of October 2021, our homes comprise of:

1. General needs social rent 56.8%
2. Intermediate rent 0.9%
3. Affordable rent 6.2%
4. Shared ownership 5.3%
5. Extra care housing to rent for older people 5.6%
6. Direct care supported housing homes 5.0%
7. 100% leasehold homes for older people 0.6%
8. Shared ownership for older people 0.9%
9. Supported housing homes 14.7%
10. Private rent 4.0%
- Two residential care homes



Case Study 2

Housing First

Housing First works on the belief that a home is a basic human right. It has proven to end homelessness across the UK and internationally with its effective and simple model which does exactly what it says: provide a safe home first, and then offer optional support once the individual is settled.

We have three Housing First programmes in Rotherham, Doncaster and Chesterfield.

In Rotherham we work with the Metropolitan Borough Council and Target Housing to provide a home and support for 30 people from across the borough. The service started as a pilot in 2018 and has grown from strength to strength, including us successfully receiving funding to employ a trauma informed counsellor to work with customers.

We support 8 people through our Housing First service in Doncaster which we deliver in partnership with Doncaster Metropolitan Borough Council. We're aiming to grow this to 10 people throughout 2022.

In autumn 2020, we partnered with Chesterfield Borough Council to deliver a new Housing First pilot. The pilot has been a great success – we now support 14 people and aim to sustain and grow this service over the next year.

“I see my keyworker nearly every day...She is always a phone call away and we work well. First person I have trusted since forever.”

“I jumped at the chance to be part of Housing First Rotherham, and it was the best decision I've ever made.”



C3. Our new homes

Building new homes is crucial to help end the housing crisis across the UK. We are committed to developing homes that are both sustainable for the future and beautiful places for customers to live. In the past year we have developed or acquired 18 new homes including:

- 2 affordable rent
- 6 supported housing
- 12 shared ownership

“Shared ownership worked for me as I was able to settle in a place that I love in a house that suited (single) me at the time, and still suits me now with a husband and two children!”

Our 18 new homes on Finchwell Road in Sheffield are a mix of houses and apartments for rent, and shared ownership properties. As part of this development we are working with our customers and local stonemason, Steve Roche, to create a piece of art for the community to enjoy for many years to come.

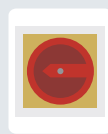
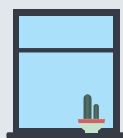
Our development on North Wingfield Road won a Housing Design Award. The Housing Design Awards celebrate innovative, sustainable and high-quality design, and we were very pleased that the judging panel recognised the work and consideration that went into creating these homes.

Our joint-venture with Great Places Housing Group, Yorkshire Housing, Together Housing Group, and The Guinness Partnership is called Forge New Homes and has started on site with our first development. Together we are creating 98 new homes – including homes for affordable rent – in Pilsley in Derbyshire.

Our next big step for the design of SYHA's new-build homes is our Chesterfield development which is being designed to AECB energy efficiency standards, and with high quality blue-green infrastructure.

C4. Actions taken to address fuel poverty

Throughout the last few years, we have undertaken a number of energy retrofit projects to improve our poorest performing properties. This has included:



-Installing heat pumps in off gas grid properties, to replace expensive-to-run electrical storage heaters or LPG fired central heating.

-Installing first-time central heating in some of our least efficient housing stock (bands E & F) to replace electric heating along with insulation improvements.

-Improving insulation and air tightness in some of our poorest performing properties under the Government's Green Homes Grant LAD scheme.

We also introduced a new policy in 2020 under which we will improve any void homes that fall below EPC Band D before re-letting them to customers.

To support these projects, considerable attention has been given to improving the completeness and quality of the energy data we hold for our homes. We are now approaching 100% SAP rating coverage of our stock with full rdSAP data held for approximately a third of properties.

This data provides very important information in our ongoing work to develop plans for all our properties to achieve a minimum EPC band C, and ultimately net zero carbon performance. This detailed planning work comes on the back of a consultancy project to develop a roadmap considering how South Yorkshire Housing Association will achieve net zero carbon performance across our corporate activities and the homes we provide.

In addition to this work, we provide advice to our customers to support them in managing their own energy consumption and bills. This includes a webpage, and new tenant 'Sustainability Starter Packs' which contain guidance leaflets, as well as items such as room thermometers and low energy bulbs. Advice includes tips for cutting energy and water use, as well as guidance on switching energy supplier.

We also have an ongoing relationship with Groundwork who offer a 'Green Doctor' service where customers benefit from their one-to-one advice, expertise and education.

C5. Settled homes

Our customers tell us that having a safe place to settle at home is the foundation for their wellbeing, and providing this has always been our purpose.

Our General Needs homes are all assured tenancies which means our customers' homes are theirs for as long as they would like it - for one customer, learning this felt like "winning the lottery".

Freda has lived in Maltby for over 5 years and moved here with her husband after fleeing violence in South Africa. They both recall the moment they first saw their new home as there was a rainbow shining over it – "a sign of hope" Freda told us, as they knew they "would be safe here".

Pam and Nigel have lived in their bungalow in Doncaster for over 12 years.

"We don't want to live anywhere else in the world. It was such a relief to get the call to say that we had an SYHA bungalow to live in forever."



Theme 2 – Building Safety and Quality

C6, C7 and C8. Safety Checks and Build Quality

The safety of our customers is of the upmost importance and our commitment to prioritising this is reflected by the level of accredited gas safety checks (100%), the number of compliant fire risk assessments completed (100%) and the fact that all our homes (100%) continue to meet the Decent Homes Standard.

The Covid-19 pandemic presented additional challenges in ensuring that these safety checks were complete, and it is testament to our teams and customers that we have been able to achieve this.



Theme 3 – Customer Voice

C9. How Customers Hold us to Account

We launched our brand-new Customer Promises in September 2021 after a brilliant co-design process with customers of different ages, genders, races and ethnicities. The result of this co-design work is a set of meaningful promises that have been shaped by some of the people who can expect to experience them, on behalf of all our customers.

We have also developed a new, diverse Customer Scrutiny Group who will hold us accountable to our new Customer Promises.

You can find out more about the Customer Promises, and the work that went into creating them in this [video](#).

Our Customer Promises

Our services will be good quality, well managed, and responsive.

Communication will be clear, timely and helpful, and we'll talk about issues that matter to you.

If things go wrong, you'll have simple, fair and effective ways to raise issues and make complaints.

Your voice is important and will influence our decisions.

We'll work together to check how we're performing, and to improve our services.

We will respect you, and relationships between us will be constructive and transparent.

You'll have a home that you feel safe and proud to live in, and we'll help you to feel settled in your neighbourhood.

C.10 and C11. Customer Satisfaction

We aim to invite every General Needs customer to complete a satisfaction survey every 2 years. The survey is completed over the phone and tells us about how satisfied customers are with their home, our services, and their experience with us.



2018/19
88% satisfaction



2019/20
89% satisfaction



2020/21
88% satisfaction

In 2020/2021 no complaints were referred on to the Ombudsman

Theme 4 – Customer Support

C12. Support Services Offered to Customers

Our huge range of support services are central to achieving our organisational purpose: “with SYHA you can settle at home, live well and realise your potential”.

Collectively, we work with around 10,000 people each year through a variety of services that span across mental and physical health, employment, and personal challenges.

Our Housing Teams provide support for customers accessing the benefits system, and in some cases finding information about foodbanks, social opportunities and learning about our other health services. We have invested in a digital team who provide volunteer support specifically for SYHA customers to become digitally connected, and in some cases, this involves people receiving a device from us too.

Here are some more examples of the services we deliver and the outcomes we have achieved:

Support for people who are homeless

We offer safe and secure spaces for homeless people and families to live in.

In our supported accommodation, we work with customers to develop the skills they need to live independently, look after their health and wellbeing and to prepare for moving and settling in their own home.

Cuthbert Bank is SYHA’s homeless service for families. Our support model is empathetic, psychologically informed and tailored to the needs of the whole family. Since 2017 we have worked with over 140 families, supporting them to achieve a positive, planned move on.

Housing First offers people who are experiencing homelessness, and that have multiple and complex needs, a home for life. Starting as a pilot in Rotherham in 2018, SYHA offer Housing First to over 50 people across the Sheffield City Region. 83% of our customers have sustained their tenancy since joining the service.

Mental Health Support

We offer a range of mental health services to support customers through their recovery. This ranges from 24-hour supported accommodation through to flexible mental health support in the community. Across all services our support is strengths based, person centred and with a focus on improved mental, physical and economic wellbeing and independent living. We take a holistic approach in the delivery of our mental health recovery services, supporting the whole person, not just their diagnosis.

Living Well is our pioneering partnership with Sheffield Health and Social Care Trust. Since 2016 the service has enabled 49 people to return to Sheffield – following long stays on out of city locked wards – and move out of hospital to live independently in their own homes.

Beaufort project is a 24/7 supported housing service. It offers people with a long-term mental health condition the privacy and safety of their own home, coupled with access to flexible, personalised support as and when they need it. Since 2015 we have worked with 72 people. Of these, 58 have moved on to live independently in the community.



For the over 50s

We deliver a range of services to help people over the age of 50 keep their independence, do more of the things they love and to feel safe and connected. In our extra-care housing, customers can settle in their own spacious one- or two-person apartment where they have support, amenities, and activities right on their doorstep.

We also work with people to continue to live independently, and to access support and opportunities in the community.

Age Better in Sheffield is a 7-year programme funded by the National Lottery Community Fund. Since 2015 we have co-designed and co-delivered 26 new services across Sheffield – including art therapy and supporting active travel – with over 2,000 older people, improving wellbeing through participation. In 2019 Sheffield became members of the World Health Organisation’s age-friendly city network and this work was led by Age Better and Sheffield City Council who are continuing to partner on developing this.

Live Well at Home is a floating support service in Sheffield, working with up to 200 people at any one time. The service provides flexible support to people aged 50 and over, which includes housing related support, for example managing a tenancy to support with benefits to digital skills support.



Employment Support

SYHA leads the way in increasing employment for people with physical or mental health conditions. We’re the largest provider of Individual Placement Support – a place then train approach – in the region.

From 2018 to 2020, SYHA delivered Working Win, the health-related employment trial. In an 18-month referral window we engaged 6,117 people with a mental or physical health condition. We supported 1,537 people to find and retain work, 138% of our performance target.

Theme 5 – Placemaking

C13. Examples of where South Yorkshire Housing Association has engaged in Placemaking activities

As a housing association we view placemaking as an important responsibility and huge privilege, and we are proud of the history we have developing brilliant places across Yorkshire.

For us, placemaking means developing beautiful homes and surrounding environments that are sustainable and a joy to live in, and supporting the growth of communities so that people can connect and thrive in their neighbourhoods. It's about bringing the best of us, for the best of others. We do that through working in collaboration with local organisations like Yorkshire Artspace and Green Estates who provide commissioned artwork and wildflower meadows for our communities, having dedicated teams of people who support neighbourly growth, and benefiting from leaders who bring 25+ years of place-making experience to our organisation.



In addition to the ways we work, we have several financial offers to support place shaping in our communities. Our Neighbourhood Grants provide support for community activities which has recently included litter picking equipment, the hire of donkeys at beach-themed street parties, craft sessions, and concerts for children. In the last 12 months our GiveWell events (where staff pitch for investment to bring ideas to life in communities) has seen musical instruments provided for people experiencing homelessness, and the rescue mission of Chickpea, Judith and Nester – 3 ex-battery chickens who are now cared for in one of our communities in Sheffield.

Environment

We want to do everything we can to improve our homes and services for our customers, future generations, and our environment.

We're improving our existing homes, and we will build new ones to high environmental standards. We are also committed to reducing the impact of our services, how we travel, and our workspaces and depots.

Theme 6 - Climate Change Criteria

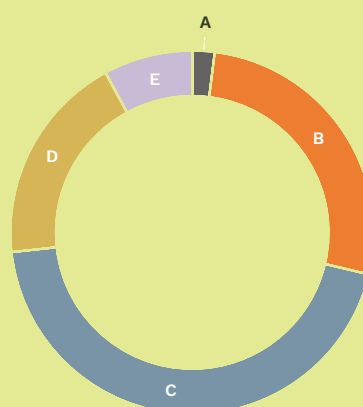
C14 and C15. EPC ratings of current and new homes

At South Yorkshire Housing Association, we're committed to providing warm comfortable homes which are affordable to heat for our customers and know that we still have some homes that need improving. To help us do this, our Asset Management Group have recently approved a new policy which means that we won't re-let void properties that fall below a band D on their energy performance certificate until they are improved to band D or better. This is mostly achieved by improving insulation and draught proofing.

The following chart shows the current EPC rating for our existing homes and our new homes which have a SAP rating (completed before the last financial year):

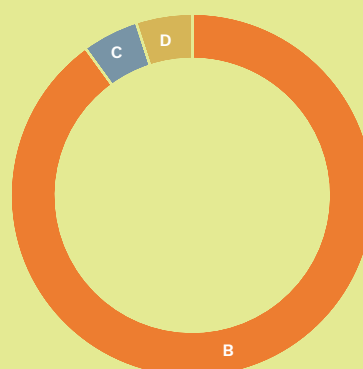
Existing homes

A = 2%
B = 27%
C = 45%
D = 19%
E or lower = 8%



New homes

B = 90%
C* = 5%
D* = 5%



*These relate to acquisitions of homes from the market and not new development homes.

C16. Scope 1, Scope 2 and Scope 3 greenhouse gas emissions

We monitor Green House Gas emissions for the following:

Scope 1 – the energy used to provide heat and hot water at our head office and depots (natural gas), and the diesel used to run our van fleet. This is calculated using consumption and mileage data.

Scope 2 – the electricity used at our head office and depots, where not from a renewable supply. This is also calculated using consumption data.

Scope 3 – the energy used to heat and light the homes we provide (natural gas and electricity) and the petrol and diesel used in employees' vehicles when used for business trips. Emissions from homes are calculated using a comprehensive stock model, and business trips are based on mileage claims.

Our emissions for 2020 were:

Scope	Activity	Emissions tCO ₂ e
1	Office & depots heating and hot water	40
	Vans	122.1
2	Electricity used in our offices and depots	0.82
3	Heat & light in the homes we provide	11,722.4
	Private car use for business travel	36.1
Total		11921.42

By the end of 2022, we aim to:

- Put in place mechanisms for the ongoing tracking of our scope 1, 2 and 3 emissions
- Develop a clear plan for reducing the scope 3 emissions associated with our housing stock, with an initial focus on all homes achieving a standard of EPC C or better.

C17. Energy efficiency actions in the last 12 months

Our homes

We have been working in partnership with Doncaster Council and Sheffield City Council to deliver projects under Government's Green Homes Grant 'Local Authority Delivery' scheme.

Through the Doncaster project 12 EPC band E and F properties are being improved. This represents more than 10% of our band E and F properties.

The works are delivering fabric improvement to the properties, including solid wall insulation, loft and room in roof insulation, underfloor insulation, and draft proofing.

Working Together

We've been working with Placeshapers, TPAS, The Carbon Literacy Project, and other housing associations to understand how we can best support, collaborate with, and educate our employees and customers. We've created opportunities for people to learn more about the climate emergency, and to share their ideas and experiences.

Greener travel

A big way to help reduce our carbon impact is changing the way we get around. We've given our employees the option to cycle to meetings, our workspaces, and to visits with customers with our first pool e-bike. We hope this investment is set to be the first of many.



Case study: Working with Leeds Beckett University to pilot a staged deep fabric retrofit of a solid walled home.

During 2020 and 2021 we joined forces with the Sustainability Institute at Leeds Beckett University to improve the energy efficiency of one of our properties, and to better understand the impact that different improvement measures had on the building's performance.

The project was part of the DEEP project funded by BEIS, and delivered a staged deep fabric retrofit of a property in Maltby, a 3 bedroom solid walled end terrace. Key measures were improvements to the loft insulation, internal wall insulation to the front and rear elevations, underfloor insulation and external wall insulation to the gable end using the Mauer EWI system.

Jon Parkin, from our Property Services team, managed the project for SYHA and said, "We've gained some valuable learning about managing deep retrofit from this project, and it was a great opportunity to try a next generation EWI system like Mauer on one of our homes".

The performance of the building was tested using the 'co-heating' test after each stage of the retrofit, so that the effect of each measure could be separated out.

The full results from the pilot are still being pulled together, but we already know that the property's overall Energy Performance Certificate rating has improved from the bottom of band D, to mid-band C, reducing estimated running costs by nearly £340 a year, and annual carbon emissions by 1.9 tonnes.

Gordon Watts, Sustainability Manager at SYHA said,

"We are delighted to have been able to partner with the University to improve this property. Not only does it mean that this will be a much more comfortable home for one of our customers and less expensive to heat, but it's great to be able to contribute to this important research. SYHA is already actively planning how we will get all our homes to a net zero carbon performance, and this kind of intelligence is very important in helping us to best target our efforts".

C18. Mitigating Climate Risk

Tackling the climate emergency is a dedicated theme in our strategic plan and we are taking action to mitigate risks for our customers, and to ensure a better future, in a number of ways.

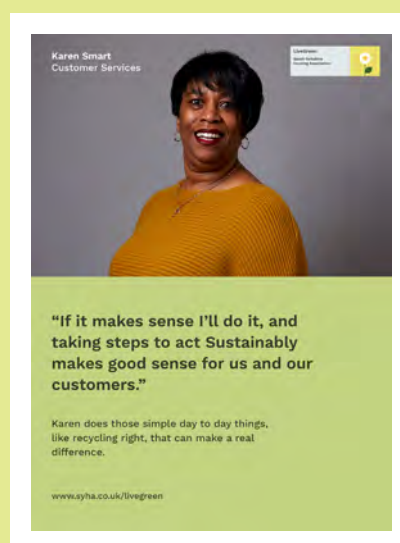
We have identified the homes which lie in the Environment Agency flood zones 2 & 3 (412 & 164) and we have also installed flood protection measures in several properties which have historically flooded. Additionally, SYHA will discount development sites based on flood risk.

Part of our SYHA design standard is the provision of cross ventilation to help to manage overheating risk. Our latest development follows the AECB design standard, and includes detailed modelling of overheating risk which is considered in design decisions.

Our stock modelling work to inform our transition to net zero carbon also calculates overheating risk – this indicates that 97% of our properties have minimal risk of suffering from overheating.

C19. Environmental Information Available to Customers

We provide advice to our customers to allow them to better manage their own energy consumption and environmental impact. This includes a webpage which provides advice on a wide range of environmental issues, from energy use to recycling and sustainable travel. We also provide new customer 'Sustainability Starter Packs' which are provided when people first move into their new homes. The pack contain guidance leaflets, as well as items such as room thermometers and low energy bulbs. Advice includes tips for cutting energy and water use, as well as guidance on switching energy supplier.



Where there are solar panels on properties we provide guidance on how to get the most benefit from them.

Many of our customers – of all different ages – are brilliant activists when it comes to the environment, and they volunteer their time to protect their local communities and reduce the impact of neighbourhoods. To support this, we provide free neighbourhood grants which has seen the growth of groups such as the Maltby Environmentalists and the Manor Knights Litter Pickers.

Theme 7 - Ecology Criteria

C20. Increasing Green Space and Promoting Bio-Diversity

SYHA is a Placeshapers Housing Association, and we are committed to improving the quality and biodiversity of the green spaces in and around our housing. In recent years we have worked in partnership with Sheffield based (and nationally renowned) organisation Green Estates to move from grass to pictorial meadows on several of our existing and new build estate sites. This has had significant impact in reducing the carbon emissions and air pollution associated with mowing, improving amenity value, improving biodiversity, and enhancing customers' wellbeing and connection with nature.

We are also currently working with customers in some of our estates to co-design improvements to the green spaces near their homes.

As part of the design of our latest newbuild development we have included the provision of high-quality blue/green infrastructure. This is part of our strategy for providing great green spaces that can be used by everyone. We are also considering adopting the Wildlife Trust's 'Building with Nature' standard as part of a forthcoming review of our Employers Requirements.

Hedgehog Highways

We've worked with Termrim Construction on our very first hedgehog highway at our new Finchwell Road development. These highways are great for endangered hedgehogs as they provide a safe passage through gardens. This helps them to avoid busy roads, and lets them help us to keep on top of the pesky slug population without turning to pesticides.



“We love seeing all the bees and watching the flowers grow from our window.”

SYHA Customer

C21. Reducing Pollutants

We are planning to develop a strategy to ensure that we are actively managing and reducing pollutants from our operational activities.

While work is underway to develop our strategy, we are managing our waste through registered waste management contractors.

By the end of 2022 we plan to undertake an audit of key waste streams from our corporate activities, identify quick wins to improve our performance, and develop a longer-term improvement plan.

Theme 8 - Resource Management Criteria

C22, C23 and C24. The use of, and future use of Responsibly Source Materials, Waste and Water Management

Before the end of 2022 SYHA's employer's requirements (ERs) will be enhanced to support the increased use of sustainable procurement (including materials and services), waste management, and water management where our ERs will cover D&B, acquisition, purchase and repair, and asset management work.

We are planning to formalise a policy position on waste management that will incorporate waste materials that will align our approach across both our property maintenance and development services. Finally, we are planning to develop a strategy for good water management across our entire business.

Here's what we are already doing:

Sourcing materials	Waste management	Water management
<ul style="list-style-type: none">• We stipulate that all materials must be locally sourced (where appropriate) in our contracts• All timber frame designed buildings must be constructed using FSC certified timber.• In procuring services associated with the delivery of our D&B projects we ask about the suppliers' approach to responsibly sourced materials and specify them in our employers' requirements.	<ul style="list-style-type: none">• SYHA manages our waste through registered waste management contractors.• Where SYHA delivers D&B projects, whether for new or existing properties, the contractor is required to maintain waste records by type and volume.• Recycling stations across all our workspaces, including responsible disposal of waste electrical and electronic equipment, printer cartridges, and gas bottles from Zip taps etc.	<ul style="list-style-type: none">• Our new Workspace was designed with good water management in mind introducing sensor taps, low flush toilets.• Provide guidance to customers on minimising water use via in house leaflets & 'new tenant 'Sustainability Starter Packs' which contain vouchers for customers to send of for a water saving kit from Yorkshire Water.

Governance

Theme 9 - Structure and Governance

C25 and C28 Is the Housing Provider Registered with a regulator of Social Housing? Is the Housing Provider “not for Profit”?

South Yorkshire Housing Association is a registered housing provider and a not-for-profit organisation which means that any surplus income is reinvested in our homes, communities and services. We also have an ethical estate agency – Crucible Homes – and 100% of their profits are reinvested through our SYHA Enterprise Team who explore new initiatives and opportunities such as our partnership with social enterprise Viewpoint.

C26, C27 and C30. Outcome of the Regulators In Depth Assessment (IDA). Code of Governance and Adverse Regulator Findings

SYHA recently received confirmation of its regulatory rating of G1/V2. We have adopted the National Housing Federation’s (NHF) Code of Governance “Promoting Board Excellence for Housing Associations” and have positively embraced the spirit of the Code in promoting diverse, dynamic and pro-active governance. SYHA has not been subject to any regulatory enforcement action over the last 12 months.

C29. Management of Risk

We have an Audit and Assurance Committee (AAC) that comprises of Non-Executive Directors (NED) (some from our Board of Management) that is explicitly focussed on risk and assurance. The Chair of the AAC is an NED on the Board of Management and reports back quarterly to the main Board of Management.

Our Strategic Risk Register is a standard item at monthly Board meetings, including a metric to identify higher probability and impacts, and an indication of the trajectory of each risk in terms of increasing or decreasing likelihood. Risk is one of the nine key questions placed before the Board at each meeting, to help focus and inform discussion and decision-making. It asks, ‘Have we done everything we can to keep our customers safe and our business strong, growing and sustainable?’

Theme 10 – Board and Trustees

C31, C32, C33, C34 and C40. Board Demographics, turnover, tenure, % of non-executive directors and Board Effectiveness review

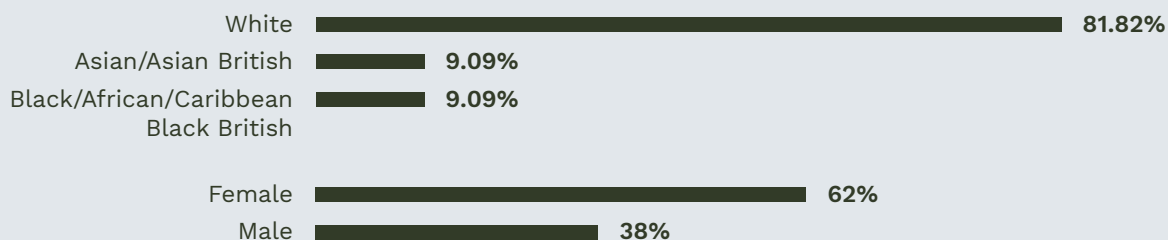
SYHA has had a strong record for recruiting diverse Boards for many years – two of the last four Chairs have been from racially and ethnically diverse communities, for example. The Nominations Committee has rethought the process of NED recruitment and we have engaged the services of Diverse Boards to assist us in broadening our reach within different communities to invite applications. We have introduced more robust selection procedures for NEDs, including blind short-listing and the involvement of Independent Panel Members in the process. We have also rethought the process of ‘relevant’ to include a wider range of life experiences in our assessments of what people can bring to the NED role.

In 2020 we piloted a programme of recruiting Associate NEDs, to give people from diverse backgrounds an insight into the role of NEDs in governance. We encouraged feedback about the process as a way on improving our processes and making them more accessible. The success of the pilot led to the launch of the full programme in 2021/22 and five Associate NEDs have been taken on for a six month period during this first year. The programme has excited considerable interest from other organisations keen to develop their own ways to diversify sources of recruitment to Board positions.

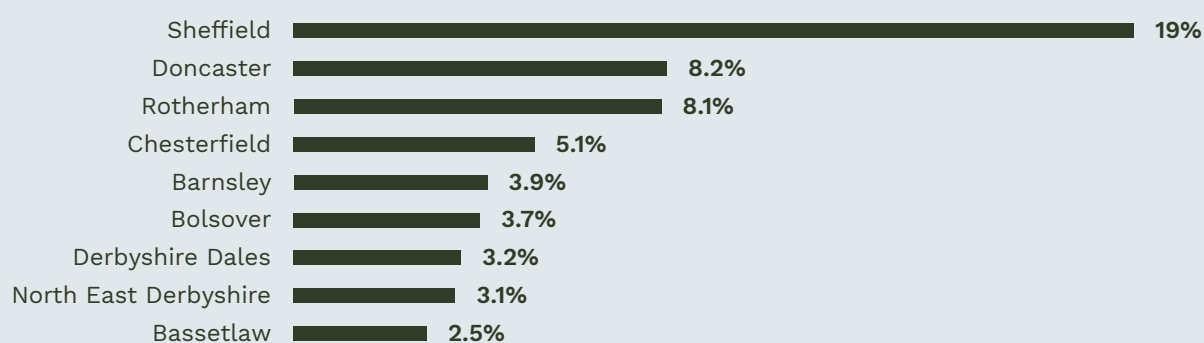
SYHA’s CEO, Tony Stacey, described the process as follows:

‘Recently we have been publicising our vacancies far and wide and providing the opportunity to gain experience on our board in an apprentice-style role. This has brought a much wider range of people onto our radar. It has been a more transparent and inclusive approach which is seeing us go far beyond the usual suspects. In particular it has brought more younger people into view. We have also taken care to ensure we give due weight to lived experience and this is changing the focus for much of our decision making.’

Demographics of the board



Racially and ethnically diverse citizens across the Sheffield City Region



Following the adoption of the NHF Code of Guidance, the maximum term for a new Board member at SYHA is now six years. We have introduced transitional arrangements to ensure there is not undue instability and turnover in the change from nine years to six years.

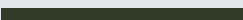
100% of the Board are Non-Executive Directors. Our current Chair is Professor Ian Cole. Ian recently represented us at a Parliamentary Select Committee hearing on the Regulation of Social Housing. He is coming to the end of his 6-year term. We have now recruited a new Chair, Louisa Harrison-Walker, to take over in September 2022. Our Chair and CEO will remain as separate individuals.

“I think the biggest challenge for the next Chair is to remain responsive to bold ideas, to innovation, and to new thinking, whilst at the same time keeping a close eye on our financial capacity which will become increasingly difficult to do in the years ahead – as is the case with every other housing association.”

Professor Ian Cole, SYHA Chair.

Board and management team turnover

Management team  16.7%

Board  25% (covers a changeover of 3 Non-Executive Directors)

C41. Conflicts of Interest

Declaration of interest are collected annually and verbally at each meeting.

C35 and C38. Audit and Assurance Committee and our External Auditors

1 member of our AAC is a Cipfa expert of choice on strategic asset management.

Our current external auditors have been in place for 3 years.

C36 and C37. The Remuneration Committee and Succession Plans

There are currently no executives on the remuneration committee and a succession plan has been provided to the board in the last 12 months.

C39. Effectiveness Review

Our independent board effectiveness review is an ongoing process, led by a peer-group of four other housing associations of a similar size and each with a strong social purpose: East Midlands Housing, MSV Housing, Leeds Federated HAs, and Ongo. This includes attendance at other Board and committee meetings, independent peer assessment, joint sessions to discuss common problems and sharing new ideas about achieving effective governance. In addition to this, SYHA is undertaking its own annual Board Effectiveness review later in the year, led by the vice Chair of the Board, Sandi Carman.

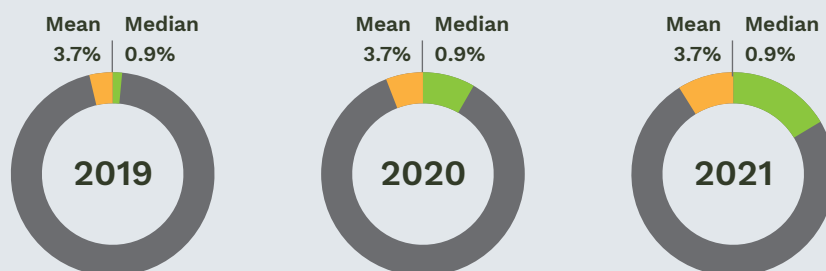
Theme 11 - Staff Wellbeing

C42, C43 and C44. Real Living Wage, Gender Pay Gap and CEO salary comparison

At SYHA we have made the decision not to become a Real Living Wage employer, but instead work hard to improve the conditions for our lowest paid employees. We have retained our lowest paid roles and made a decision not to outsource because we believe we have an excellent remuneration package which includes brilliant working conditions and benefits for those individuals. Through multi-skilling and job enrichment we have created opportunities for our employees to earn higher salaries and all our current roles are paid at a higher rate than the national living wage.

We have seen a spike in our gender pay gap in 2021, which is primarily due to the subtle changes in our workforce. Where we have seen an increase in women (which has created a larger spread of data across our female staff) we have also seen a slight increase in our males at the higher end of our salary scales.

Our reporting on gender pay gap information shows the following:



The CEO salary is 8:1 times greater than the Median pay for staff.

C45 and C46. Physical and Mental Health, and Staff Sick Days

Our purpose of 'live well and realise your potential' extends to our teams and we have a diverse and vast wellbeing offer to support with the physical and mental health of our people. The average sick day per employee in 2020/2021 was 9.3 days and we hope that the support we offer contributes to people staying well.

Our offer includes:

- Westfield Health scheme which subsidises health and wellbeing products
- Flexible working policies and procedures that provide a good work/life balance
- Subsidised counselling
- SYHA rewards that offers a range of cashback offers
- Mental Health First Aiders spread across our business
- A dedicated mental health site on our intranet with access to resources
- Early bird yoga
- Regular events centred around festivals throughout the year to share food and connect
- Entry into an annual football tournament
- A travel to work scheme which provides discounted access to bikes
- An annual SYHA fundraising challenge to run, swim, cycle or walk for #MilesforRefugees
- Moments of Joy events series with artists, musicians, writers and more

Theme 12 - Supply Chain

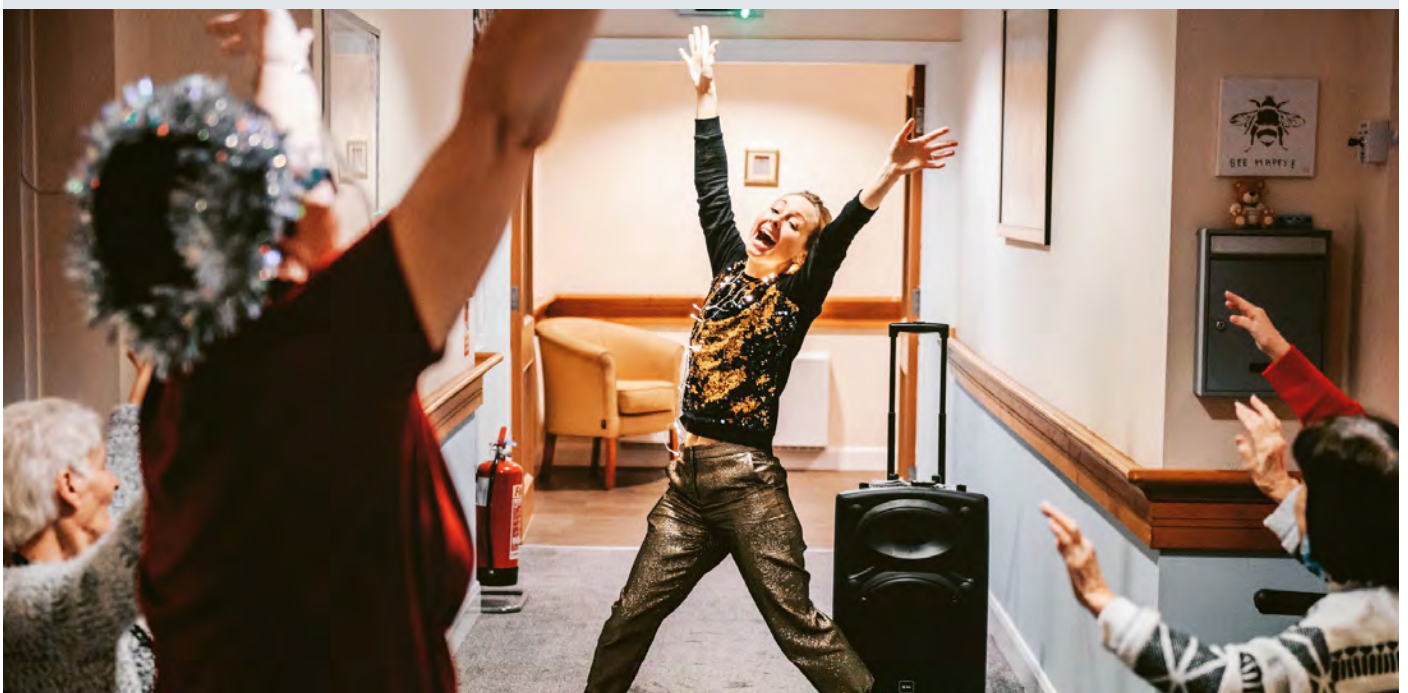
C47 and C48. Environmental Impact and Social Value

Our procurement policy takes into account ESG impacts, and at the current time it is implemented on a case-by-case basis. As part of the qualitative questions in tender processes (and dependent on the goods/services being procured) we include questions regarding the performance of the supplier, including if they operate an Environmental Management System, and if this is certified.

We are also working on creating a consistent and streamlined approach to building in social value and environmental performance across all our procurement activity. This will follow the guidance identified within our most recent internal audit, and the upcoming revision to the Procurement Regulations:

- A consistent approach which can be monitored and reviewed
- A selection of quality questions to give choice proportionate to tender value and expectations from the response that staff can use.
- Corporate agreement of the weighting (out of 100%) we should apply for Social Value or Environmental Impact

Before the end of 2022 SYHA's employer's requirements (ERs) will be enhanced to support social value and improve the sustainability outcomes of procurement systems and processes.



Conclusions

Writing our first ESG report is a significant moment for us as an organisation and reflects our commitment to building on our strengths and developing the opportunities we have outlined in this report. We are particularly proud of our dedication to providing quality, sustainable homes, and our approach to innovation, wellbeing, placemaking, customer voice, and our Race Action Plan.

We recognise that we are still in the early stages of reporting in this way and that we are all involved in a process of continual improvement, enhancement, and refinement rather than a journey to a fixed end point. There is still plenty in here for us to work on - including our procurement processes, and the management of waste to reduce pollutants. In the coming years we will also be focusing on this and doing all we can to support those customers hit hardest by fuel poverty through extending our retrofit programme, coupled with helpful financial information and advice.

Customers are at the heart of our purpose. We believe that reporting and measuring impact in the way we have set out in this report will continue to improve the experiences of customers across our region. On a national level, ESG reporting holds huge potential for the housing sector, and for ensuring that social, environmental and governance objectives are embedded in core principles and practices. We are proud to be one of the housing associations that is leading the way with this crucial work.