

Environmental, Social and Governance report

2024

For the year ended 31 March 2024



The Wrekin
Housing Group



Contents

● Executive summary	3
● Environmental sustainability	4
Net zero carbon aims and priorities	5
Net zero carbon road map	6
Financial investment	7
● Social impact	8
Employability	10
Inclusion	11
Wellbeing	13
Resilience	16
● Governance	18
Group Board	18
Risk management	19
● SRS criteria 2023/24	20
Environment - climate change	20
Environment - ecology	21
Environment - resource management	22
Social - affordability and security	23
Social - building safety and quality	25
Social - resident voice	26
Social - placemaking	27
Governance - structure and governance	31
Governance - Board and trustees	33
Governance - staff wellbeing	35
Governance - supply chain	37



Executive summary

I'm very pleased to share Wrekin's ESG report for 2023/24. We've made good progress this year, investing substantially for the benefit of customers. Our continued local focus and increased investment in our homes and services are really starting to make a positive difference in our communities. We invested a further £338k each and every week in maintaining and improving our existing homes last year including new kitchens and bathrooms, and this investment is rising to £421k every week in the coming year.

Customers are at the heart of what we do – and we've strengthened our commitment with the formation of our tenant-led Customer Committee. The new committee has a majority of tenants and has a direct link with Wrekin's Board, ensuring our 28,000 tenants can influence decision-making at the highest level.

Building more affordable homes, continuing to invest in the safety and comfort of our customers' homes and reducing the carbon footprint of our stock present a huge challenge to our sector.

In our latest ESG report, we set out the progress we have made during the last twelve months. More importantly we also explain our plans to accelerate our transition towards being carbon zero. We aim to decarbonise our homes as quickly as possible in a planned and measured way, whilst continuing to improve services, invest in existing homes and build more much needed affordable homes.

We are a people organisation and we do what we can to look after our residents and local communities. Last year we built 290 new social and affordable homes and over 2,000 people benefit from our care and support services.

We invested in community activities, providing 715 weeks' worth of work experience and helping 99 people secure apprenticeships. We awarded £16.5k in grants to support community organisations and helped our customers save £5.5m on their energy bills through our energy advice.

To meet our long-term goals, it's going to take significant effort, commitment, and investment. We're honest about this but with the strength of our leadership and governance, we're confident that we're well placed to make good progress in the coming years. For now, our work over the last financial year demonstrates that our customers and society, the environment and how we're run as an organisation are firmly at the forefront of our thinking.



Wayne Gethings
Group Chief Executive

£17.6m

Invested into
existing homes



£70.8m

Invested into
new homes



£58.9m

Worth of
**social value
generated**





Environmental sustainability

We have undertaken an independent review to understand more about our environmental impact. This review has been used to inform Wrekin's Net Zero Carbon Strategy 2022-2050 and the road map for its delivery.

The strategy is strongly influenced by the need for affordable warmth for our residents.

We are ensuring that our journey towards achieving net zero carbon by 2050 is an ambitious one, making us an industry leader in creating carbon efficient homes.

By adopting sustainable corporate practices, we will strive to create thriving communities and make a difference to people's lives.

The starting point for the strategy sets out the following three key aims:

1

From 2025

All new homes will meet the relevant government target on non-fossil fuel heating sources.

2

By 2027

Subject to rising inflationary and material costs, our aim is for all of our existing homes to have a Standard Assessment Procedure rating (SAP) of band C or better ahead of the UK Government's target of 2030.

3

By 2050

All homes, as well as our wider business, will have net zero carbon status.

The housing industry is currently experiencing a number of issues which mean achieving the aims laid out in our strategy will be challenging.

We will also need to be open minded as to how this strategy might need to change to account for the current financial climate, and changes in technology.

Despite these challenges, our long-term ambition will always be to make an effective contribution towards protecting the world we live in by reducing our carbon emissions.



Net zero carbon aims and priorities

Our aim is to reduce our carbon footprint whilst ensuring our tenants are able to live in affordable, energy efficient homes.

Our priority is to ensure our homes are as sustainable and affordable as possible for our tenants and we have developed a series of commitments to keep this work on track as follows:

100% of our gas and electricity suppliers already have green energy sources ahead of target. .



By 2027

All of our homes will have an SAP rating of band C or better, although this target will be constantly under review due to the challenging financial climate.



From 2025

We will continue to construct building envelopes on all new homes to the Future Homes Standard. We will meet the government target to meet non-fossil fuel heating systems in all new builds.



By 2026

We will be actively transitioning our fleet to hybrid or electric, as vehicles come due for renewal.



Every Wrekin employee and tenant will be invited to participate in a series of genuine conversations to influence the development of this strategy, including feedback surveys on the technology we have already installed.



Our leaders will look to work with partners as part of delivering the strategy.



Net zero carbon road map

Key achievements 2023/24

- We delivered a grant-funded retrofit project on our 55 worst energy efficiency-performing homes to develop learning and knowledge on the PAS retrofit standard and tenant impact.
- We continued to construct all new homes with building envelopes built to Future Homes Standards, making them zero-carbon-ready. We plan to comply with the full Future Homes Standard from 2025 onwards.
- We piloted projects to test low carbon heating solutions so that the Group can better understand the customer experience using these new technologies and the implications on maintenance costs.
- We introduced zero carbon electric tariffs across all commercial supplies, reducing roughly 5% of the Group's carbon emissions.
- We successfully trialed battery tool technology with our ground maintenance team.
- We completed a recycling facilities audit at Wrekin's head office, with receptacles now in place for recycling branded workwear and plastic ID badges. 200kg of workwear has been collected and recycled to date.
- We gathered feedback from customers who took part in the retrofit of solar PV and battery storage and air source heat pumps.
- We delivered recycling and energy advice to customers and published videos to explain different types of heating.



2023

Procure a retrofit framework to enable energy improvement methods to be undertaken.

From 2023 onwards

Undertake work to lift SAP 2012 C rated homes to band A or B, targeting fuel-poor first. Start installing solar PV where required and all new fleet to be electric from 2030.



2023/2024

Recruit and train EPC assessors to survey our properties.

2025

Business and communal electricity to be purchased from zero carbon and all waste recycled. All new homes to be zero carbon ready and built off the gas grid.



2026

A total of ten per cent of commercial fleet to be electrically powered, with charging in key locations. All heating staff to have new heating technology training and be TrustMark registered trades.

2027

Survey all 1,600 SAP band D and lower homes and undertake retrofit work to achieve band C.



2028

Survey all 12,500 homes and complete a retrofit assessment, where required.

2035

Start converting all heating systems including communal from mains gas to electric or hydrogen heating (whichever is preferred at the time).



2040

All new homes to be one hundred percent net zero carbon and undertake work to lift SAP 2012 B rated homes to band A.

2050

All housing stock and offices to meet band A or B, electrically heated and carbon offsetting applied to achieve zero carbon status.



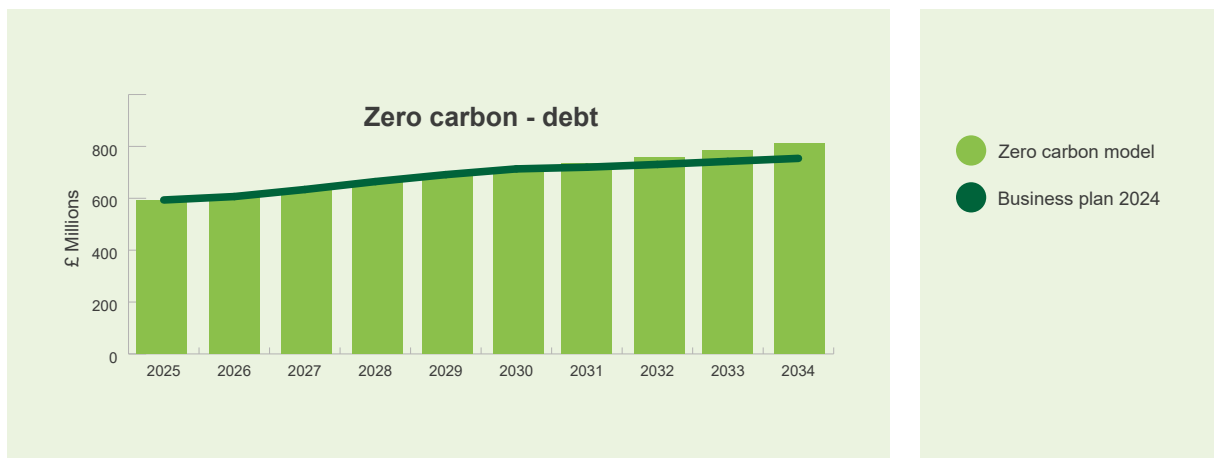


Financial investment

Our current business plan includes an investment to improve the 1,600 homes which are currently performing at an SAP rating of band D or below.

Overall, positive progress has been made against the actions contained in the strategy. However, the costs of retrofitting stock to band C have increased considerably. We now estimate that the initial £1.4m cost to achieve band C has more than doubled to £4.3m over the last 12 months.

Therefore, our original target to achieve band C by 2025, has been revised to 2027 which is still three years ahead of the government target.





Social impact

We understand our social responsibility to make a difference in the lives of both the customers and communities we serve.

We define social value as how we can make a real difference for our customers and communities, over and above our role as a housing and care provider. We focus our efforts on addressing some of the challenges our customers are facing, particularly during the cost-of-living crisis and such difficult economic times. This includes financial, social and digital exclusion, unemployment, loneliness and health inequalities. We work together with customers, partners and stakeholders to create opportunities for people to reach their full potential, building community and individual resilience. By engaging with and listening to our tenants and residents, we can better understand how we might help enable them to:

- ✓ **Sustainably improve life chances**
- ✓ **Receive the most appropriate high-quality care and support**
- ✓ **Successfully maintain their tenancy**
- ✓ **Contribute towards strong, vibrant, resilient communities**
- ✓ **Remain independent in their homes**

In 2023/24 The Wrekin Housing Group delivered £58.9m of social impact and achieved 20,647 social value outcomes, calculated across our priority themes of employability; inclusion; wellbeing; resilience and environment.

Social impact is the effect of our activities on our communities and the wellbeing of people within them. These figures are based, in part, on calculations and formulas created by HACT (Housing Associations' Charitable Trust) and the National Housing Federation. A summary of this impact and outcomes in 2023/24 is shown in the table on the next page.



Employability	Social impact £	No. of outcomes
Developing skills and building confidence	£2,567,035	1,283
Stimulating local economic growth	£345,349	98
Creating employment opportunities	£18,226	2
Inclusion	Social impact £	No. of outcomes
Enabling people to connect and play active roles in society	£1,563,756	1399
Enabling people to maximise income potential	£5,723,966	797
Securing, maintaining and sustaining homes	£1,911,032	3,777
Wellbeing	Social impact £	No. of outcomes
Helping people to live independently	£1,814,995	198
Improving physical and mental wellbeing	£1,908,842	348
Reducing social care needs and hospital attendance	£22,145,290	3,205
Resilience	Social impact £	No. of outcomes
Fostering a sense of community	£5,818,245	1,916
Providing a safe environment	£2,031,470	2,265
Treating people fairly and equally		3,882
Environmental Sustainability	Social impact £	No. of outcomes
Building and providing efficient homes	£13,093,585	1,477
Minimising impact on the environment	£20,854	
Total	£58,962,645	20,647





Employability

Wrekin makes a difference to people's lives by creating jobs, promoting economic growth, generating opportunities for employment and supporting people towards work and training.

In 2023 we launched a new employability support programme, targeting tenants who are looking to secure a job, improve their employment prospects or change careers. The programme offers participants three workshop sessions, focused on confidence building, advice on looking for a job, CV writing, application and interview tips. During 2023/24 we hosted programmes in Wellington, Stirchley and Sutton Hill, with 24 participants. Participants who complete the workshop sessions are offered a work experience placement at Wrekin or with one of our partners.

CASESTUDY

Sallie's story

Wrekin tenant Sallie was referred for some employability support from the Money Matters team, as she had lost her job and was looking to build her confidence and find work.

Sallie built up her confidence and updated her CV. We were also able to gift her a tablet to make looking for, and applying to, jobs easier.

Sallie was offered a work experience placement in customer service with Wrekin, further boosting her confidence. It wasn't long before Sallie was successful in securing a job at a children's nursery.

The Wrekin Housing Group is a **Cornerstone Employer**, working with the Careers and Enterprise Company, the Marches Careers Hub and other local employers to support schools and colleges to prepare and inspire young people for the fast-changing world of work. Through our Cornerstone programme we link our work with schools and colleges closely to our own organisational development and workforce planning priorities. During 2023/24 we offered 73 work experience placements across the business, together with 17 longer term industry placements and 6 supported internships. Wrekin's School Ambassadors, made up of staff from across the organisation, attended 27 school events, reaching 3,898 students and providing 224 hours of staff volunteering.

CASESTUDY



Molly's story

Molly, a student at Shrewsbury College, was offered a work experience placement at Withywood, one of our ShireLiving schemes, in the autumn of 2023.

She quickly made a positive impression, with her manager Sharon saying how keen and proactive Molly was to get involved in supporting tenants through social activities alongside her reception role.

Molly was invited to apply for the role of Housing and Care Assistant at Withywood and was successful at interview.

Molly has proved to be a great example of how, through work experience, Wrekin can find its future talent and Molly is now part of Team Wrekin, making a difference to people's lives every day.



Inclusion

Every year Wrekin works with our tenants, customers and employees to try to improve financial, social and digital inclusion. We offer access to support and advice to enable people to secure and sustain their tenancies, maximise their income potential, feel connected and play a more active role in society.

Our Money Matters team provide expert advice and guidance across a wide range of areas, to ensure that Wrekin customers are receiving the income they are entitled to, able to manage their money, have the essential items they need to make their house a home and can manage their household bills. This is all focused on sustaining tenancies and helping customers to live happily in their homes.

The team provide a holistic service, supporting customers with multiple issues, including debt, energy advice, benefit advice, budgeting help, access to essential furniture, help to apply for grants and funding and support in a crisis through emergency food and gas/electric funds.

During 2023/24 the whole team successfully brought in more than £5.5m in additional benefits, income, discretionary and charitable support for our customers, dealing with over 3,000 referrals for support and advice. Ensuring our prospective customers can afford and manage a tenancy is an important part of our work, along with identifying extra support they may need. In 2023/24 our Welfare Benefit Advisors carried out 626 pre-tenancy income assessments.

Wrekin Debt Advice is a key service on offer to customers and provides regulated advice to tenants, supporting them 1-1 to find tailored solutions to manage their finances. During 2023/24 the team received 240 referrals, achieving successful financial outcomes for customers of over £759k. This includes charitable grants, debt reduction and insolvency solutions.

Our Wrekin Energy Advice service continued through the year, supporting customers with the high costs of gas, electric and oil. During 2023/24, Wrekin Energy Advice received 561 referrals, resulting in positive financial outcomes of over £349k. Customers are offered home visits and bespoke advice to help them reduce energy costs, support to tackle energy debts, financial help in a crisis, along with providing appropriate Winter Warm items, such as heated throws, draft excluders, slow cookers, hats, gloves and thermal flasks.

CASE STUDY

Kerry's story

Wrekin tenant Kerry reached out for help from our Money Matters team.

"It was a toss-up between whether I get food or get some electricity, which one do I go for?"

Wrekin was able to issue a voucher through our Crisis funding. "It came direct to my phone so I could use it at a supermarket of my choice. That £25, which doesn't sound much but it was a lot, because it got us meals. We were really grateful for it."

Kerry had been struggling with debts, "I was having dark thoughts until I was put in touch with Wrekin's Debt team and they've helped me so much.

If I had a letter through the door, I'd phone them and they'd say, 'OK, just put it aside and we can check on it.' My drawers were full of debt letters. The team are life savers, they really are. If it wasn't for them I wouldn't be here. With their help I am debt free now!"

[Learn more about Kerry's story](#)

CASESTUDY

John's story

A Wrekin tenant who feared he would be made homeless due to spiralling debt has said he can now look forward to the future after reaching out for help.

John McGrath, 56, from Church Aston, had worked as a lorry driver and never thought he would find himself in financial hardship, until a period of illness forced him to give up work.

With ongoing health complications and mounting bills, John's savings were soon used up and he began to fall behind on payments.

Despite his struggles, John said his pride initially held him back from asking for help.

But that all changed when he was referred to The Wrekin Housing Group's Money Matters team.

[Learn more about John's story](#)

Digital Inclusion

There are a wide range of benefits from digital inclusion that include both social and economic benefits for our customers. Wrekin has delivered a range of digital inclusion initiatives in the past year. We have a number of devices, phones, tablets and laptops that we can gift to customers who are working with us to improve their digital skills and access to technology. During 2023/24 we:

- **Gifted 34 tenants a smartphone, tablet or laptop**
- **Gifted 29 tenants' free data sim cards through The National Databank**
- **Provided 130 hours of digital inclusion support to 255 tenants**

Working in partnership with Barclays and HSBC we delivered internet safety sessions to 91 residents, raising awareness of how to stay safe online and avoid scams. We continued to work in partnership with Telford & Wrekin Council and others delivering digital support across our communities to promote digital inclusion opportunities. And we forged a new partnership with local social enterprise Tech with No Limits, delivering 1:1 support sessions in our ShireLiving and Retirement Living Schemes. Our social value devices have been used in our Get that Job and Work Experience Bootcamp sessions, improving digital skills and online accessibility.

CASESTUDY

David's story

David (88) came along to one of our sessions at Ridgeway retirement living scheme having never used a computer or accessed the internet.

He looked up his childhood home on Google street view and used Skype to video call his daughter who lives in Scotland. David said, "I'm flabbergasted, this is fantastic! I wish I had done this years ago!"

David wanted to continue his learning and was gifted a laptop through our social value device scheme. We supported him to get to a local six-week course being delivered by Telford & Wrekin at Wellington Library. Following completion of the six-week course David was still keen to learn more and is now receiving 1:1 support from Forum 50 who visit him regularly in his home.



Wellbeing

Wrekin supported the relaunch of Men in Kitchens, cookery sessions for men, that had stopped during the pandemic and needed some support to get re-started.

A new volunteer chef was found and a group of six older gentleman from across Wrekin homes signed up to take part in the classes at Vicarage Grove, including Tony, an original founding member, who's story is below:



Tony's story

Tony was living in a general needs property and heard about Men in Kitchens on BBC Radio Shropshire.

"I lost my wife in 2018, she passed away quite suddenly, within a week. She'd learned to cook in the Army Catering Corps and she used to cook in the Officers' Mess so she knew what she was doing.

"The only time I was allowed in the kitchen was when there was washing up to be done! When you've had a wife like that for 37 years you forget anything you've ever learned about cooking, so I was really left in limbo.

"I heard about Men in Kitchens on the radio so I phoned the number and started the next day and never looked back. There were 8 or 10 of us and we all seemed to click and get on well, having a laugh, it was like a social club and we were taught to cook as well. I learned a lot but of course with Covid it all got kicked into touch. But I've been experimenting and learning more, getting recipes and I can cook a decent meal now."

[Learn more about Men in Kitchens](#)



Support and enablement

In 2023/24 our Support and Enablement service experienced a significant increase in referrals for tenants exhibiting hoarding and self-neglect behaviours. As external support for this customer base was limited, we tailored our support service to deliver impactful interventions to enable these individuals to maintain their tenancies and ensure their safety at home.

CASESTUDY

Mr and Mrs A's story

Mr and Mrs A, who require a domiciliary care package, were found living in conditions that posed serious health and safety risks. Their property exhibited high level cluttering, a sharps spillage, mice living on the mattress and a fridge filled with rotting food.

Our dedicated support workers collaborated with Wrekin's environmental service team to carefully clear the couple's bedroom. It was crucial for us to ensure that this process respected the couple's autonomy and decision-making regarding their belongings and home.

Following the room clearance, we discovered significant damp and mould, which were promptly and effectively addressed. Additionally, our support team facilitated a thorough property cleaning in partnership with social services. Continuing our efforts, the support team is working with Mr and Mrs A and social services to secure hospital beds, ensuring they can finally rest comfortably in their bedrooms.

CASESTUDY

Rose's story

Our Lettings team was able to help Rose start rebuilding her life after fleeing an abusive marriage.

She said: "I had been through years and years of abuse. He was so controlling. I wasn't allowed to make myself look pretty because he would ask where I was going and stop me leaving the house. He would smash the house up."

"I ask myself now why I didn't see it. He promised me when we got married he would change, but it got worse."

Over time, Rose built up the courage to leave her husband, and fled one night with nothing but the clothes on her back. She said: "I slept rough for two days because I had nowhere to go. I was cold, it was snowing, I was petrified. But I didn't want to admit to anyone what had happened."

Rose ended up sofa surfing with friends for over a year, but knew she would eventually need a place to call her own in order to get the fresh start she needed. She received a call from our Lettings team, informing her that a flat had become available.

Rose went to view the property and moved in straight away, itching to start redecorating to make the place her own, once a new kitchen and central heating system had been installed.

"I left with nothing – the first night here I only had a sofa bed. I went to make a cup of tea and ended up in tears because I didn't even have a mug and a spoon. But I am getting there slowly. I have furniture and I have started to put pictures up to make it feel like a home.

"I will get there. The main thing is that I'm safe, that's what I keep telling myself. It's nice to be me again."

Volunteering

During 2023/24, 167 staff have participated in volunteering opportunities, clocking up an amazing 1,378 volunteer hours.

Volunteering activities have included litter picks, school events, digital inclusion, communal garden tidies and outdoor improvements at our learning disability homes.

We've also drawn on volunteer support offered through our supply chain, including Prime, Ian Williams Limited and Richmond Joinery.

We were approached by a local Boxing Club, asking for help with the cost of paint to make improvements at their gym. Following a call out across our staff team, three of Wrekin's painter/decorators stepped up and asked to use their staff volunteer hours to help out.

In addition, Ian Williams Limited offered to call on their suppliers, Dulux Decorating Centres who agreed to provide the paint and Travis Perkins offered to provide other materials to complete the job!

[Learn more](#)



Knitting for Telford Crisis Support



Donnington litter pick August 2023



Len Woodhall Boxing Club, Madeley

Staff fundraising

Wrekin staff showed huge generosity of spirit in 2023/24, through a wide range of fundraising challenges and opportunities across the year.

More than £5,500 was donated to the Severn Hospice, in memory of a long serving colleague.

Individual staff and staff teams regularly take on a variety of challenges, raising much needed funds for local and national causes. Wrekin is able to match fund the amount raised, making a real difference to people's lives.

We have donation points at Old Park and staff regularly donate items for local Food Banks or appeals throughout the year.



Resilience

Through our resilience work we financially supported 15 community-based projects in 2023/24 for the benefit of Wrekin customers and communities. These include various warm hubs and youth activities; Telford CVS; Telford Crisis Support; Homestart T&W.

We supported the delivery of twelve 'cooking on a budget' sessions with Lola's Caribbean Kitchen. We also supported Lola to secure external funding via one of our procurement frameworks to deliver more classes across the borough.

We implemented Pay it Forward schemes for Wrekin tenants at Ketley All Nations Community Grocery Store and Brookside Central Community Larder, offering free membership, with scope to also fund grocery shops through a referral from our Money Matters team.

Our Resilience Fund is designed to offer support to customers who find themselves in a crisis. The fund also supports the wider work being carried out in our communities by our partners. These funds are most commonly distributed through our Money Matters Team and customers they are engaging with. Applications to Wrekin's crisis funding is used when other options such as statutory funding or charitable grants have been exhausted.

We have been able to provide over 130 emergency food and energy vouchers, along with assistance for 22 households with essential household furniture and goods working in partnership with Wrekin Revivie.

CASE STUDY

We received a call from a tenant who had recently moved into a property saying he only had a kettle and oven and had been sleeping on the floor for the last week as he doesn't have a bed.

Through Wrekin's resilience funds and working with Wrekin Revivie we were able to provide the tenant with a mattress, fridge-freezer and armchair. We also provided a £60 supermarket voucher to enable the tenant to buy a duvet, pillows and some bedding. The local authority have since been able to assist with providing a bed frame, washing machine, wardrobe and two-seater sofa.

With our support and these essential items, the tenant has been able to start his tenancy in a more positive way and use his money going forward to keep on top of essential bills and daily living costs, in turn helping him to sustain his tenancy.

Working in partnership with the Cadent Foundation we have been able to support 570 households facing financial hardship with vouchers for energy and essential shopping, low-cost appliances and items to help keep people warm.

During the winter of 2023/24, we also had access to vouchers to provide carpets and flooring to help keep homes insulated. Through Cadent's Winter Support Fund, we were able to distribute £104k to Wrekin customers.

[Learn more](#)

Partnership working

Wrekin works closely with our supply chain, contractors and developer partners to maximise social value through our procurement and investment in our homes.

During 2023/24 we completed 290 new homes and our onsite developer partners supported:

- **99 apprentices**
- **715 work experience weeks**

Our suppliers, contractors and sub-contractors get involved in a wide range of community initiatives, including donating items to local community groups and helping out with community-based projects.

In 2023/24, together with our development partners Lovell, Nuplace and Telford & Wrekin Council, building homes at Donnington Wood, we launched a Hands on Help initiative for local community projects. The initiative attracted applications from over 40 voluntary, community and not-for-profit organisations who were seeking help to improve their community spaces. Four projects were successful, prioritised as projects that would improve local community facilities closest to the new development in Donnington Wood.

Building partner, Lovell supplied the labour and materials to deliver improvement works at Telford Sea Cadets, Donnington Wood Infant School, St Matthews Church and Turreff Hall, Donnington.

Telford Sea Cadets benefited from painting and decorating work internally, new kitchen flooring and new radiators.

At **Donnington Wood Infant School** new slabs were laid to the outdoor area of the school to improve accessibility for parents and children. The headteacher said: "We are thrilled to have been chosen and with the work completed we now have a large, paved area which is fully accessible and can be used all year. This will make a big difference to our whole school community."

St Matthew's Church benefited from redecoration of their kitchen and toilet facilities and Donnington Parish Council received a bespoke, made to measure fire door at **Turreff Hall** and library, plus painting and decorating work.





Governance

Striving for good governance is at the root of everything Wrekin does.

We have high standards which run right through our corporate values; inspiring positive change and making a difference to people's lives. This means that our approach to governance is also about delivering sustainable services for our customers and colleagues. We recognise that fundamental to this is hearing customers voices, either directly or through data, for example, to shape our services.

The Group's governance arrangements continued to perform well during 2023/24 and there were some notable achievements. During this period, we continue to be recognised as a G1/V2 housing association - the highest of four possible grades for governance and a compliant grade for financial viability. This was reaffirmed by the Regulator for Social Housing following an in-depth assessment in April 2021, whilst our 'A' credit rating from S&P was reaffirmed in August 2023. We have adopted the National Housing Federation's (NHF) 2020 Code of Governance which we were fully compliant with in March 2024. We also published our first Tenant Satisfaction Measures (TSMs) for 2023/24, alongside our self-assessment on complaints handling. These have ensured we have a good understanding of how our services are working, which services our customers value, as well as which areas we need to improve on going forward.



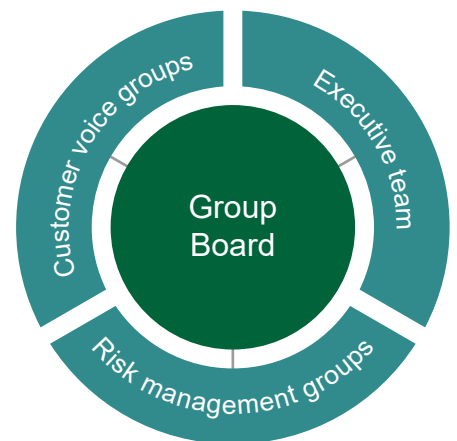
Group Board

Wrekin's corporate governance structure and risk management activities are led by the Group Board which sets out the strategic direction. It monitors performance against our 2025 Strategic Plan, with the main aim of making a difference to people's lives. This plan balances the needs and interests of a wide range of stakeholders and seeks to deliver growth and high-quality services, whilst also balancing the need for investment with that of financial sustainability.

Our Group Board has a diverse membership with varied experiences and backgrounds. The mixture of skills they have is suited to the activities we conduct and the risks that we face. The Chief Executive and Chair of the Board are separate roles, ensuring the segregation of duties and independence of the Board. During 2023/24 one member came to the end of their tenure and three new members were appointed with a wide skill set, including marketing and financial planning. One of the appointments is the Group Chief Executive, which further enhances collaborative working and achieving a shared purpose for our customers.

We also have six independent members who take up different positions on our Audit and Assurance Committee, Finance and Investment Committee and Customer Committee. All Independent Members on our Customer Committee have direct experience of what it is like to be a Wrekin tenant.

The Board leads on our Equality Diversity and Inclusion (EDI) activity and are responsible for the delivery of the EDI Strategy. Every agenda of Board reporting has to include a statement on how it impacts and relates to EDI factors. Wrekin has a number of key EDI accreditations including Stonewall Inclusive Employer Bronze and Disability Confident Employer Level 2.



The Group Board is supported by separate boards for the subsidiary group members (Choices Housing Association Limited, Old Park Services Limited and Strata Housing Services Limited). We have four committees which have delegated authority to review specific aspects of service and risk management:

- **Finance and Investment Committee**
- **Audit and Assurance Committee**
- **People and Nominations Committee**
- **Customer Committee**

The Customer Committee continues to strengthen the range of ways our customers can get involved and provides a framework for decisions to be overseen and scrutinised. The Customer Committee also has a direct reporting route into the Group's Board.

The range of ways for customers to get involved has evolved. Community events, surveys and customer journey mapping are some of the ways in which customer opinions are gathered. Reports are then considered by the Customer Committee. Some of the key themes discussed in 2023/24 include ASB, neighbourhoods and complaints.



Risk management

Risk management is at the centre of our internal control framework. The Group Board has responsibility for setting the tone and culture of risk management within Wrekin, with detailed input into how this is achieved from the Audit and Assurance Committee and Wrekin leaders. Our assessment of risk is designed to ensure that emerging issues are identified early. We eliminate, or mitigate and control risks to reduce the likelihood of them occurring or lessen their impact if they do. Our risk appetite, the level of risk that the organisation is prepared to accept in pursuit of its strategic objectives, is set by the Board and reviewed at least annually.

Our approach is continually improved and is reported quarterly to the Audit and Assurance Committee and Group Board. On an annual basis the Strategic Risk Register is compared with the regulator's Sector Risk Profile to ensure that we are addressing the risks facing the Group in an effective and proportionate way. We have strengthened our approach by creating operational risk registers across the whole organisation, engaging with teams in a programme of operational risk workshops to do this. This has supported the Group to move a more concise Strategic Risk Register to allow greater clarity and focus in both the management of risk and the achievement of strategic objectives.



SRS criteria 2023/24

Environment - climate change

Criteria	EPC Banding	Properties	%
C1			
Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of Homes rated A	45	0.35%
	% of Homes rated B	3,878	30.46%
	% of Homes rated C	6,442	50.60%
	% of Homes rated D	2,235	17.56%
	% of Homes rated E or worse	56	0.44%
	% of Homes without an EPC rating	74	0.58%
		12,730	100%
Criteria	EPC Banding	Properties	%
C2			
Distribution of EPC ratings of new homes (those completed in the last financial year).	% of Homes rated A	31	9.84%
	% of Homes rated B	232	73.65%
	% of Homes rated C	4	1.27%
	% of Homes rated D	0	0%
	% of Homes rated E or worse	0	0%
	% of Homes without an EPC rating	48	48
		315	100%
Criteria	Response		
C3			
Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?	<p>Yes - the Group's Net Zero Carbon Strategy 2022-2050 outlines The Wrekin Housing Group's roadmap to achieve Net Zero carbon emissions by 2050. The strategy highlights the critical role of the housing sector in combating climate change and sets ambitious goals for the organisation. Key targets from the strategy are summarised below:</p> <ol style="list-style-type: none"> 1. New Build Non-Fossil Fuel Heating by 2025: All new homes developed will adopt an alternative non-fossil fuel heating source. 2. SAP Rating of Band C or Better by 2025 (now revised to 2027): All existing homes will achieve this rating, surpassing the government's 2030 target. 3. Net Zero Carbon by 2050: All homes and business operations will achieve Net Zero carbon status. 		
Criteria	Response		
C4			
What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?	<p>The Group have completed 55 homes under SHDF wave 1, and undertook a number of other measures that will impact on carbon reduction such as window and door replacements. The Group is not looking to transition away from gas heating until 2030/35 when the technology is more mature, so the work being undertaken is concentrating on fabric first measures.</p> <p>Investment Summary:</p> <ul style="list-style-type: none"> • Heating upgrades - £0.98m • Door upgrades - £0.77m • Window upgrades - £1.2m • SHDF retrofit - £0.56m 		

Criteria	Response
<p>C5</p> <p>Scope 1, Scope 2 and Scope 3 Green House Gas emissions</p> <p>Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home</p> <p>If unable to report emissions data, please state when the housing provider is expected to be able to do so.</p>	<p>We are currently working with an external organisation to provide accurate emissions data for our properties and should be able to provide this information in next year's submission. We do not qualify for SECR reporting as we are a Community Benefit Society.</p>
Criteria	Response
<p>C6</p> <p>How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?</p> <p>How is the housing provider mitigating these risks?</p>	<p>The Group are looking to undertake a flood risk assessment exercise in 2024, and this will identify where the Group requires enhanced flood risk mitigations.</p> <p>For overheating we are working to get all the Group's Building Management systems linked centrally to be able to monitor the heating and cooling of the extra care housing stock, which house some of our more vulnerable customers.</p>

Environment - ecology

Criteria	Response
<p>C7</p> <p>Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?</p> <p>If yes, please describe with reference to targets in this area.</p> <p>If no, are you planning on producing one in the next 12 months?</p>	<p>No, but we will be looking to set out a strategy over the next 12-24 months. All new developments deliver at least 10% BNG either on-site or off-site.</p> <p>We will be starting with new builds to ensure they meet the biodiversity net gain measure introduced into law in February then move onto our existing estates.</p>
Criteria	Response
<p>C8</p> <p>Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>Wrekin has an Asbestos Management Policy and a Damp, Mould, and Condensation Policy to manage the two main areas that impact our work operations. We are not looking to create additional policies at this stage.</p>

Environment - resource management

Criteria	Response
<p>C9</p> <p>Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>Yes - we target all directly appointed contractors with an aim to have at least 30% of the project supply chain from the LA postcode area, thus encouraging inward investment, and reducing required travel distances for materials and labour. This is reported via the monthly site progress meetings in the Contractors Report. Work is due to start over the next 12 months mapping scope 3 emissions throughout the main supply chain i.e., Travis Perkins and Planned Programme Suppliers e.g., QA Kitchens, Ideal Boilers.</p>
<p>Criteria</p> <p>C10</p> <p>Does the housing provider have a strategy for waste management incorporating building materials?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>We do not have a formal strategy, but we do have a waste management process for our business waste, including building maintenance waste. This process is and will continue to be monitored via the Group's carbon footprint calculations.</p>
<p>Criteria</p> <p>C11</p> <p>Does the housing provider have a strategy for water management?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>The water management strategy and policy are designed to control Legionella and maintain general water hygiene. A key tool in this effort is the live compliance dashboard, which is integrated into the asset/housing management system. This dashboard plays a crucial role in monitoring and ensuring compliance with safety standards, providing real-time updates on our performance. It is a testament to our commitment to risk management and safety.</p> <p>The live dashboard provides real-time information on various aspects of Legionella compliance. This is reviewed at the EMG level weekly and in a monthly compliance report, allowing for the prompt identification of any issues or areas that require attention. This frequent monitoring ensures that potential risks are addressed as soon as possible.</p> <p>Reporting to the Audit and Assurance Committee every quarter adds an extra layer of oversight and accountability to the compliance position. This committee evaluates the effectiveness of the water management strategy, reviews compliance reports, and makes improvement recommendations.</p> <p>The comprehensive Health and Safety Report, which is delivered twice a year to the Group Board, is a cornerstone of our compliance efforts. It provides crucial information on water management, Legionella control, and compliance areas, enabling the Board to make informed decisions. This knowledge empowers the Board to take proactive measures to protect the health and safety of our occupants, demonstrating our commitment to our highest level of responsibility.</p> <p>An external management audit was carried out in April 2023. The audit objectively assessed the water management control measures and safety standards as providing reasonable assurance, giving the organisation confidence in its performance.</p> <p>The audit examined the water management strategy, policy, and monitoring mechanisms for effectiveness and implementation. The assurance rating compared current practices to regulatory requirements and best practices and identified areas for improvement in management, compliance, and water management risk mitigation. To improve management practises and maximise building and people safety, all recommendations are considered for implementation as part of the drive for continuous improvement and form part of the organisation's broader audit action plan.</p>

Social - affordability and security

Criteria	Response		
C12			
For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:			
1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority	64.80% PRS		
2) Rent compared to the relevant Local Housing Allowance (LHA)	69.66% LHA		
Criteria	Housing type	Properties	%
C13			
Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:	Number of general needs units	7,863	57.4%
	Number of intermediate rent units	875	6.4%
	Number of affordable rent units	1,715	12.5%
	Number of supported housing units	838	6.1%
	Number of housing for older people units	1,307	9.5%
	Number of low-cost home ownership units	338	2.5%
	Number of care home units	66	0.5%
	Number of market rent units	132	1.0%
	Number of other units (leasehold)	565	4.1%
		13,699	100%
Criteria	Housing type	Properties	%
C14			
Number homes disposed of in the last 12 months, by tenure type	Number of general needs units	28	8.8%
	Number of intermediate rent units	101	31.9%
Number of homes acquired in the last 12 months, by tenure type	Number of affordable rent units	132	41.6%
	Number of supported housing units	54	17.0%
	Number of housing for older people units	0	0.0%
	Number of low-cost home ownership units	2	0.0%
	Number of care home units	0	0.0%
	Number of market rent units	0	0.0%
	Number of other units (leasehold)	0	0.0%
		317	100%

Criteria	Response
<p>C15</p> <p>How is the housing provider trying to reduce the effect of high energy costs on its residents?</p>	<p>We run a Cadent Foundation funded program providing bespoke energy advice to tenants, which includes energy MOT checks, liaison with suppliers, charitable grant applications, ombudsman escalations. This service integrates with our Money Matters team, encompassing welfare benefits, debt, and budget advice for a holistic approach – we also have the ability to respond to those residents in crisis situations through the provision of energy vouchers covering all customer payment methods.</p> <p>There is a proactive approach in place with our property team to complete stock condition surveys and planned maintenance, but through the support of our energy advisor we put forward recommendations and bring the customer to the heart of any decision which may lead to properties being disposed of and relocating tenants to more energy-efficient homes or alternatively, arranging for new Energy Performance Certificates (EPCs) to determine what measures might be required to improve the property performance, in turn making it more energy efficient.</p>
<p>C16</p> <p>How does the housing provider provide security of tenure for residents?</p>	<p>Wrekin Housing Group has a range of tenancy and other agreements aimed at creating security of tenure. Customers who held a tenancy at the point of stock transfer are most commonly on an Assure Periodic or 'lifetime' tenancy. For new tenants, the current tenancy used is an Introductory tenancy for the first year which, if successful, then leads to a five-year fixed term tenancy in over 95% of cases. Where the initial year is not conducted as we would wish we have two alternatives; to issue a two-year fixed term, where we have had some concerns during the introductory period, or to end the tenancy where there has been a significant tenancy breach.</p> <p>There is an ongoing political dialogue around 'no fault' evictions and the use of section 21 notice to end tenancies. We do issue section 21 notices to either end the introductory tenancy or not renew a fixed term tenancy, but there must always be clear, demonstrable and significant breaches of tenancy. In each case where a tenancy is served notice there is an appeals process offered, heard by a senior manager not involved in the original decision.</p> <p>We ended 10 introductory tenancies during 2023/24 through section 21 notice which is a reduction from 12 in 2022/23. This equates to 0.07% of our overall tenant base. In terms of not awarding a new fixed term tenancy at the end of an existing term the figures are very low, averaging one a year over the last few years.</p> <p>Our aim with the tenancy model is to move as many people as possible to a five-year fixed term. We believe that with a five-year tenancy, coupled with the knowledge that you will be given a new one at the end of that term, if the tenancy is conducted well, creates stability for the household and the community. Our wraparound services are also intended to sustain tenancies, from our pre-tenancy work, through specialist services like Money Matters to the local housing management team.</p>

Social - building safety and quality

Criteria	Response	
C17		
Describe the condition of the housing provider's portfolio, with reference to:	% of homes for which all required gas safety checks have been carried out	100%
	% of homes for which all required fire risk assessments have been carried out.	100%
	% of homes for which all required electrical safety checks have been carried out.	99.81%
	% of homes for which all required asbestos re-inspections have been carried out	100%
	% of homes for which all required legionella assessments have been carried out	100%
	% of homes for which all required communal passenger lift safety checks have been carried out	100%
Criteria	Response	
C18		
What % of homes meet the national housing quality standard?	Property count: 13,022	
Of those which fail, what is the housing provider doing to address these failings?	Decent homes compliant: 13,016	
	Non decent: 6	
	Percent decent 99.95%	
	The homes identified as non decent are included in the 2024/25 planned programme.	
Criteria	Response	
C19		
How do you manage and mitigate the risk of damp and mould for your residents?	Throughout the year we provide information for tenants via our website on how to manage moisture in their home and prevent damp and mould. In the run up to autumn and winter we take a proactive approach in communicating this message directly to tenants using social media and emails. In addition, all employees have had training in preventative measures and take the opportunity during all tenant visits to discuss how best to prepare for winter. We also provide a new homes information pack for new tenants which addresses preventive messages.	
	The message on our repairs line reminds tenants to report any concerns as soon as possible in order for us to manage them at an early stage, and all Wrekin employees take a proactive approach in discussing and reporting any occurrences of damp and mould.	
	When damp or mould is reported the Group take a risk based approach ensuring we attend any high risk cases within 24 hours, medium within 5 days and low within 10 days. During our first visit, in addition to cleaning away and treating the mould, our operatives carry out a root cause survey to ensure we not only treat the mould but prevent it reoccurring. Also, at this visit our operatives discuss with the tenant the causes of damp and mould and knowing when to ventilate the property. They provide an information leaflet, hygrometer for measuring moisture in the air and dehumidifier pots for windowsills.	
	If mould does reoccur a full property survey is completed by a Maintenance Supervisor who will also spend time with the tenant going through preventative measures.	
	Enhanced option:	
	How many cases of damp and mould were reported in the period that required action? 2,614	
	What % of the housing providers portfolio do these homes account for? 15.9%	

Social - resident voice

Criteria	Response
<p>C20</p> <p>What are the results of the housing provider's most recent tenant satisfaction survey?</p> <p>How has the housing provider acted on these results?</p>	<p>All customers are invited to complete the Tenant Satisfaction Measure survey as part of a monthly approach on an ongoing basis. We achieved a response rate of 12.3%. The score was 90.3% for the question of "Taking everything into account, how satisfied or dissatisfied are you with the service provided by your landlord".</p>
<p>C21</p> <p>What arrangements are in place to enable residents to hold management to account for the provision of services?</p>	<p>In 2022 we reviewed our resident engagement framework. This included working with involved customers, Board members, and staff to complete the review. A new resident led Customer Committee was thereby created which ensures the customer voice is heard in our decisions around services and strategy, and that the consumer standards are met.</p> <p>This work also saw us introduce new ways for customers to get involved such as: community events; walkabouts; skills hub activities; ShireLiving panel, scrutiny panels.</p> <p>77% of customers feel that their views are listed to and acted on (March 2024). An independent review of the Customer Committee concluded that it had driven forward how customer voice was influencing services across the Group.</p>
<p>C22</p> <p>In the last 12 months, how many complaints has the national Ombudsman determined that maladministration took place?</p> <p>How have these complaints (or others) resulted in change of practice within the housing provider?</p>	<p>We have received no maladministrations from the Ombudsman, We have no cases with them currently or from the last financial year.</p>
<p>C23</p> <p>What are the key support services that the housing provider offers to its residents?</p> <p>How successful are these services in improving outcomes?</p>	<p>We have the following forms of support and associated activities aimed at improving the circumstances and improving tenancy sustainment for our customer base. These actually start for many applicants before their tenancy has begun with a referral to our Money Matters team.</p> <p>Financial</p> <p>Money Matters – this service concerns all things financial, be it maximising income, successful budgeting, addressing debt or most effectively using energy. The service is split into two main areas: welfare benefits advice and debt and energy advice, with energy being a new addition in the last 18 months, funded in partnership with Cadent. Over the last year the team have received the following levels of referrals and created the associated financial benefits:</p> <ul style="list-style-type: none"> • Welfare benefits: 2,283 referrals (17.5% of our customer base) and £4.47m gains • Debt advice: 240 referrals (2% of our customer base) and £760k gains • Energy advice: 166 referrals and £160k of gains <p>The addition of our resilience fund as a formalised concept means that in 2023/24 we set aside £175k to support the financial resilience of our customer base. This is split down into:</p> <ul style="list-style-type: none"> • Crisis fund – ring-fenced for those scenarios where the customer does not just require advice and assistance, but needs an instant resolution to an energy bill, a lack of food, replacement of white goods etc. This fund is administered by the Money Matters team who also look to identify and address the root of the wider financial issue. • 'Retainer' for Wrekin Reviive, our furniture recycling project which in the last financial year supplied 145 essential furniture packs to tenants and provided 242 customers with a discounted range of goods.

C23 continued

- Community organisations providing goods and services linked to the resilience approach, some examples are support for food banks and community supermarkets, such as Telford Crisis Support, and healthy eating classes.
- Additional services to promote and provide self-help opportunities, such as Housing Perks, an app that allows customers to get savings on their everyday expenditure.

Our approach to financial inclusion also allowed us to leverage in an additional £105k in funding from the private sector for crisis support and carpet provision.

The fact that our arrears are 0.55% and our eviction rate is really low (13 for rent arrears in 2023/24 or 0.1% of our customer base) are also indicators that this service, when attached to our approach to tenancy management, is highly effective.

Behavioural

In terms of general behaviours and people with complex needs, we have a specialist ASB coordinator role and a neighbourhood manager who conduct case reviews on complex cases alongside the teams responsible for managing them. These two roles can work in partnership with the police, local authority and other specialist agencies involving cases, but also localities and themes, such as domestic abuse. We have commissioned a leading mediation practitioner during the year and the first cases have been really positive. We have a high number of cases where mental health plays a significant part and we have tailored our services accordingly, from organising regular weekly catch ups with a named person to finding creative ways to overcome some neighbour issues. Our approach to ASB and self-reporting has developed over the year, our systems are much more helpful now and we have a range of equipment and 'add ons' that we can provide to tenants to assist them in gathering evidence where there is nuisance. We have continued our relationship with Telford and Wrekin Council on CCTV which allows us the opportunity to place CCTV in hot spots or in relation to specific cases and for this to be monitored through the council. Finally, we continue to fund a PCSO role within the police force, an invaluable link between the organisations which can be targeted to where we have issues building.

Support and enablement

The Group offers older persons a unique support service, 'Support and Enablement', funded through Telford and Wrekin Council. This service is tailored to the individual needs of residents aged 55+ with care and support needs. Its purpose is to enable residents to remain in their own homes for as long as possible through various interventions. The support is categorised into the following areas:

- Health: ensuring that residents are able to access appropriate health services, prevent hospital admission and support timely discharge
- Live independently: ensuring residents can maintain their tenancies, supporting them with complex barriers such as hoarding and self-neglect.
- Prevention: providing early intervention to prevent hospital admission and homelessness
- Inclusion: supporting residents in reducing social isolation and promoting and supporting access to social activities within the wider community.
- Assistive Technology: support residents in accessing appropriate telecare and telehealth devices, enabling them to remain at home and reducing the risk of hospital admissions.

In addition to the core support service detailed above, the support and enablement service delivers trusted assessments for a variety of aids and adaptations to support independent living. This includes, but is not limited to, bath boards, perching stools and commodes. The equipment is assessed for and delivered within 10 working days, significantly reducing the wait for our residents by over two months.

Our adaptation service also extends into our general needs stock for those under 55, particularly for families with disabled family members. In 2023/24 we delivered 5954 adaptations, of which 580 were minor and 14 major. The costs of this work was £950k of which our contribution was £407k.

Finally, another measure - at just over 5% turnover we are seeing fewer people leaving our homes than in previous years and where we do these are for reasons beyond our control (e.g., 30% are for tenancies where the tenant died). Turnover is a crude measure in some respects but alongside other measures, like the Tenant Satisfaction Measures, it can indicate satisfaction with localities and tenancy.

Social - placemaking

Criteria	Response
<p>C24</p> <p>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.</p> <p>Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.</p>	<p>From a community investment and positive impact perspective we do a number of things that we believe demonstrate a commitment to our communities.</p> <p>Practically and operationally, we are structured around localities with the onus on local teams to engage with individuals, the wider community and other organisations to bring positive change. We have a variety of property and tenure types in most areas meaning we can positively contribute to diverse needs in the community. We are therefore providing day to day services within localities and developing plans about what else we can do in those localities, on our own or in partnership, to make a difference.</p> <p>Through the Tenant Satisfaction Measures we are gathering customer feedback on how we maintain communal areas and whether we make a positive contribution to localities, both of which are high. Our in house grounds maintenance service has evolved over the last few years and our cleaning contract which began in 2022 has improved our offer in that regard. We offer a same day repairs service for the majority of repairs which also scores highly for satisfaction with our customer base.</p> <p>Some examples of additional services and projects we are involved in which we believe demonstrate our commitment are:</p> <p>Cornerstone</p> <p>Wrekin is a Cornerstone Employer and as such we have attended 32 school events within the local community over the last 12 months. These have been events such as mock interviews, careers fairs etc. Each of these involves school ambassador volunteers and the promotion of Wrekin as a brand, career, apprenticeship and work experience opportunities. We are currently working with partners to review a framework on workplace experience programme. Our staff volunteer as school ambassadors to support schools in this.</p> <p>We offered 96 work experience placements during the year, contributing to the local economy and skills building in this way. This year saw us launch our first work experience bootcamp which gave students chance to work on a project across departments. Whilst working with schools and colleges we have also worked with other training providers such as ANTA Education, Shropshire Youth Support Trust, Nova Training in offering work experience placements with the Group and contractors where possible.</p> <p>Get that Job</p> <p>Employability skills is a course delivered to our tenants and other local residents referred via the Jobcentre. In 2023/24 we delivered three courses. These took place in Wellington, Stirchley and Sutton Hill with 24 attendees in total, 13 of these were tenants. As well as building confidence these have offered practical hints and tips, resulting in eight further work experience placements and four participants have secured employment after this. We have worked in partnership with Telford College and the National Careers Service who have supported sessions.</p> <p>One to One employability sessions</p> <p>We have provided 11 one to one support sessions, mainly to our tenants but also where apprentices are approaching the end of their training. These sessions offer bespoke support according to their needs and have included support with CVs and interview skills in particular. Some participants have undertaken work experience to improve work skills. Our holistic approach to social value means that where some people are finding digital inclusion a barrier, we have been able to gift a device and/or access to data.</p> <p>Community impact days and volunteering</p> <p>Staff are able to use some time to volunteer in local initiatives. This has been used in a range of ways during the year, including local litter picks and gardening at communal areas. Sometimes this volunteering time is used for community impact days. These are usually delivered in partnership with other local companies. This year they have included:</p> <ul style="list-style-type: none"> • Colanley Gardens – a community allotment in Stafford benefited from staff time to litter pick, bulky waste collection and fun, family activities through pumpkin carving and making bird feeders. This day also saw a range of housing advice provided which included Money Matters and waste reduction, for example. • Sutton Hill advice day – this saw a day with activities available in the local area and staff time to litter pick. Advice was on hand about Money Matters and other housing matters to support customers with any queries they may have.

C24 continued

- Oswestry fun day – this involved partnership working with OsNosh to provide advice and support to residents and members of the community. We offered activities, food and a chance to socialise as well as information on digital inclusion, Money Matters, energy advice and reducing food waste through cooking on a budget hints and tips.

Cooking on a budget

In partnership with Wrekin, Lola's Kitchen delivered 12 sessions demonstrating cooking on a budget. The sessions included low cost ingredients, money saving tips, advice on low energy cooking and how to reduce waste. With 63 attendees in total, the sessions supported tenants and people in the local area. We supported Lola's Kitchen to apply for funding through CHIP community grant, the application was successful and funding granted for a further 24 sessions. This partnership approach has benefited both Wrekin customers and local residents too.

Digital inclusion

Digital inclusion is a key aspect of our social value, recognising the link to cheaper energy tariffs and being able to socialise online too, for example. Through the National Databank, we have gifted 29 tenants with free data, supporting both digital inclusion but also then allowing access to other services that may only be available digitally, or certainly at a lower cost. In addition, 34 tenants have been gifted a device to support them further and 255 tenants have benefited from digital inclusion sessions that have been held. In 2023/24 this work has been delivered in partnership with local organisations such as Tech With No Limits.

Social value through procurement

We look to our contractors and partners to make social value commitments as part of working with us. This year that has included 170 apprenticeships and 55 placements/training (13 week placements). These have supported local communities by investing in training and skills building, creating opportunities for people to build skills and gain experience.

Donations have been made by partners to:

- Black Country Food Bank
- Forget Me Not suite at the Stoke Royal Infirmary
- Friends of Lawley Local Nature Reserve
- Brain Tumour Research

Other

Donation of show home furniture to The Haven Charity (domestic abuse support).

Temporary lets on 1-2 units to provide support and accommodation to homeless families.

Completed driveway and drop kerb works to provide a safe and secure parking facility for a resident and to resolve access issues for further residents in the locality totalling £5,845.20.

Community initiative to allow Morda C of E school children to design the signage for the public open area has led to all 17 designs being incorporated into the final design.

Through our contract with Ideal Boilers we have secured funding that has been used to purchase items for winter warm packs for Wrekin tenants and sensory lighting to tenants in Wrekin's learning disability homes.

Through our relationship with Cadent Foundation we were able to leverage £105k to assist our approach to financial resilience across our customer base.

Contractors such as Richmond Joinery have enabled raised beds to be provided at Elmwood ShireLiving to support a 'grow your own food' initiative. Travis Perkins have provided materials for Woodside Boxing Club refurbishment, a facility in an area where Wrekin own a number of homes. Ian Williams have provided works and materials for Park Court retirement living and a breakfast bar at The Grove School in Market Drayton and materials too for the Woodside Boxing Club refurbishment. They have also painted fences, sheds and benches at Dairy Close, a home for adults with learning disabilities.

C24 continued

Sustainable Wrekin

This year we have looked at how we can reduce our carbon footprint within our services and work. This has included recycling 200 kilos of workwear and 600 ID badges. We have also changed settings on our printers to make them more environmentally friendly and bought promotional items that are more sustainable. We have also given staff access to a discount through a partnership with the Little Green Pantry (a zero waste shop). A number of litter picks have also been undertaken, each used as a chance to raise awareness with staff and customers of environmental issues. These have also included a partnership approach with Veolia who have provided recycling advice and provided recycling bags for use.

At five of our ShireLiving Schemes we have installed raised flower beds to support tenants to grow both flowers and produce that can be eaten. The Men In Kitchens initiative has provided advice on cooking meals. We are working in partnership with Telford Crisis Support to provide low energy cooking sessions. We have also worked in partnership with Ketley Community Supermarket and Brookside Pantry, paying subscription fees in advance so that tenants can access food at a lower cost.

Retirement living / ShireLiving

The Group has 38 sheltered housing schemes and 10 extra care schemes which are mostly located in the neighbourhoods where the Group has its general needs homes. The retirement housing service works with its general needs housing management and development teams to utilise the Group's neighbourhood management framework, working with external partners and residents to improve the neighbourhoods where it has its homes.

The local Police Community Support Officer (PCSO) funded by the Group works very closely with the staff located on the retirement housing schemes and has a physical presence in these schemes. This partnership working enables intelligence to be shared about things happening in the wider neighbourhood so that these matters can be effectively understood and dealt with, as well as providing re-assurance to tenants on schemes and the wider community.

With the Group being a key player in the community safety partnerships and the locality partnership forums that exist, it enables the retirement housing service to work with other teams within the Group to bring about positive change within neighbourhoods by working together with external partners and residents.

Detailed below are a few examples to demonstrate where the retirement housing service have positively contributed towards the wider neighbourhood.

Erecting fencing at Chockleys Drive retirement housing service to stop ASB/crime

The Group worked with the local policing team and the local authority to address a problem that existed where people involved in ASB/crime were cutting through the scheme to access other parts of the neighbourhood. Some of the issues related to car vandalism, fly tipping, drug and alcohol use, theft from cars, reckless use of scramblers, quad bikes and electric scooters, verbal abuse and excessive noise.

To stop this from happening the Group agreed to fund and erect fencing on private land. This fencing was provided by the Group's development team from one of the Group's development sites where it was removing fencing to build new homes. The fence was then erected by the Group's in-house maintenance team. Following the fencing being in place the Group, local policing team or local authority haven't received any incidents of ASB and residents feel much safer.

Working with the PCSO to stop gangs of youths congregating and causing ASB in an area

The Group's PCSO worked with staff at Walton Court retirement housing scheme and the local community to gather intelligence of ASB happening in an area close to the scheme. It involved a gang of youths congregating in the local area and on the scheme who were behaving anti-socially being loud, verbally abusive and using intimidating behaviour.

Working with the Group's member of staff the PCSO was able to have a physical presence in the area and gather intelligence about what was going on. The PCSO was then able to work with the local policing team to visit the perpetrators and their parents and to also provide re-assurance to residents in the local community and on scheme. As a result of this partnership working, the problem stopped.

C24 continued

Resident/Community engagement and capacity building – retirement housing

Through the retirement housing service the Group pro-actively engages tenants and local residents in activities that take place on the schemes. This positively contributes towards developing a sense of community within these neighbourhoods.

The engagement that takes place also helps improve the health and well-being of residents as well as promoting social inclusion, reducing social isolation and building residents capacity so they are able to contribute more in the neighbourhoods in which they live and be healthier and happier. The outcome of many of these activities also makes the neighbourhoods more aesthetically appealing.

Some examples of the activities that take place include:

Gardening competition

This is a competition that takes place every year where residents in the retirement housing schemes can enter their individual garden or communal garden on the scheme into a competition to recognise the work they have done in improving their local environment and making it a nice place for people to live. There are a number of categories which are judged with an annual awards ceremony to celebrate the success.

Men in Sheds

This is an initiative where men over 55 can meet at one of our retirement housing schemes to work together and get involved in gardening on the scheme, but also get involved in doing woodwork and making things like planters and bird boxes which are then distributed across the Group's retirement housing schemes. This is promoted across all of our retirement housing schemes for tenants to attend as well as local residents.

Men in Kitchens

This takes place on one of our retirement housing schemes to help men over the age of 55 learn cooking skills and healthy eating habits. Its open to and promoted to all tenants in retirement housing as well as local residents.

Fit for all exercises

These exercise classes take place on most of our schemes and are open to tenants and local residents to attend. The rehabilitation team at the hospital in the borough also refer people to these exercise classes to help improve their health and well-being.

Afternoon teas

These happen across most of the schemes and are again open to tenants and local residents to attend.

Trips and events

The retirement living service facilitate an annual programme of day trips, events and holidays open to tenants and residents to give them an opportunity to come together and enjoy a trip or holiday that they may not have otherwise had the confidence to go on by themselves. It really does help reduce social isolation, promote health and well-being and creates a sense of community.

Development

We are working closely with partners to match our growth aspirations with local housing need. This year we have provided 50% of empty homes in Telford to the council for nomination. In Staffordshire and Shropshire this exceeds 80%. Building new homes is an integral part of meeting this need and we have produced a range of products that we believe allows people to join us as tenants and then move forward on their life journeys in accommodation that continues to meet their needs.

Governance - structure and governance

Criteria	Response
<p>C25</p> <p>Is the housing provider registered with the national regulator of social housing?</p>	Yes - Regulator of Social Housing
Criteria	Response
<p>C26</p> <p>What is the housing provider's most recent regulatory grading/status?</p>	G1/V2 rating
Criteria	Response
<p>C27</p> <p>Which Code of Governance does the housing provider follow, if any?</p>	National Housing Federation Code of Governance 2020
Criteria	Response
<p>C28</p> <p>Is the housing provider a Not-For-Profit?</p> <p>If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?</p>	Yes - not for profit.
Criteria	Response
<p>C29</p> <p>Explain how the housing provider's board manages ESG risks.</p> <p>Are ESG risks incorporated into the housing provider's risk register?</p>	<p>ESG risks form part of both the Strategic Risk Register and the operational risk registers (that the Group has developed in the last 18 months). The Risk Management Framework applies to ESG risks as part of our core approach to managing risk, we do not manage ESG risks in a separate way. Our approach to risk management can be summarised as follows:</p> <p>Risk management and risk assurance</p> <p>The Board of The Wrekin Housing Group reviewed and approved its risk management framework in September 2022. It is reviewed bi-annually. The Framework sets out our risk management approach. It details the roles of the Board, Audit and Assurance Committee and the Wrekin leadership team in terms of how we manage, monitor and report on our risk management activities. The methods of gaining and reporting on risk assurance are also covered.</p> <p>The Board's Statement of Risk Appetite was reviewed in March 2024. As at March 2024, there was one strategic risk outside of the Board's risk appetite: counterparty risk. The reasons for this are reflective of the macro-economic landscape and, as such, can only be controlled to a certain degree. To seek third line of defence assurance, counterparty management has been audited as part of the Internal Audit Programme and was given a substantial assurance rating. Audit and Assurance Committee also considered counterparty risk at the November 2023 meeting, as a deep-dive report. The report and presentation by the Director of Development gave significant second line of defence assurance that the Group is doing as much as it can to mitigate this risk. This risk cannot be eliminated, however, if the Group wants to grow and develop new homes.</p>

<p>C29 continued</p>	<p>Appropriate focus is given to the identification of emerging risks. The Executive Management Group and Audit and Assurance Committee regularly review sector intelligence and emerging risks.</p> <p>Notable issues that present future potential risks to the business include: the cost-of-living crisis, the macroeconomic outlook, access to labour and skills, decarbonisation of the housing stock, enhanced consumer regulation/customer expectations as set out in the Social Housing (Regulation) Act, national reputational issues resulting from poor quality social housing (damp and mould, for example) and the enhanced health and safety requirements following the Grenfell fire, contained in the Fire Safety Act and the Building Safety Act.</p> <p>Top strategic risks, presenting the greatest threats to the Group, are reported at every Board meeting and Audit and Assurance Committee. The Group has undertaken a series of operational risk workshops with every team across the entire breadth of the Group. The output from this is a comprehensive set of operational risk registers covering the whole of the business. These complement the Strategic Risk Register and give depth to the management of risk across the Group. In essence, this effective risk management approach assists the Group in the achievement of the Strategic Plan. The approach is under regular review and enhancements are made every year. We are not complacent about how we manage risk.</p> <p>In terms of specifics, the following is relevant to ESG:</p> <ul style="list-style-type: none"> • All of our internal audits carried out by RSM UK consider social value, value for money and EDI as cross-cutting themes and identify areas where we can improve as appropriate. This links to ESG of course • There are ESG-related risks in the Strategic Risk Register. These include: <ul style="list-style-type: none"> - Regulatory failure - GDPR and data protection - Data integrity - Loss of Group reputation - Net Zero / climate change. • The Group has 18 operational risk registers covering the business and ESG links are included in these also.
<p>Criteria</p>	<p>Response</p>
<p>C30</p> <p>Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?</p>	<p>No</p>

Governance - Board and trustees

Criteria	Response
<p>C31</p> <p>How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?</p> <p>Does the housing provider consider resident voice at the board and senior management level?</p> <p>Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?</p>	<p>Women: 27.27%</p> <p>BAME: 9.09%</p> <p>Who are residents: 18.18%</p> <p>With a disability: 9.09%</p> <p>Average age: 61.6 years</p> <p>Average tenure: 3 years</p> <p>The Customer Committee was formed on 1st March 2023, the Chair of which is a Non-Executive Director and must also be a tenant of a registered provider. There are an additional two Board members who sit on this committee. To ensure that lived experience and diversity of thought is a key part of this committee there are also four independent committee members who are all tenants of a registered provider.</p> <p>Every report to EMG, Board and Committee and Policy includes a section on how EDI and the Customer Voice have been considered. Equality impact assessments are carried out prior to a new policy or review of a policy and EDI assurance reviews also provide a retrospective look back at services and their impact through an EDI lens covering both customers and staff.</p>
<p>C32</p> <p>What % of the housing provider's Board have turned over in the last two years?</p> <p>What % of the housing provider's Senior Management Team have turned over in the last two years?</p>	<p>Board: 36.36%</p> <p>Senior management: 15.38%</p> <p>With the adoption of the NHF Code of Governance there has been a change to maximum tenure being normally six years, but where a member has served six years and the Board agrees that it is in the organisation's best interests, their tenure may be extended up to a maximum of nine years. This has resulted in higher turnover of Board members than prior years to adopting the Code. Wrekin has adopted a hybrid approach with members who have served over six years stepping down at years six, seven and eight to ensure skills are retained and succession planning is smoother.</p>
<p>C33</p> <p>Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.</p>	<p>Four (three NEDs and one independent member) who were specifically recruited for their financial experience and had experience in organisations of a similar size and complexity.</p>
<p>C34</p> <p>What % of the housing provider's board are non-executive directors?</p>	<p>90.9%</p>
<p>C35</p> <p>Has a succession plan been provided to the housing provider's board in the last 12 months?</p>	<p>Yes</p>

Criteria	Response
C36 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Three years
Criteria	Response
C37 When was the last independently-run, board-effectiveness review?	February 2023
Criteria	Response
C38 How does the housing provider handle conflicts of interest at the board?	There is a specific policy in place for Board Members Declarations of Interest which specifies what constitutes a conflict or potential interest and how this will be managed by the Board. This will range from redacting Board papers, a Board member leaving the meeting room for specific agenda items to be discussed, through to resignation/removal of a Board member where a conflict is unmanageable.

Governance - staff wellbeing

Criteria	Response
C39 Does the housing provider pay the Real Living Wage?	No. However, the majority of our employees have hourly rates which exceed the £12 per hour Real Living Wage and we are exploring the opportunity to increase others to this minimum rate. At present we still have colleagues who are paid the NLW at £11.44 and colleagues in our care services work at £11.94. All of our apprentices are paid rates higher than the government recommended rates.
Criteria	Response
C40 What is the housing provider's median gender pay gap?	Median Gender Pay gap: Wrekin 6.0%, Choices -0.1% - reported figures for April 2023 (a combined figure would be 31.83% but we are not required to report this as the two companies are reported as separate entities). There are many more women in the lower quartiles in Choices which makes the difference significant. The comparative median pay gap from 2022/23 was 31.58%
Criteria	Response
C41 What is the housing provider's CEO:median-worker pay ratio?	For both Wrekin and Choices combined, the CEO:median-worker pay ratio is 7.75 However we report those two organisations separately: <ul style="list-style-type: none"> • Wrekin: CEO:median-worker pay ratio is 6.1 • Choices: CEO:median-worker pay ratio is 10.29

Criteria	Response
<p>C42</p> <p>How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?</p>	<p>We monitor EDI data for all of our employees so that we can understand the makeup of our workforce. We use this data to establish pay gaps across the organisation and to feed into action plans to close any gaps. We have an EDI policy and strategy across the organisation which is aimed at fostering an inclusive culture. We invite external accreditors to review and audit our practices such as the Housing Diversity Network and Stonewall. We currently hold the Stonewall Bronze award.</p> <p>So that we can capture a diverse range of voices and views across the organisation, we also have our staff networks - Wrekin Allies, they have sub groups such as the 'Proud to be me' group which meet regularly to talk about the workplace and our culture - they feedback through the Wrekin Allies at a steering group meeting which happens every quarter. Our networks also provide a safe space for staff to talk about any issues which affect them and create a sense of belonging.</p> <p>We celebrate events through the year via our Workplace intranet or in person e.g., attending Pride in Shropshire. We promote equal opportunities in our policies, enabling development and access to opportunities for all.</p>
<p>C43</p> <p>How does the housing provider support the physical and mental health of its staff?</p>	<p>We have a Health and Wellbeing Policy for all staff with supporting processes and procedures, this includes things like 'stress risk assessments', menopause guidance, where to go to get mental health support. We also signpost all of our resources on our staff Workplace intranet.</p> <p>In addition we work with an Occupational Health Provider called Innovate to intervene early (before an absence) referring people to relevant practitioners and physicians when they need support – this helps keep people thriving in work.</p> <p>We have a generous sickness pay scheme with up to six months full pay and six months half pay for those on long term sick</p> <p>We offer subsidised private healthcare and dental care for all staff through BUPA.</p> <p>Our managers receive mandatory training called 'Managing Attendance' which helps them navigate conversations around health and wellbeing and talks them through processes and support available when staff are feeling unwell.</p> <p>We have an employee forum who provide us with feedback from staff on issues of wellbeing and a mental health working group who work in partnership with HR to promote the support available and to help improve our provisions.</p>
<p>C44</p> <p>How does the housing provider support the professional development of its staff?</p>	<p>We have a generous scheme in place to support staff with professional qualifications. Qualifications are paid for through a 'learning contract' and so Wrekin funds this study where qualifications are linked to their roles. We also provide advice and support for people looking to develop their careers or broaden their skills via consultation with our Learning and Organisational Development Team. Across the whole company we have provided the following in L&OD:</p> <ul style="list-style-type: none"> • 10,535 individual training opportunities taken up by employees, covering 112 different subjects. • 41 care and support staff have completed Skills for Care, care certificate • 4 care and support staff have completed a CD2 – VTCT (Skillsfirst) Level 2 Diploma in Care (RQF) • 1 care and support staff member has completed a CD4 – VTCT (Skillsfirst) Level 4 Diploma in Adult Care (RQF) • 1 care and support staff member has completed a CD5 – VTCT (Skillsfirst) Level 5 Diploma in Leadership Management for Adult Care (RQF) • 514 training courses were delivered • 333 courses were internally delivered / e-learning • 181 courses were delivered with external partnership

C44 continued	<p>Across the wider organisation 18 members of staff completed the following formal qualifications in 2023/2024:</p> <ul style="list-style-type: none"> • UK Housing Development Training • CIPD Level 5 Associate Diploma • Level 3 Diploma in Law and Practice • Certificate in Money Advice Practice • Future Leaders Programme • AAT Professional Diploma in Accounting Level 3 • Computer Science BSC (Hons) • FRA Level 3 • Construction Project Management BSC (Hons) • VQR Level 4 Certificate in Gas Safety Management • Service Animals Trainer Accreditation Programme • Level 3 Advanced Diploma in Accounting • Experience Practitioner Chartered Management Programme • Postgraduate Certificate in Strategic Management
----------------------	--

Governance - supply chain

Criteria	Response
<p>C45</p> <p>How is social value creation considered when procuring goods and services?</p> <p>What measures are in place to monitor the delivery of this Social Value?</p>	<p>The Wrekin Housing Group considers social value as a key element to any and all procurement activity and this is reflected within the tendering process for goods and services. Regardless of the chosen route to market, a consideration for social value is achieved to contribute towards an ethical procurement process and align the results of the tender with the overall objectives of the business.</p> <p>Every procurement exercise is different in many ways, particularly in the services, contract value, location etc. Despite these variations, a constant throughout the Group's procurement approach is social value and how it can be used when scoring and evaluating bidders for goods and services. When procuring these services, the Group encompasses social value within the quality aspect of the tender. To emphasise the importance of the bidder's responses towards social value, procurement exercises are typically weighted more in favour of the quality responses rather than the cost submissions. Furthermore, all Group procurement must now include at least 10% of the total score associated to social value initiatives.</p> <p>To ensure consistency, the Group's approach to procurement includes a social value strand that focusses on local sustainability. Guided by this, all tenders evaluate bidders across various measurable outcomes that focus on community benefits or employment and skills. These include:</p> <ul style="list-style-type: none"> • Increasing local employment opportunities • Provision of work placements/apprenticeships • Provision of benefits to Wrekin residents (e.g., tenant discount cards) • Use of local sub-contractors and suppliers • Provision of a social value fund <p>The attention to a wide range of social value outcomes provides the flexibility across each procurement exercise to identify measures that are achievable and applicable, without resulting in unachievable submissions. Once a tender has concluded, Wrekin support the relevant contract managers in collaborating with the supply chain to guarantee that the outcomes promised within tenders are delivered and recorded.</p> <p>Wrekin does not solely rely upon the externally contracted supply chain to drive social value outcomes. A proportion of the planned programme works and all of the repairs service is provided by the Group's in-house workforce, which is well represented across the core operating areas of Wrekin.</p>

<p>C45 continued</p>	<p>Below is a summary of social value outcomes achieved by the Group's supply chain in 2023/24</p> <ul style="list-style-type: none"> • 170 apprenticeships • 55 work placements/training • Donations made to: <ul style="list-style-type: none"> - Black Country Food Bank - Forget Me Not suite at the Stoke Royal Infirmary - Friends of Lawley Local Nature Reserve - Brain Tumour Research • Winter Warmer packs for Wrekin tenants through boiler manufacturer • Sensory lighting for tenants in Wrekin's Learning Disability Homes through boiler manufacturer • Sponsorship of a charity awards evening hosted by CHIP • Raised beds for multiple extra care schemes • Donated materials for a boxing club refurbishment • Fence and bench repairs at multiple retirement living schemes
<p>Criteria</p>	<p>Response</p>
<p>C46</p> <p>How is sustainability considered when procuring goods and services?</p> <p>What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?</p>	<p>The Wrekin Housing Group works with a wide external supply chain for goods and services which is achieved through procurement. With an ever-growing supply chain, the Group is conscious that measures need to be in place to manage and monitor the environmental impact that comes from manufacturing, delivering and providing services or solutions from the supply chain. As the Group's supply chain has such a large involvement in the lives of the tenants and the local communities, it is within Wrekin's responsibilities to test the market on environmental initiatives and impacts when procuring.</p> <p>Wrekin's strategy to becoming net zero carbon has a large bearing on how current and future procurement activity considers environmental impacts when scoring and evaluating bidders. To achieve the business objectives around this topic, the procurement strategy incorporates particular environmental sustainability strands to ensure that each tender considers this when testing the market. These include:</p> <ul style="list-style-type: none"> • Existence of environmental prosecutions • Use of environmentally sustainable products • Carbon reduction methods/operating a carbon neutral business <p>Through this, Wrekin has the ability to score each bidder on relevant environmental issues and capture high performing partners within the supply chain. Having the option to focus on different elements within the supply chain's environmental impact, the Group can become flexible when procuring and ensure that relevant and appropriate measures are being requested and evaluated.</p> <p>The way in which procurement is carried out by Wrekin also contributes towards considering these impacts into every tender. For instance, moving to full eProcurement solutions rather than a physical tender removes a need for paper and drastically decreases the associated impacts that come from transportation.</p>