



**Environmental, Social and Governance
Annual Report 2021 - 22**

WELCOME TO OUR FIRST ANNUAL REPORT ON ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

Citizen owns and manages around 30,000 homes for diverse communities across the West Midlands, from urban tower blocks to rural villages and towns. We have a clear social purpose, which is to provide homes that are a foundation for life.

ESG is a framework used to assess an organisation's business practices and performance on various sustainability and ethical issues. It also provides a way to measure business risks and opportunities in those areas.

Regular ESG reporting will enable us to demonstrate our sustainability performance to our customers, colleagues, lenders and investors. It also provides us with an understanding on the areas we can do more to make a positive social and environmental impact.

In essence we see ESG reporting supporting our efforts to improve our customers lives.

This, our first ESG report is based upon the requirements of the Sustainability Reporting Standard for Social Housing and establishes a baseline against which we can measure our progress towards becoming a more socially responsible organisation.



STRUCTURE OF THE REPORT

This report follows the Sustainability Reporting Standard for Social Housing (SRS); an environmental, social and governance standard designed to help the housing sector measure, report and enhance its ESG performance in a transparent, consistent and comparable way.

For each ESG theme there are a number of metrics which we have reported against.

In total there are 48 metrics, split into two groupings, 'Core' metrics and 'Enhanced' metrics. The 'Core' metrics are the most important and we have set out how we are meeting these criteria. We have reported against some of the enhanced measures where we are able to; where we have been unable to report against a particular metric, we have stated this.

ESG Area	Theme name	Description
Social	Affordability and security	Provides affordable and secure housing
	Building safety and quality	Resident safety and building quality are well managed
	Resident voice	Listens to residents' voice
	Resident support	Supports residents, and the local community
	Placemaking	Supports residents and the wider local community through placemaking
Environmental	Climate change	Prevents and mitigates the risk of climate change
	Ecology	Promotes ecological sustainability
	Resource management	Sustainable management of natural resources
Governance	Structure and governance	Legal structure of the organisation and its approach to governance
	Board and trustees	High quality board of trustees
	Staff wellbeing	Supports employees
	Supply chain management	Procures responsibly



There are some fundamental challenges that our communities' face and we are well placed as an organisation to work with our customers in response to some of these. We believe passionately in our social purpose and strive to provide more than just a home; we want to provide a foundation for life.

AFFORDABILITY AND SECURITY

This theme seeks to assess the extent to which the housing provider provides homes that are genuinely affordable to those on low incomes. The theme is made up of five criteria (C1 – C5), including affordability, the tenure mix of new and existing properties, the security of tenure and fuel poverty.

C1. Affordability of our homes. Core metric

Citizen manages homes within 24 local authority areas across the West Midlands, Worcestershire and Herefordshire. The highest proportion of our homes (90%) are within Birmingham, Coventry, Herefordshire and Worcester. Citizen sets its rents consistently lower than the local authority local housing allowance rate and Citizen tenants benefit from paying rents below the market rental rates.

	CITIZENS AVERAGE GENERAL NEEDS WEEKLY RENT AS A PROPORTION OF LHA			
	1 bed	2 bed	3 bed	4 bed
Birmingham	69%	68%	71%	63%
Coventry	67%	66%	63%	61%
Herefordshire	79%	73%	65%	54%
Worcester	66%	64%	61%	54%

C2: Our tenure split. Core metric

	Number Owned and managed	percentage of overall
General needs (social rent)	23,134	81.6%
Intermediate rent	224	0.8%
Affordable rent	2,591	9.1%
Supported housing	481	1.7%
Housing for older people	712	2.5%
Low-cost home ownership	1,208	4.3%
Care homes*	15	0.1%
Private Rented Sector	0	0%
Other	0	0%
Total	28,365	

*our care homes provide accommodation along with personal care for residents with high levels support needs

“Our primary objective is to provide good quality affordable homes. Over 90% of our homes are let at social or affordable rent.”





C3: Our tenure split for new homes. Core metric

With local authority housing waiting lists in our communities continuing to grow, we are passionate about our role in increasing the supply of quality, new affordable housing in the West Midlands to help more people secure a long-term home. We are an organisation that is increasing the number of social and affordable homes in our region, and we want to make sure the homes we provide to our customers are high-quality and cost-effective to live in.

During the financial year 2021/2022, we increased our number of homes by **474**

Affordable rent

211



44.5% of Completions

Shared ownership

102



34.0% of Completions

Social rent

161



21.5% of Completions

Completions includes new build, converting offices and storage space into flats and rough sleeper accommodation and the purchase of properties on the open market.



C4: Reducing fuel poverty and providing warm and affordable homes. Core metric

We continue to invest in our homes to improve their energy efficiency, reducing the amount of energy needed to keep them warm. We have installed 663 highly efficient heating systems. We have also completed a stock analysis to detail our approach to achieving net zero carbon and successfully bid for government funding to improve the energy efficiency of our homes through the Social Housing Decarbonisation Fund (SHDF) demonstrator scheme and the Wave 1 funding which will deliver external insulation to 140 EPC D rated properties.

In addition, our money advice service helps customers with managing budgets and energy bills.

- Number of external referrals for energy advice **337**

Citizen has recognised the need to further support our customers with the impact of rising food and fuel costs and we will expand our services to provide further support to our customers. An energy advice service will be set up to provide our customers with energy saving information, advice and guidance. Two energy advisors will support customers in tackling energy debt and the impact of fuel poverty.

C5: Security of tenure. Enhanced metric

Citizen does not operate fixed term tenancies for our social and affordable housing but does operate starter tenancies with the appropriate review procedures and safeguards. The length of the starter tenancy is typically 12 months. If a tenant demonstrates that they are honouring their tenancy obligations, paying the rent, looking after the property, and respecting their neighbours during the starter tenancy period then the tenancy is converted to an assured tenancy.



BUILDING SAFETY AND QUALITY

This theme seeks to assess how effective the housing provider is at meeting its legal responsibilities to protect residents and keep buildings safe.

It is made up of three criteria: disclosing gas safety checks, fire risk assessments and meeting Decent Homes Standards (DHS).

We take the safety of residents very seriously and have systems and processes in place to maximise the levels of compliance with gas safety checks and fire risk assessments. Our success in achieving compliance is monitored on a regular basis by the Board.



C6: Gas safety compliance. Core metric

The percentage of homes with a valid gas safety record following an inspection by a Gas Safe registered engineer.

99.97%

C7: Fire safety compliance. Core metric

100% of our properties, that are subject to fire risk assessment requirements, have an in date fire risk assessment.

All our blocks of flats and other larger, shared buildings have a current fire safety policy in place which includes an appropriate evacuation strategy and up to date fire risk assessment. We make sure that smoke detectors, fire alarms, fire doors and other fire safety measures are in place and working. We regularly review fire risks and our procedures for preventing and reporting of fires.



C8: The Decent Homes Standard compliance. Core metric

The Decent Homes standard is a UK Government standard applicable to all social housing. To meet the standard, homes must meet a statutory minimum standard, be in a reasonable state of repair, have reasonably modern facilities and services, and have a reasonable degree of thermal comfort.

As of 31 March 2022, we were **100%** compliant with the Decent Homes Standard throughout our maintained Housing stock.





RESIDENT VOICE

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

C9: Ways our customers can hold us to account. Core metric.

It is a key priority that the services we provide meet and where possible exceed the expectations of our customers and we involve our customers in the creation and scrutiny of our services. We reviewed our governance arrangements in 2020/21 which resulted in a new assurance model of governance, made up of a Customer Assurance Committee with a clear role to provide our Board with assurance that the customer voice is present within our service delivery and improvements. The committee have agreed a new Customer Engagement Strategy which is aimed at increasing customer involvement and empowerment. In addition, we have recruited a virtual online customer panel to test and provide feedback on a range of service initiatives. Our Customer Scrutiny Panel oversee the standard of our services and hold us to account. Members conduct scrutiny reviews looking at different aspects of our service and report back findings to the Customer Assurance Committee and make recommendations about how we can improve.

C10: Monitoring customer satisfaction. Core metric.

We have a range of methods available to measure Resident Satisfaction with the services we provide. Of key importance is an annual customer perception survey which follows a prescriptive format and aims to identify what is and isn't working for our customers. We have worked with a third-party sector expert, Thought Leadership Factor, to develop our survey methodology and delivery with the current years survey having recently been concluded. The returns follow our previous surveys in 2020 and 2021.

Teams across Citizen have been working hard to respond to what customers have told us. This includes improving our communications tools, changing the way we deliver some repairs and enhancing our approach on engaging with our customers. Having current and valid feedback is an essential tool we use when developing our strategic objectives and improving our services to customers.

C11: Learning from complaints. Enhanced metric.

At Citizen we take complaints very seriously and are committed to learning from our mistakes.

In 2021/22, six complaints were upheld by The Ombudsman. Two relating to repairs and maintenance, three relating to complaints handling and one relating to both repairs and maintenance and complaints handling.

Focusing on our learning from these complaints has led to the following improvements.

1. New central feedback and resolution team offering impartial and comprehensive complaints investigations.
2. A revised complaints policy, standard operating procedures, and compensation framework.
3. Citizen carried out a comprehensive lean review of its repairs process in 2019, utilising a specialist consultancy. Measures were agreed and implemented to ensure both a lean approach to the repairs process, and one that provides a robust and transparent audit trail.

Since the start of 2021, we have revisited the lean review and its recommendations and carried out extensive monitoring of our application. In response to some findings, we have developed a training guide with supporting documentation and rolled this out across the complaints handling teams through one-to-one training. Initial monitoring has shown a significant improvement in complaint handling and consequently, our audit trail in terms of repairs completions within our housing management system is considerably more robust. We will continue to monitor this as part of our wider performance management framework.



RESIDENT SUPPORT

This theme seeks to assess the effectiveness of the initiatives that the housing provider runs to support individual residents.

The theme covers what support is provided and how successful it is.

C12: Resident support. Core metric.

From training and employment opportunities to tackling social isolation, we are committed to investing in our communities and run a range of projects to support our customers. The employment coaching service is part of our wider money advice service and supports customers with access to employment, education and training opportunities and helps them sustain their tenancies. Launched in May 2021, (we have so far engaged with **186** customers, **7** being successfully supported into full time employment, 9 into part time employment and **3** moved into training.

In total during April 2021 to March 2022, our money advice services have been delivered to a wide range of our customers:

- Number of customers engaged with service – **3,282**
- Financial gains generated for customers – **£2,113,598.03**

PLACEMAKING

This theme seeks to highlight the wider set of activities that housing providers undertake to create well-designed homes and places that meet local needs and provide great places for people to live and enjoy.

The theme covers examples of the housing providers' placemaking or place shaping work.

C13: Placemaking. Enhanced metric.

We believe in the power of transforming communities and have a strong track record of success. We know successful regeneration is about much more than bricks and mortar. It means creating the right mix of homes so that people stay in their area; it means creating real ownership in a community and investing in education, health, employment, transport, and leisure.

We have announced proposed plans that will see an investment of **£120 million** to transform Spon End in Coventry, where **750** new homes will be built over the next ten years. Residents have told us they want Spon End to be a safer place to live, with modern homes that are warm and energy efficient located in a pleasant environment with more car parking and quality green space.

We believe our ambitious redevelopment proposals for Spon End will:

- deliver new, modern, safer homes which are energy efficient
- create a central green space in middle of the estate
- improve and open up the river Sherbourne for residents
- improve connectivity across the estate
- increase car parking.

Find out more about our regeneration plans.

www.citizenhousing.org.uk/our-social-purpose/regeneration/



The Citizen Local Fund offers grants of up to **£5,000** to fund groups, projects, and initiatives to support the wellbeing of people in our communities.

The fund is for projects and initiatives which promote and support wellbeing and our wider work. It is a central pillar of our Citizen-to-Citizen project, which is part of our strategic objective to improve our support services and tackle homelessness.

Find out more about our Citizen Local Fund

Citizen | Supporting our customers
(citizenhousing.org.uk)



As a large social housing provider, we acknowledge that we have a substantial direct impact on the environment. That we therefore have an obligation to minimise the environmental impact associated with our operations, support our customers with the challenges brought about by a changing climate and to use our influence to encourage others to do likewise.

CLIMATE CHANGE

This theme seeks to assess how the activities of the housing provider are impacting on climate change. This theme considers current practice, as well as the changes being made to improve performance in the future.

The theme is made up of five criteria, including the distribution of EPC ratings, emissions data, climate change impact risk and resident information provision.

C14: Energy efficiency of existing homes. Core metric.

The carbon emissions associated with energy use by our customers in their homes is the largest proportion of our indirect carbon footprint. We are committed to improving the energy efficiency of our homes. An EPC rating gives an indication of how energy efficient a home is. In April 2021, **78.6%** of our homes had an EPC rating of level C or above. During 2022, we significantly improved the accuracy of the data used to calculate our homes EPC rating. The improvement between April 2021 and April 2022 of EPC distributions is partly due to our more accurate EPC data; but also reflects the energy efficiency improvements made to our existing homes and the higher EPC ratings of our new build homes.

We are committed to raising all our homes to at least an EPC rating of **C** by 2030. During 2021/22 we successfully obtained a **£1 million** grant from the Social Housing Decarbonisation fund to retrofit 95 of our least energy efficient properties. This funding, with our own additional investment, will enable the homes to benefit from external wall insulation, energy efficient door and windows, loft insulation and improved ventilation.

EPC SAP Band	April 2021*	April 2022*
A	0%	0.0%
B	7.1%	10.1%
C	71.5%	73.8%
D	21.2%	16.0%
E	0.2%	0.1%
F	0.0%	0.0%
G	0%	0%

*Figures rounded to one decimal point

ENVIRONMENTAL

C15: Energy efficiency of new homes. Core metric

Of the 423 new build properties completed in 2021/22	
A rating	0.03%
B rating	11.6%
C rating	72.3%

C16: Corporate greenhouse gas emissions. Enhanced metric.

SCOPE 1

Emission source	kWh	KgsCO2e
Gas	12,352,171 kWh	2,262,424
Vehicle Fuel	449,365 Litres	1,122,025

SCOPE 2

Emission source	kWh	KgsCO2e
Electricity	8,569,320	0

SCOPE 3

Emission source	KgsCO2e
Business travel	79,544
Homeworking	852,974
Customer's energy use in our homes	55,508,000

Total Scope 1,2 & 3 59,824,996 kgs

We calculated our carbon footprint for the first time for the financial year 2021/22.

For scopes 1 and 2, we have used energy and fuel consumption data from our suppliers and energy broker and used DEFRA 2021 conversion factors to calculate the CO2e emissions. Fuel usage is obtained from fuel purchase transactions which indicate the type and quantity of fuel purchased. For scope 2, electricity emissions only include bulk supplies from our electricity provider. We purchase electricity on a green tariff. Therefore, using market-based emissions factor the carbon dioxide emissions from use of electricity are zero. The most significant source of carbon dioxide emissions (94%) is from the energy our customers use for heating, hot water and lighting. To calculate these emissions, we have used Sava's 'Intelligent Energy' software to analyse the energy performance of our property data.

C17: Actions taken to improve energy efficiency. Enhanced metric.

To reduce the energy use by our customers during this reporting period we installed **663** new boilers, **265** energy efficient window and door replacements. We also have an ongoing programme to convert communal lighting to LED lighting.

663 New boilers installed

265 Energy efficient window and door replacements

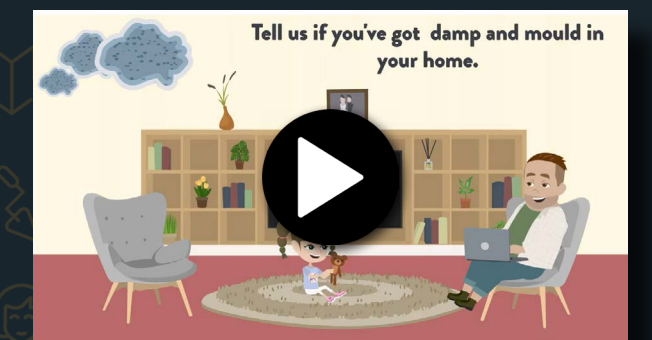
C18: Managing increased risks from flooding and overheating. Enhanced metric.

We currently do not have a systematic process for mitigating against increased flood risk and risk of homes overheating beyond meeting the requirements of planning regulations. Overheating provisions are to be included in the revised 2022, building regulations therefore reducing the risk of new build properties from overheating. Flood risk and overheating are areas we will explore further within our forthcoming Sustainability Strategy.

C19: Informing residents about correct ventilation, heating and recycling. Enhanced metric

We take issues of damp and mould really seriously. Our website provides information to customers in dealing with damp and mould in their homes. If our customers think that the damp and mould is the result of a more serious problem, they are encouraged to get in touch as soon as possible. The website explains the causes of damp and mould and provides advice on how to prevent it. This includes the importance of ventilation.

Our new energy advice team will be reviewing and enhancing the information we provide to customers around energy efficiency in their homes.



ECOLOGY

This theme seeks to assess how the housing provider is protecting the local environment and ecology. The theme considers both policies and the results of the housing provider. The theme is made up of two criteria that review different elements that impact the local ecology: managing pollutants and biodiversity.

C20: Promoting green space and Biodiversity. Enhanced metric.

We do not have a current policy on increasing Green Space and promoting Biodiversity. This is an area we will explore further as part of our forthcoming Sustainability Strategy which will be published in 2023.

C21: Managing pollutants. Enhanced metric

We do not have a strategy for actively managing and reducing all pollutants. This is an area we will explore further as part of our forthcoming Sustainability Strategy which will be published during 2023.



RESOURCE MANAGEMENT

This theme seeks to assess how the housing provider is managing resource use. The theme considers both policies and the results of the housing provider. The theme is made up of three criteria that cover: sourcing materials, waste management and water management.

C22: Sourcing materials responsibly. Enhanced metric

We include such measures within our new build programmes and both planned and reactive maintenance projects. However, this is not part of an existing strategy and activity is consequently not part of ongoing monitoring and reporting. This is an area we will explore further as part of our forthcoming Sustainability Strategy which will be published during 2023.

C23: Reducing waste. Enhanced metric

We include waste management strategies within our new build programmes and both planned and reactive maintenance projects. However, this is not part of an existing overarching strategy and activity is consequently not part of ongoing monitoring and reporting. This is an area we will explore further as part of our forthcoming Sustainability Strategy which will be published during 2023.

C24: Using water responsibly. Enhanced metric.

We do not have a Water Management Strategy. This is an area we will explore further as part of our forthcoming Sustainability Strategy which will be published during 2023.



We passionately believe in the role of good governance in enabling Citizen to achieve our purpose, identify and mitigate risk and fully involve stakeholders in our business.

STRUCTURE AND GOVERNANCE

This theme seeks to assess the quality, suitability, and performance of the corporate and governance structure. The theme is made up of six criteria including ownership, governance, and risk approaches.

C25: Regulation. Core metric

Citizen is registered with the Regulator for Social Housing and our registration number is **5075**.

C26: Governance and viability rating. Core metric

We were delighted to have retained our G1/V1 status awarded in March 2022 following a recent IDA assessment undertaken by the Regulator of Social Housing (RSH).

The purpose of the IDA is for the RSH to test whether registered providers are meeting the expectations of the RSH's Economic Standards. These include the Governance and Financial Viability Standard, the Rent Standard, and the Value for Money Standard.

G1 is the highest rating a housing provider can achieve, showing that we meet the RSH's governance requirements. V1 is the highest rating for financial viability, indicating that we meet the RSH's viability requirements and have the financial capacity to deal with a wide range of adverse scenarios.

C27: Code of Governance. Core metric

Citizen has adopted the National Housing Federation's code of governance 2020.

C28: Ownership. Core metric

Citizen is a not-for-profit organisation. Citizen Housing is registered under the Co-operative and Community Benefit Societies Act 2014

C29: Organisational risk management. Core metric

Standing orders set out how risk is managed including the role of boards and committees. They are supported by the risk management framework which details our approach to identifying, managing, and reviewing risks. The framework is reviewed annually.

We have a strategic risk register and Directorate risk registers which are managed and monitored through the Audit and Risk Committee (A&R)/Board and associated management teams.

The A&R Committee, maintain a quarterly overview of all risks on an exception basis and request detailed reports on any risks they believe should be subject to further detailed review and scrutiny.

All risks are managed in the organisations performance management system, which allows us to clearly link operational risks to Business Strategy objectives and strategic risks within our risk dashboards and reports. External auditors include an assessment of risk in their overall audit of the financial statements.

C30: Adverse regulatory findings. Enhanced metric

Any issues of non-compliance are reported to the Regulator. We have not had any adverse regulatory findings in the last 12 months.



BOARD AND TRUSTEES

This theme seeks to assess the quality, suitability, and performance of the Board of trustees. The theme is made up of eleven criteria including demographics of the Board, ownership, experience, and independence of the Board.

C31: Board Diversity. Core metric

Citizen is registered with the Regulator for Social Housing and our registration number is **5075**.



56% of the Board are women

5 women in total

11% of the Board who are BAME

1 BAME member



11% of the Board who have a disability

1 disabled member

Average age of the Board **57**

C32: Board and Executive Leadership turnover. Core metric

In August 2021, one Board member left and was not replaced.

Executive Leadership Team turnover within the last two years is **50%**.

C33: Maximum tenure for Board members. Core metric

Term limits of Board members is in accordance with the NHF Code of Governance 2020. This is set at a **6**-year term with annual extensions permitted up to a maximum of **9** years.

C34: Proportion of non-executive directors on the Board. Core metric

Our board is made up of 9 members this includes the CEO and **8** non-executive directors. The % of the Board that are non-executive directors is **89%**.

C35: Board Member involvement with our Audit and Risk Committee and their financial experience. Core metric

Two Board members sit on the Audit Committee.

The chair of our Audit and Risk Committee is a chartered accountant with over 20 years' experience in assurance and finance roles across a range of sectors, with a particular focus on social housing treasury and corporate finance.

Our other Board member on the audit committee is a non-executive director of the Utility Regulator for Northern Ireland and of the Single Source Regulations Office. She has held senior positions in the electricity, renewable energy and rail sector for over 20 years. She has worked on major construction, civil engineering and infrastructure projects as well as in the private, public and not-for profit sectors. She has in-depth governance, regulatory and outsourcing experience and has been General Counsel for various companies.





C36: Executive involvement with Remuneration decisions. Core metric

No members of our Executive Team sit on The Remuneration Committee. The Committee is made up of non-executive directors.

C37: Succession planning. Core metric

A succession plan has been provided to our Remuneration Committee.

C38: Auditing our accounts. Core metric

The current external auditors have been in post for 8 years. The external audit contract was retendered in August 2021, and 2021/22 was the first year of the new contract.

C39: Board effectiveness. Core metric

Board effectiveness is externally reviewed every 3 years. The external review took place in June 2022.

C40: Separation of the Chair of the Board and Chief Executive Officer. Core metric

The roles of the Chair of the Board and Chief Executive Officer (CEO) are held by two different people.

Citizen's Standing Orders set out how the Board, committees, chief executive, leadership team and the wider staff body conduct the business of the organisation. This is supported by the Probity Policy. Role profiles are in place for the chair, senior independent director and Board members and are subject to an annual appraisal. A Board Member Agreement for Services is in place setting out the role and responsibilities for non-executive Board members. The CEO's delegations are set out in Group Standing Orders.

C41: Conflicts of interest of the Board. Core metric

A robust Probity policy is in place to manage situations where potential conflicts of interest or suggestions of bias on the part of decision-makers might arise.

At each Board meeting members are invited to disclose any declarations of interest.

STAFF WELLBEING

This theme seeks to assess the extent to which the housing provider is a good employer to its internal staff.

The theme is made up of five criteria, the CEO-worker pay ratio, a disclosure on being a Living Wage employer, gender pay gap, sick days and support provided to employees.

C42: The Real Living Wage. Core metric

It was decided during March 2022, that we would increase the pay of our lowest paid colleagues to meet the Real Living Wage. This is due to come into effect from April 2023.

C43: Our gender pay gap. Core metric

We produced a gender pay gap report for March 2022. Published March 22.

The mean gender pay gap at 5th April 2021 was **9.06%**; this position has remained relatively static but with a slight downward trend and this year represents the smallest gap we have achieved over the last 5 years.

Our median sits at **9.43%** and is lower than the UK national gap of **15.04%** and is contrary to the trend which has seen pay gaps across the UK worsening.

We remain above the last reported social housing sector average of **8.1%** (in April 2019) and is largely driven by the dominance of male employees in the Executive and Senior Leadership Team positions.

We know this is an area for improvement, and whilst progress has been made, there is still more to be done to reduce the disparity in the upper quartile of pay.

C44: CEO-worker pay ratio. Enhanced metric

The CEO to median worker pay ratio is **8.33:1**

C45: Wellbeing of colleagues. Enhanced metric

The wellbeing of our staff is our top priority, and we have many services available to aid wellbeing across our organisation. Support for physical and mental well-being of staff includes:

- free membership of a health plan with discounts on medical services
- employee Assistance programme, a 24/7 providing staff with a free confidential advice and support on a range of issues as well as access to telephone counselling
- Live Work Better – Citizen's flexible ways of working
- wellbeing at Citizen is overseen by a Wellbeing Committee.
- wellbeing hub available to all staff on the organisational intranet, from which staff can access wellbeing e-learning modules including: fear and anxiety, bereavement, Citizen First toolkit, getting a better night's sleep and general wellbeing
- Financial wellbeing pre-retirement sessions
- Wellbeing Wednesday webinar sessions continue to take place, examples include, cookery demonstrations, health eating, supporting you through change.
- We have Mental Health First Aiders across our organisation. Our Mental Health First Aiders are trained to learn and notice the signs and symptoms of mental illness and guide colleagues towards the right, professional help.

C46: Sickness absence. Enhanced metric

The average working days lost for 2021/2022 for Citizen was **13.78** days.



SUPPLY CHAIN

This theme seeks to assess the extent to which the housing provider uses its supply chain to achieve positive outcomes. The theme is made up of two criteria covering social value and environmental impact in procurement.

C47: Delivering social value through procurement. Enhanced metric

We are committed to maximising social value delivered through our contracts. We want to see the positive social value achieved impacting directly in our local areas and benefitting our customers. We strive to ensure social value is proportionate and appropriate to the nature, value, and duration of a contract in accordance with the Public Services (Social Value) Act 2012.

To deliver social value to our customers, we have set out within our business strategy the following overarching themes which are considered before procuring goods, works and services:

economic engagement

- Consideration is given on utilising SME's and local suppliers to inject stability within our local economy.

community engagement (and building resilience)

- Promotion on hosting community workshop sessions, customer training sessions and CV/employment workshops.

To ensure we deliver on our social value promise, Citizen ensures all above threshold procurements include a minimum weighting for social value.

To demonstrate these principals, we have recently secured a number of social value initiatives through the procurement of our group wide fire door replacement and repair contract. Set out below are some of the deliverables secured through the contract:

- utilise 100% local labour to maximise the impact on our local economy
- offer two apprentice programmes for 16–18-year-olds to gain a construction based NVQ level 2 qualification
- to host consultation/discussion events with Citizen's customers on fire safety within their homes
- to host educational events on the importance of recycling/waste management to Citizen's customers
- to provide support to Citizen's money advice team and Citizen's customers with money saving and budgeting advice.



C48: Minimising our impact on the environment through procurement. Enhanced metric

To drive environmental sustainability, we have set out within our procurement strategy the following theme to be considered before procuring goods, works and services:

- sustainability
- with a focus on carbon reduction strategies, increasing efficiencies in waste management and greener processes.

In order to improve our environmental sustainability performance, factors such as waste management / recycling, carbon reduction plans, and local labour are factored into our contracts.

For example, in a recent exercise for the procurement of windows and doors replacement, strong consideration/quality weightings were placed on the supplier's approach to waste management and recycling. As a result of this, Citizen was able to secure a contract whereby the supplier will recycle the old window components and remanufacture these into new UPVC frames. The supplier has also committed to utilising local resources to reduce their output of green house gases.

To further develop reductions in our environmental impacts, we are now requesting Carbon Reduction Plans to be submitted for contracts in excess of £5 million.

This will enable Citizen to identify where further reductions and improvements can be made, and to work with our suppliers to generate a greener future for all.

www.citizenhousing.org.uk

