

Sustainability Performance Tables 2023/24

L&Q

SRS Performance Table

Performance against the Sustainability Reporting Standard for Social Housing (SRS) for 2023/2024

Here, we report performance against all SRS criteria. You can find out more about what we're doing in our Sustainability Report, although some performance figures are only reported here.

[Click here](#) To view the 2024 Sustainability Report.

Theme and criteria number	Criteria	Response summary
T1 Climate Change		
C1	Distribution of EPC ratings of existing homes (those completed before the last financial year).	A rating 0.34% B rating 11.87% C rating 60.88% D rating 26.10% E rating 0.73% F rating 0.06% G rating 0.01%
C2	Distribution of EPC ratings of new homes (those completed in the last financial year).	All handovers B rating 96% C rating 1% No rating 3 % In house build B rating 97% C rating 3%
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?	Yes we have a target to be a Net Zero organisation by 2050. We have a costed transition plan to bring our homes to Net Zero which includes incremental targets for SAP ratings and was updated this year. We also have targets for improving the energy efficiency of our heat networks and reducing our organisational Scope 1 and 2 emissions. We have an ambition to decarbonise our fleet by 2030 and procure renewable electricity.
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?	In 2023/24 across both SHDF and our Major Works Investment Programme, L&Q has installed: 'A' rated double-glazed windows to 1,740 homes 1,341 'A' rated insulated external doors 2,480 upgraded boiler systems 55 homes with additional loft insulation 4 homes with additional cavity wall insulation We had set a goal to improve over 3000 homes using SHDF funding across the 2 year delivery programme for 2023-25, 40% due in year 1. So far in year 1 we have delivered retrofit works to 314 homes. Progress has been slower than anticipated predominantly because many of the homes selected were found to perform better than our data indicated, making them ineligible for SHDF funded improvements. This required us to find alternative homes. We also struggled with high levels of resident refusals. We are actively working to improve the accuracy of our property data and enhance resident engagement, to address these challenges and accelerate the roll out of the SHDF programme.
C5	Scope 1, Scope 2 and Scope 3 Green House Gas emissions Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home If unable to report emissions data, please state when the housing provider is expected to be able to do so.	Scope 1 and 2 greenhouse gas emissions - 33,810.95 tCO ₂ e Scope 1 and 2 greenhouse gas emissions per home - 0.2645 tCO ₂ e/unit Scope 3 greenhouse gas emissions - 508.18 tCO ₂ e Reported in line with Streamlined Energy & Carbon Reporting (SECR). Scope 3 emissions includes fuel used for business purposes by all employees within the L&Q Group

Theme and criteria number	Criteria	Response summary
C6	<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>In 2022, we conducted an extensive review of L&Q's exposures to physical and regulatory climate risks. This review revealed a need to weave climate risk considerations into our governance structure and gain a clearer understanding of our assets' vulnerability to hazards such as flooding, subsidence and overheating.</p> <p>Over the last 12 months, our Sustainability Team collaborated with key business leaders to assess and prioritise these actions. Recognising that flooding poses the greatest risk, we decided to gather detailed data to enhance our understanding of our exposure. This will be our primary for the upcoming year, enabling us to establish acceptable risk thresholds and determine the necessary adaptation or resilience measures for our estates.</p> <p>Additionally, we have bolstered our climate risk governance by assigning oversight and action responsibilities to relevant governance groups, ensuring a robust and proactive approach to managing climate-related challenges</p>
T2 Ecology		
C7	<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>We are at in early stages of developing our approach to enhancing biodiversity across our estates, and we are eager to hear from our residents about their expectations. We don't yet have a formal biodiversity strategy and don't expect to have one produced in the next 12 months.</p> <p>Over the past year, we've been enhancing our understanding of the trees on our estates, and ensuring our grounds maintenance activities aligns with what our residents expect.</p> <p>Looking ahead, our focus for the coming year is on refining our knowledge of the habitats across our estates. This groundwork will pave the way for sustainable biodiversity enhancements in the future.</p> <p>In our development projects, we're gearing up for the Net Biodiversity Gain regulations that took effect in early 2024. While none of our upcoming projects are mandated by these regulations yet, we're committed to meeting a 10% net gain in biodiversity on site wherever possible for future endeavours.</p>
C8	<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>No, we don't have a formal strategy.</p> <p>L&Q have included a statement to discourage the use of polluting substances as much as possible as part of our new development sites, which is included in the minimum standards for sustainable materials procurement that has been implemented this year. Where polluting substances must be used, for example in some construction activities, they are managed in line with health, safety and environmental protection regulations. Expectations on how these substances should be handled on our construction sites have been set in the minimum standards for environmental management for contractors that have been implemented this year.</p>
T3 Resource Management		
C9	<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>A strategy to use responsibly sourced materials is being planned. We have set Minimum Standards for materials procurement for new build and are currently in the process of developing an equivalent approach for our property services contracts.</p> <p>Performance is not currently measured but we are considering whether to do annual audits of our key suppliers to check compliance at regular intervals</p>
C10	<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>No, we don't have an official waste strategy. The focus so far has been on ensuring that we report on waste generation from all our big construction activities (new build and MWIP) and that we have high diversion from landfill rates. From FY24/25 we have started implementing waste reduction targets which will be used as a lever to promote more careful waste management.</p> <p>Performance against the waste targets is measured using SMARTWaste and tracked every month as part of the internal performance KPIs</p>
C11	<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>No, we don't have a water strategy and no plan to create one but we track water use from all our in house construction sites and have set a reduction target from FY24/25. This is the main lever to promote efficiency. A recommendations document was produced to help our site teams set up our construction sites to be water efficient, and the minimum standards for environmental management on site require our contractors to use water efficiently</p>

Theme and criteria number	Criteria	Response summary
T4 Affordability and Security		
C12	<p>For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:</p> <p>1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority</p> <p>2) Rent compared to the relevant Local Housing Allowance (LHA)</p>	<p>As part of our core social mission, L&Q looks to provide rents that are fair and as affordable as possible. On average, our regulated rents (general needs rents) compared to the median private rental sector (PRS) rent across LAs we operate in is 44.2%</p>
C13	<p>Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:</p> <ul style="list-style-type: none"> - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other 	<ul style="list-style-type: none"> - General needs (social rent) - 55,243 - Intermediate rent - 3,012 - Affordable rent - 9,359 - Supported Housing - 2,541 - Housing for older people - 4,978 - Low-cost home ownership - 11,739 - Care homes - 311 - Private Rented Sector - 3,112 - Other 16,030
C14	<p>Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to:</p> <ul style="list-style-type: none"> - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other 	<p>Affordable rent: 723 Market: 641 Low Cost Home Ownership: 966 Social Rent: 140 Intermediate Rent: 188 Private Rented Sector: 297</p>
C15	<p>How is the housing provider trying to reduce the effect of high energy costs on its residents?</p>	<p>L&Q is committed to reducing the impact of fuel poverty on our residents. One of our sustainability priorities is to improve the Standard Assessment Procedure (SAP) ratings of our homes. We are doing this by improving the energy efficiency of our homes, retrofitting our existing homes and improving the design of new homes. Our Pound Advice service helps residents manage their finances and provides energy efficiency advice to those in fuel poverty. Last year, we distributed 1,500 energy vouchers to help residents with their utility bills.</p>
C16	<p>How does the housing provider provide security of tenure for residents?</p>	<p>L&Q's Tenure Policy sets out our commitment to provide the most secure tenure appropriate and are committed to support tenants sustain their tenancies. The policy states that we will:</p> <ul style="list-style-type: none"> • Provide a written contract • Give tenants the most secure form of contract appropriate to their circumstances. • Shorter term contracts such as licence agreements or ASTs shall only be used in exceptional circumstances. <p>Therefore, we will grant assured periodic tenancies, unless there are specific circumstances where assured shorthold tenancies, common law (contractual) tenancies or licences are appropriate.</p> <p>We can technically grant fixed-term contracts to general needs residents but haven't done so for a number of years now. Almost all general needs tenants who were granted fixed term tenancy agreements have been moved over to assured tenancies. We do still use (fixed term) starter tenancies for the first 12 months of a tenancy - almost all tenants get moved over to rolling tenancies.</p>

Theme and criteria number	Criteria	Response summary
T5 Building safety and quality		
C17	<p>Describe the condition of the housing provider's portfolio, with reference to:</p> <p>% of homes for which all required gas safety checks have been carried out.</p> <p>% of homes for which all required fire risk assessments have been carried out.</p> <p>% of homes for which all required electrical safety checks have been carried out.</p>	<p>99.82% of homes for which all required gas safety checks have been carried out.</p> <p>99.47% of homes for which all required fire risk assessments have been carried out.</p> <p>97.48% of homes for which all required electrical safety checks have been carried out</p>
C18	<p>What % of homes meet the national housing quality standard?</p> <p>Of those which fail, what is the housing provider doing to address these failings?</p>	<p>The % of homes that met Decent Homes Standard by end of March 2024 was 98.1%</p> <p>The 1,407 properties failing the standard have all been included in validation and major works programmes in 2024/25 to ensure works are completed to bring them up to the standard.</p>
C19	<p>How do you manage and mitigate the risk of damp and mould for your residents?</p>	<p>We run the Healthy Homes programme, through which residents of existing homes benefit from expert advice on ventilation and heating strategies, with a focus on reducing condensation build-up. For new build homes, comprehensive information is provided in the Home User Guide, covering the operation of heating and ventilation systems and effective management of overheating issues.</p> <p>In the last year, the Healthy Homes project has made significant strides in improving living conditions for over 7,300 homes. Dedicated to tackling issues like mould and damp, this initiative has installed more than 3,600 cutting edge humidity and temperature sensors during visits. These sensors not only closely monitor environmental conditions, but also enable L&Q to proactively address damp and mould risks while identifying energy inefficiencies. During these visits, energy experts optimise boiler, heating and radiator settings and offer tailored advice on energy-saving practices.</p>
T6 Resident voice		
C20	<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>We want to give all residents the opportunity to be heard, through active involvement, sharing their views as part of our online resident panel, or by giving feedback on their experiences of L&Q.</p> <p>We have two main approaches to measuring customer satisfaction. Tenant Satisfaction Measures (TSMs) and regular transactional surveys with our residents. The overarching measure under TSMs is 'Overall Satisfaction with L&Q'. For that measure we scored 53% very / fairly satisfied for Low Cost Rental Accommodation (LCRA) and 31% very / fairly satisfied for Low Cost Home Ownership (LCHO). For the transactional surveys we calculate a 'blended' satisfaction score based on combining scores across key services. In 2023/24 our blended score for service delivery showed 75.9% of residents reported being very or fairly satisfied.</p> <p>We share what residents tell us with a range of stakeholders including Resident Services Board (RSB), Executive Group and other senior leadership groups. We use the information to inform decision making, business planning and service delivery. The results from the surveys in 2023/24 are largely consistent with the results seen in previous years. A wide range of actions have been taken to improve customer experience and customer satisfaction including:</p> <ul style="list-style-type: none"> • Transformation programme to consolidate and align systems (including Customer Relationship Management systems) enabling us to better serve residents <ul style="list-style-type: none"> • More accurate data on residents • Consolidation of multiple systems including separate L&Q and ex-Trafford Housing Trust systems • Easier for colleagues in Customer Service Centre and other frontline teams to view all customer information in one place • Improved processes and case management • Huge financial investment in the Major Works programme (planned maintenance) • Complaint handling change project • Repairs change project • Repairs operative optimisation project • Creation of Minor Works team • Review of Anti-Social Behaviour case procedures

Theme and criteria number	Criteria	Response summary
C21	What arrangements are in place to enable residents to hold management to account for the provision of services?	<p>Residents input is embedded in our governance structure through the Resident Services Board (RSB), which is a formal committee of our Group Board that is almost entirely comprised of our residents. The RSB look at a wide range of metrics for our services such as complaints and service feedback to provide ongoing challenge. They also draw on feedback from the wider resident involvement network and our online resident panel L&Q & You.</p> <p>In our first year with a fully integrated Resident involvement team, we've made significant strides in engaging our community. We've hosted 27 involvement sessions, attracting 249 residents who collectively dedicated 797 hours to enhancing our services. This collaborative effort has led to 55 actionable recommendations for improvement.</p> <p>Additionally, we've introduced a regular Quality Assurance resident involvement opportunity specifically focused on c. This initiative ensures that resident feedback directly informs our service standards. We've also successfully embedded a resident-influenced recruitment approach for customer-facing roles, ensuring our team reflects the needs and aspirations of our community.</p>
C22	<p>In the last 12 months, in 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>Last year, the Housing Ombudsman made 565 findings of maladministration, which equates to a 74.6% maladministration rate. This has increased from 147 findings of maladministration in 2022/23.</p> <p>In 2021, we put in place a new five-year improvement and investment plan, 'Future Shape', developed through listening to residents. Future Shape states that we will prioritise the safety of our residents and colleagues, maintain and invest in better homes, and provide reliable, repeatable and consistent customer service to our residents.</p> <p>In July 2023 the Housing Ombudsman carried out an investigation into our complaints handling and published a report, Paragraph 49, highlighting their findings and recommendations. The investigation drew conclusions from complaints made between March 2019 and October 2022. The Housing Ombudsman's Paragraph 49 investigation was helpful in highlighting the areas where we must improve. We have a dedicated cross business project aimed at improving the quality and timeliness of our responses. We have already established a new organisational structure for handling complaints and have set higher expectations internally on our complaint handling performance. The Ombudsman has endorsed our Future Shape strategy, and we will be working with both them and our residents to further strengthen, accelerate and embed the positive changes we're making. More details on the improvements we have made following Paragraph 49 can be found here https://www.lqgroup.org.uk/your-home/putting-things-right.</p>
T7 Resident support		
C23	<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>Alongside funding community organisations to deliver impactful projects, the L&Q Foundation provides direct support to our residents.</p> <p>Our inhouse advisors offer employment support, guiding residents through the job application process and connecting them to job opportunities. Last year, we helped 244 people get into work across a range of industries.</p> <p>We also provide financial capability support and debt advice through our Pound Advice service. Managed by We Are Group and delivered by the Citizen's Advice Bureau and other third-sector organisations, Pound Advice provide a financial capability and debt advice service and provide energy efficiency advice to those in fuel poverty. Last year, Pound Advice supported 2,748 residents recover over £8.2m in financial gains, which includes written off debt, back dated benefit payments, and one off grant payments.</p> <p>We provide a vital lifeline for residents who find themselves in immediate need. In 2023/24 we saw 1,000 food bank vouchers and 1,500 energy vouchers issued to residents, to help ease the burden of the rising cost of living.</p> <p>For our most vulnerable residents, we provide comprehensive support to help them maintain stable tenancies. This includes maximising benefits, offering budgeting advice, and improving their ability to handle everyday challenges. Despite having to revise our targets downward in summer 2023 due to resource constraints, we still achieved significant milestones. We met our goal of engaging 9,000 residents in social inclusion initiatives from 2021-24 period. The Foundation has a proud history of supporting young people in communities where L&Q residents live.</p> <p>Over the past three years we have exceeded our target by supporting over five thousand young people through our school engagement programmes, exceeding our target by supporting 5,347 individuals (our goal was 2,100), even though our school engagement programme had to end earlier than planned.</p> <p>Using the HACT wellbeing valuation approach, we measured the social value of the Foundation's activities and identified a remarkable impact of £27.3 million during 2023-24.</p>

Theme and criteria number	Criteria	Response summary
T8 Placemaking		
C24	<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>We want to create positive lasting change for residents that help them live healthy independent lives in thriving communities. We do this by delivering services to residents directly and funding community and voluntary sector organisations that create positive social impact in the communities where residents live.</p> <p>The L&Q Foundation invests in local groups, organisations and charities to develop and deliver projects that bring people and communities together while meeting local needs. In 2023/24, we awarded over £1.28 million to 120 community organisations. This investment has funded core projects to improve financial resilience for L&Q residents, improving wellbeing outcomes and confidence. Beyond direct funding, we deliver capacity building sessions to community organisations, enhancing their sustainability with a focus on monitoring and evaluation, financial planning, and other business support. This approach ensures that these community organisations can continue to thrive and support our residents' communities long after our funding concludes.</p> <p>CleanStart is our social enterprise project that provides a range of services in our Trafford and North West neighbourhoods and homes. Through the programme, we employ, train and nurture people – some of whom may find it difficult to secure employment elsewhere. This includes ex-offenders, ex- military personnel, care leavers, long term unemployed and other individuals who have support needs that other employers may not understand. Of the 195 individuals who have joined, 150 have secured ongoing employment opportunities and of those with an offending history, 97% haven't re-offended.</p> <p>Aligning with our social purpose and commitment to sustainability, we donated 150 used Surface Pro laptops to local schools in Trafford. These laptops, repurposed by our tech team from decommissioned equipment, will find new life and purpose beyond our business operations. Partnering with Renewal North West on their 'Community Computers' initiative, we ensured the donated IT equipment was refurbished and distributed in collaboration with Trafford Council. This partnership guarantees the laptops reach school and community members where they will make the greatest impact.</p>
T9 Structure and Governance		
C25	Is the housing provider registered with the national regulator of social housing?	Yes
C26	What is the housing provider's most recent regulatory grading/status?	G1/V2
C27	Which Code of Governance does the housing provider follow, if any?	NHF Code of Governance
C28	<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
C29	<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>Senior Leadership Group has the role of ESG Financing Panel and meets at least six-monthly. Annual ESG reports are submitted to Executive Group and Group Board.</p> <p>L&Q's Board has overall responsibility for risk management and for reviewing its effectiveness. L&Q's Audit and Risk Committee is responsible to the Board for monitoring risk and reporting on how effectively it is managed. Our strategic risks and associated risk appetites are agreed each year and risk and assurance reports scrutinised by Audit and Risk Committee quarterly. More information on our internal control and risk management is available in our Financial Statements.</p> <p>We have established clear roles and responsibilities to oversee climate risk management. Our Enterprise Risk Management Approach establishes clear accountabilities for identifying, assessing and managing climate related risks right across the business. All climate related risks will feed into our strategic risk on meeting our net zero carbon/ESG targets. This is one of our top 10 strategic risks which is reported on six monthly to Audit and Risk Committee</p>
C30	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>Yes, we had 1 Prohibition notice from a local authority issued under the HHSRS scheme of Housing Act for Major category 1 H&S issues:</p> <ol style="list-style-type: none"> 1. Domestic hygiene, pests and refuse 2. Personal hygiene, sanitation and drainage 3. Damp and mould due to penetrating water and a leaking pipe 4. Falling on level surfaces - unstable floor boards <p>The notice is still open, the resident is being moved to alternative accommodation to enable works to commence.</p>

Theme and criteria number	Criteria	Response summary
T10 Board and Trustees		
C31	<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>Inclusion is one of our core values and at the heart of our recruitment and governance approach. We seek to make our board representative of our resident community and have set ourselves targets for BAME and female representation. We monitor and publish the diversity of our board every year since 2021.</p> <p>We have resident representation on our board and residents input is embedded in our governance structure through the Resident Services Board (RSB). This is a formal committee of our Group Board that is almost entirely comprised of our residents. The RSB look at a wide range of metrics for our services such as complaints and service feedback to provide ongoing challenge. They also draw on feedback from the wider resident involvement network and our online resident panel L&Q & You.</p> <p>We have made a commitment that we will be addressing gender and ethnicity first in recruitment of senior management. As such we are committed to offering an interview to at least one person from an ethnic minority and one female candidate for all tier 2 and above senior leadership positions if they fulfil the role criteria.</p>
C32	<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 31.6%</p> <p>Senior Management (Exec) 26.6%</p>
C33	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	2 - Nigel Hopkins (Nigel is an L&Q Group Board Member and Audit and Risk Chair. He is Chair of MHS Homes, Herts. Urgent Care Social fund for End of Life Care, Symmetry Housing and NH Consult Ltd); and Anne Turner. (Anne was Director of Finance and Chief Operative Officer at Orbit Housing Group to 2016/ Chair of Employer Committee - Social Housing Pension Scheme to 2023/Chair of Audit and Board Member of Housing 21 to 2022/Board Member and Interim Chair of ASRA Housing Group to December 2023/ Vice Chair of Network Housing Goyo to September 2023)
C34	What % of the housing provider's board are non-executive directors?	7 out of 9 - 78%
C35	Has a succession plan been provided to the housing provider's board in the last 12 months?	Yes
C36	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	12 years
C37	When was the last independently-run, board-effectiveness review?	1st April 2023
C38	How does the housing provider handle conflicts of interest at the board?	Declaration of Interest item at the beginning of all board meetings. Induction training. Quarterly update request of all Board members. NHF Code of Conduct in place.
T11 Staff Wellbeing		
C39	Does the housing provider pay the Real Living Wage?	Yes
C40	What is the housing provider's median gender pay gap?	9.86%
C41	What is the housing provider's CEO:median-worker pay ratio?	10.42
C42	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	<p>We have mandatory online training on EDI for all staff and 4 colleague diversity networks to support staff on EDI issues and raise awareness through regular events. The networks are Ability (disability and long term health conditions), Inspire (gender equality), Kaleidoscope (cultural diversity), Spectrum (LGBT+)</p> <p>We have committed to the Rooney Plus Rule in the recruitment of senior management (see C31)</p>

Theme and criteria number	Criteria	Response summary
C43	How does the housing provider support the physical and mental health of its staff?	<p>Our iMatter programme is designed to support all colleagues with resources for mental, physical and financial health. Throughout 2023/24, iMatter organised a variety of events focusing on mental health, men's health and menopause awareness. Additionally, it introduced a valuable financial coaching service aimed at empowering colleagues to take charge of their personal finances.</p> <p>Underpinning these efforts are our Mental Health Champions, trained and accredited by Mental Health First Aid England. They play a crucial role in raising awareness about mental health issues and ensuring our colleagues have access to support.</p>
C44	How does the housing provider support the professional development of its staff?	<p>In addition to our mandatory training programmes for colleagues, L&Q has a number of professional development pathway programmes in place to support the development of colleagues. These include Early Talent, Aspiring Managers, Emerging Leaders, Coaching and Mentoring and technical upskilling programmes. We provide all colleagues the opportunity to access learning resources through our, "Developme," toolkit and through initiatives such as Learning at work week for which L&Q last year was highly commended for the Learning at work Impact award.</p>
T12 Supply Chain		
C45	<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 L&Q Foundation is responsible for implementing social value into contracts procured and measuring the impact of social value activities delivered. The Procurement team approach the Community Development Manager and based on the type of contract being procured and the contract value, it is determined at tender stage whether we will ask our standardised ESG question and/or ask for a donation for our social value fund. The question is asked at tender stage and all submissions are evaluated by the L&Q Foundation team. Each successful bidder then works with a member of the Community Development team to devise a social value plan, identifying what the contractor will deliver collaboratively ensuring that the L&Q Foundation priorities are being met.</p> <p>It is the role of the L&Q Foundation team to measure social value in supply chain using the L&Q TOMs (Themes, Outcomes and Measures) chosen by the successful contractor. Contractors can also identify measures from the HACT Social Value Bank. Measures are regularly reviewed by the contractor and the Community Development team and reported quarterly in line with KPI reporting. At the end of each year, a social value return is reported. In 23-24 we generated £23.6 million of social value through our supply chain.</p>
C46	<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>L&Q's Group Procurement Team is working with our Sustainability Team to continually develop the Group's approach to sustainability in L&Q's supply chain. Currently we have minimum requirements for above PCR contracts, our Major Works Programme requires a minimum 96.5% waste diversion from landfill and requires contractors to have a commitment to net zero by 2050 and we are making sure relevant new contracts have added social value requirements. We are also in the process of setting minimum standards for materials purchasing and are considering whether to do some regular audits of our key contractors on their level of sustainability compliance. This is still work in progress.</p>

L&Q Priorities Performance Table

Progress against L&Q's Sustainability Priorities

Here, we report performance against our environmental, social and governance initiatives that enable us to deliver against our sustainability priorities. You can find out more about what we're doing against each theme and activity in our Sustainability Report, although some performance figures are only reported here. Performance for previous years, and information relating to our baseline, can be seen in the 2022/23 Performance Tables on the L&Q website.

[Click here](#) To view the 2024 Sustainability Report.

Theme - L&Q Future Shape	Activity	KPI / measurement metric	2022/23	2023/24	Cumulative Total against SPT (if relevant)	Annual breakdown of Sustainability Performance Target (SPT)	Sustainability targets
Environmental							
Climate change mitigation	Energy and carbon emissions	Carbon emissions (tCO ₂ e) Carbon emissions intensity (tCO ₂ e per unit)	31,811.89 tCO ₂ e 0.2426 tCO ₂ e/unit -3.08%	33,810.95 tCO ₂ e + 6.28% 0.2426 tCO ₂ e/unit + 9.01%	33,810.95 tCO ₂ e + 3.01% 0.2426 tCO ₂ e/unit - 2.48%	1. 10% reduction in 2021/22 relative to baseline 2. 15% reduction in 2022/23 relative to baseline 3. 20% reduction in 2023/24 relative to baseline.	20% reduction in carbon emissions intensity (scope 1 and 2) by 31 March 2024.
	Renewable energy procurement	Proportion of purchased electricity from renewable sources (%)	100% until 30 Sep 2022	0% due to prohibitive cost of REGOs during the period	Met by March 2022 but target missed in period since	1. 100% by 31/3/2022	100% of purchased electricity consumption generated from renewable sources by 31 March 2022.
	Energy efficiency of existing homes	Existence of long-term decarbonisation strategy for existing residential portfolio (Yes/No) Number of homes below EPC C	Yes L&Q: 19,804	Yes 20,058 homes below EPC C as at 31 March 2024	Yes L&Q: 20,058 homes below EPC C as at 31 March 2024 314 homes improved to EPC C by 31 March 2024 via retrofit works	1. Develop long-term decarbonisation strategy by 31/3/2022 2. Commence implementation of strategy in 2022/23 3. Improve 3349 homes across the L&Q portfolio to EPC C between 2023/25.	Develop a decarbonisation strategy for existing homes by 31 March 2022 setting out the roadmap to EPC band C by 2030 and Net Zero 2050, commencing implementation in 2022/23, with 3265 + (389 THT) homes improved to EPC C by 31 March 2024
	Energy efficiency of new homes	Distribution of EPC ratings for new homes (% of EPC B or above)	96.1%	97.0%	97% in 2023/24 Design standards are ongoing	1. 1. Achieve 99% EPC B rating or above by 31/3/2022, and commence development of strategy to achieve near net zero for new build 2. Achieve 100% EPC B rating or above 31/3/2023, and set enhanced energy performance targets for new builds 3. Develop design standard expected to meet the Future Homes Standard (pending on FHS details being finalised by Government) by 31/03/24.	Establish a minimum energy rating of EPC B for in house new build homes from 1 April 2022, and enhance this target by 31 March 2023 based on the development of a roadmap for improving new build efficiency standards to near net zero, and improve energy efficiency by implementing an L&Q fabric efficiency standard.

Theme - L&Q Future Shape	Activity	KPI / measurement metric	2022/23	2023/24	Cumulative Total against SPT (if relevant)	Annual breakdown of Sustainability Performance Target (SPT)	Sustainability targets
Climate change mitigation (continued)	Energy efficiency of communal heating systems	Number of heat networks or communal heating systems for which energy efficiency improvements projects completed	One efficiency optimisation study delivered by 31 March 2023 and one is ongoing. Two improvements projects were commissioned in 2022/23	6 Improvement projects completed	6 Improvement projects completed	1. 10 Optimisation studies by 31/3/2022 2.4 improvement projects and 12 optimisation studies delivered by 31/3/2023 3.6 improvement projects and 18 optimisation studies delivered by 31/3/2024"	Increase operational plant efficiency, and reduce carbon emissions intensity, on 6 schemes by 31 March 2024, and deliver optimisation studies to 18 schemes by 31 March 2024
	Energy and climate change education	Number of students educated on energy and climate change via L&Q school partnerships programme (No.)	1033**	69	1,322	1. 220 students engaged by 31/3/2022 2. 1,000 students engaged by 31/3/2023 3. 2,000 students engaged by 31/3/2024.	2,000 students engaged on energy and climate change by 31 March 2024
Climate change adaptation	Climate resilience	Task Force on Climate-Related Financial Disclosures (TCFD) reporting (Yes/No)	Climate Risk Review completed TCFD to be published autumn 2023	Update provided in appendix to Sustainability Report 2024	Disclosures complete	1. Complete resilience review 2022 2. First year of TCFD disclosure 2023/24.	Conduct a climate risk review of L&Q Group by 2022 and report in line with the Task Force on Climate-Related Financial Disclosures (TCFD) in 2023/24
Sustainable use of water	Construction water usage	Percentage of L&Q construction sites monitoring water usage and intensity (%)	100%	100%	100%	1. Ensure that water data is being captured for all new in house construction sites by 31/3/2022 2. Commence reporting of water usage figures by 31/3/2023 3. Set target for FY24/25	Ensure that water usage data is being captured and reported for all new in house construction sites (L&Q-managed, excluding those in late development stage) from 1 April 2022. Ensure data is collated for setting target in 2024/25.
Transition to a circular economy	Construction waste	Percentage of L&Q construction sites monitoring waste and waste intensity (%)	100%	100%	100%	1. Ensure that waste data is being captured for all new in house construction sites by 31/3/2022 2. Commence reporting of waste data by 31/3/2023 3. Set target for FY24/25"	Ensure that waste data is being captured and reported for all new in house construction sites (L&Q-managed, excluding those in late development stage) from 1 April 2022. Ensure data is collated for setting target in 2024/25
	Construction method impacts	Existence of strategy for implementing circular economy principles in new build development cycle (Yes/No)	Yes	Yes	Yes	Finalise Development & Sales Strategy including Circular Economy by 31 March 2023	Develop a strategy for implementing circular economy principles in the development cycle for new in house build projects by 31 March 2023

Theme - L&Q Future Shape	Activity	KPI / measurement metric	2022/23	2023/24	Cumulative Total against SPT (if relevant)	Annual breakdown of Sustainability Performance Target (SPT)	Sustainability targets
Protection and restoration of biodiversity and ecosystems	Environmental placemaking	Percentage of new L&Q developments that consider environmental placemaking guidelines (%)	100% from November 2022	100%	100%	<ol style="list-style-type: none"> 1. Develop environmental placemaking design guidelines by 2022 2. Ensure that environmental placemaking guidelines are considered for all new developments from 2023. 	Establish environmental design guidelines for placemaking, for consideration at all new developments from 2022
Social							
Affordable housing	Provision of affordable housing	Number of new “affordable homes” (as defined by Housing & Regeneration Act) built (No)	4,047 homes built, of which 2,892 homes were affordable (71%)	2,955 homes built, of which 2,017 homes were affordable (68%)	Over 8,000 new homes built and handed over for years 20/21 to 23/24 inclusive, of which 4000 are affordable	<ol style="list-style-type: none"> 20/21: 2699 handovers of which 58% (1556) affordable 21/22: 4345 handovers, 65% (2057) affordable 22/23: 1000 affordable handovers 	8,000 new homes built and handed over for years 20/21 to 23/24 inclusive, of which 4,000 are affordable
Community development	Community investment	Funding invested in local community organisations to generate positive social impact on the communities where our residents live	£3.3m	£1.28m	£7.98m	<ol style="list-style-type: none"> 1. 21-22 £3.025M 2. 22-23 £6.35M 3. 23-24 £10M. 	£10m invested in communities driven by identified social need and measurable impact 31 March 2024
Building Safety	Fire Safety	Percentage of buildings that have had inspection of external wall systems to identify unsafe cladding (%)	53.56% of buildings with an external wall system inspected	66.44% of buildings with an external wall system inspected	100% 2022 target met, 2026 target ongoing - 66.44% met by 2024	<ol style="list-style-type: none"> 1. 100% of high rise buildings inspected by 31 March 2022 2. 100% of buildings with an external wall system will be inspected by 31 March 2026. <p>Targets for the inspection of external wall systems on buildings. There is a total of 1939 buildings currently requiring the inspections.</p> <ol style="list-style-type: none"> 1. 388 in 21/22 e.g. 20% 2. 776 by the end of 22/23 e.g. 40% 3. 1164 by the end of 23/24 e.g. 60% 4. 1552 by the end of 24/25 e.g. 80% 5. 1939 by the end of 25/26 e.g. 100%. 	<ol style="list-style-type: none"> 1. 100% of high rise buildings to have external wall systems inspected by 31 March 2022 2. 100% EWS on buildings inspected by 31 March 2026.
Resident support	Employment generation	Number of people gaining employment, or more sustainable employment, through interventions including apprenticeships and graduates (No.)	492**	226**	1279	<ol style="list-style-type: none"> 1. 330 people supported by 31/3/2022 2. 860 people supported by 31/3/2023 3. 1,435 people supported by 31/3/2024. 	1,435 people supported in to work by 31 March 2024
	Tenancy sustainment	Number of residents supported (No.)	L&Q Foundation: 564 tenancies sustained**	L&Q Foundation: 421 tenancies sustained**	L&Q Foundation: 1,512 tenancies sustained	<ol style="list-style-type: none"> 1. 770 residents supported by 31/3/2022 2. 1,540 residents supported by 31/3/2023 3. 2,310 residents supported by 31/3/2024. 	2,310 residents supported in stabilising their tenancies by 31 March 2024
	Financial inclusion	Number of residents accessing financial support services (No.)	L&Q Foundation: 2,882 residents supported**	L&Q Foundation: 1,989 residents supported**	L&Q Foundation: 8,396 residents supported	<ol style="list-style-type: none"> 1. 2,750 residents supported by 31/3/2022 2. 5,650 residents supported by 31/3/2023 3. 8,750 residents supported by 31/3/2024. 	8,750 residents accessed financial support services by 31 March 2024

Theme - L&Q Future Shape	Activity	KPI / measurement metric	2022/23	2023/24	Cumulative Total against SPT (if relevant)	Annual breakdown of Sustainability Performance Target (SPT)	Sustainability targets
Resident support (continued)	Social inclusion of vulnerable groups	Number of vulnerable residents participating in inclusion events or activities (No.)	4,554 engagements	0 engagements	9,231 engagements	1. 3,000 engagements by 31/3/2022 2. 6,000 engagements by 31/3/2023 3. 9,000 engagements by 31/3/2024.	9,000 engagements of vulnerable residents in inclusion events or activities by 31 March 2024
Community development	Community development	Number of organisations supported, including social enterprises (No.)	99 organisations for financial year ending 31 March 2023	113 organisations for financial year ending 31 March 2024	333 organisations for three year period	1. 150 organisations supported by 31/3/2022 2. 360 organisations supported by 31/3/2023 3. 580 organisations supported by 31/3/2024.	580 organisations supported by 31 March 2024
Youth education and skills training	Opportunities for young people	Number of children and young people better able to make informed decisions (No.)	4,712 young people supported in financial year ending 31 March 2023**	302 young people supported in financial year ending 31 March 2024**	6,595 young people supported for three year period	1. 600 young people supported by 31/3/2022 2. 1,300 young people supported by 31/3/2023 3. 2,100 young people supported by 31/3/2024.	2,100 young people supported with education and skills training by 31 March 2024
Governance							
Representative Governance	Composition and diversity of board	Percentage of BAME board members (%); percentage of women board members (%)	30% BAME and 50% women on board	33% BAME and 55% women on board	33% BAME and 55% women on board	No annual breakdown - increase BAME proportion on our board to 30% and the proportion of women to 50% by 31/3/2024	Double the BAME proportion on our board to 30%, and the proportion of women to 50%, by 31 March 2024
		Monitoring and reporting of colleague demographics for Group Board, Executive Group and L&Q's staff body, including gender, ethnicity, age and tenure (Group Board only) (Yes/No)	Report published and available on external L&Q website Group Board	Report to be published following review by Executive Group and Group Board	Annual publications complete	Applicable to all years from 1/4/2021	Monitor and annually report the specified colleague demographics for Group Board, Executive Group and L&Q's staff body as a whole from 1 April 2021
Representative Governance (continued)	Customer representation	Governance structure that includes resident representation on Group Board and its advisory committees (Yes/No)	Yes, representation on Group Board and Resident Services' Board in place	Yes, representation on Group Board and Resident Services' Board in place	Yes, representation on Group Board and Resident Services' Board in place	Applicable to all years from 1/4/2021	Retain resident representation on the Group Board and Resident Services Board
Systems and Risk Management	Financial viability and governance	Governance and Viability Ratings (G and V)	G1/V2	G1/V2	G1/V2	Applicable to all years from 1/4/2021	Maintain G1/V1 rating from the Regulator of Social Housing
Employee Wellbeing	Living wage employer	Percentage of directly-employed L&Q staff (excluding apprentices) paid real Living Wage rate (%)	100%	100%	100%	Applicable to all years from 1/4/2021	100% of employees paid real Living Wage rate from 1 April 2021
	Pay gap reporting	Monitoring and reporting of gender, ethnicity and disability pay gap (Yes/No)	Report to be published following review by Executive Group and Group Board	Report to be published following review by Executive Group and Group Board	Annual publications complete	Applicable to all years from 1/4/2021	Monitor and publicly report specified pay gap metrics annually from 1 April 2021
	Diversity & inclusion	Use of Rooney Plus Rule (Yes/No).	Yes	Yes	Yes	Applicable to all years from 1/4/2021	Maintain usage of the Rooney Plus Rule when recruiting for all senior leadership positions within LQHT from 1 April 2021

Theme - L&Q Future Shape	Activity	KPI / measurement metric	2022/23	2023/24	Cumulative Total against SPT (if relevant)	Annual breakdown of Sustainability Performance Target (SPT)	Sustainability targets
Employee Wellbeing (continued)	Employee development	Percentage of employees provided with “Compulsory Training” to ensure they are equipped with the skills, knowledge and behaviours required in line with best practice and regulatory requirements (%)	100%	97%	97%	1. 97% by 31/3/2022 2. 99% by 31/3/2023 3. 99% by 31/3/2023.	99% from 1 April 2022
		Percentage of employees that complete a performance review on a bi-annual basis (%)	2023 Annual: 99% 2023 Mid-year: Upcoming	2024 Annual: 99.8% 2024 Mid-year: Upcoming	99% 2023, 99.8% 2024	1. 95% by 31/3/2022 2. 98% by 31/3/2023 3. 98% by 31/3/2024.	98% from 1 April 2022
Supply Chain	Sustainable procurement	Number of eligible procurement contracts having a social value plan (No.)	17 social value plans developed in 2022/23	4 social value plans developed in 2023/24	17 social value plans developed in 2022/23 4 social value plans developed in 2023/24	Applicable to all years from 1/4/2021 1. At least 5 contracts each year to 31 March 2023 2. At least 12 contracts each year to 31 March 2024.	Develop social value plans for at least 5 contracts each year from 1 April 2021, with target strengthening each year.
		Percentage of construction contracts with sustainability - related pre-qualification criteria (%)	New Build ‘Works’ contracts – 100% Maintenance ‘Works’ – 100%	New Build ‘Works’ contracts – 100% Maintenance ‘Works’ - 100%	New Build ‘Works’ contracts – 100% Maintenance ‘Works’ - 100%	1. At least 50% of PCR contracts in the year to 31/3/2022 2. All PCR contracts in the year to 31/3/2023 3. All PCR contracts in the year to 31/03/2024.	From 1 April 2022, all new construction contracts with value in excess of PCR threshold will be subject to prequalification according to the BSI PAS 91 standard.
Reporting	Sustainability reporting	Annual sustainability report (Yes/No)	Report to be published following review by Executive Group and Group Board	Report to be published following review by Executive Group and Group Board	Report published and available on external L&Q website - all years	Applicable to all years from 1/4/2022	Produce an annual Sustainability Report from 1 April 2022 to report on L&Q's performance against the metrics and targets set out in this ESG Framework.

*Excludes informal socially-distanced gatherings facilitated by grant-funded items, for example garden furniture.

**Figures have been deduplicated from 2021/22 onwards where targets are cumulative across three years.

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L&Q

For more information

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