

Environmental, Social and Governance

Sustainability Reporting Standard 2021



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This report covers Riverside’s approach to the sustainability reporting standards. It covers three key themes – **Social, Environmental** and **Governance**, to provide a consistent, comparable and transparent approach to assess the ESG performance as a housing provider.

Introduction

Founded more than 90 years ago, Riverside is one of the country's largest providers of affordable homes, care and support services and regeneration initiatives in the country. Our vision **Transforming Lives, Revitalising Neighbourhoods** is at the heart of everything we do.

We are truly committed to our social purpose, and felt it was the right time to report on our Environmental, Social and Governance performance. Whilst we haven't yet formally adopted the Sustainability Reporting Standard, which has been developed specifically for the social housing sector, we have used the metrics in this first report. It is important to note that we recognise we are on a journey, particularly in regard to our Environmental performance, and as such, wanted to first understand how a reporting standard could genuinely support our drive for improvement alongside our existing plans.

Our Riverside Plan is our corporate plan which focuses on improving services to customers; finding effective and sustainable solutions to ending homelessness; and delivering ambitious and transformational regeneration initiatives. It also makes a commitment to publishing a climate responsibility strategy, which is described in more detail later in this report. After undertaking an initial assessment against the Sustainability Reporting Standard, we found the required reporting metrics align with our objectives.

We believe reporting against the Standard will not only be an invaluable exercise but will allow us to effectively report our performance in a way that is comparable against other providers within the sector.

I hope you enjoy reading about the important work we've undertaken during the last 12 months which demonstrates our commitment to supporting our customers and communities; understanding and minimising our impact on the environment; and having a robust approach to governance.

Cris McGuinness
Chief Financial Officer





01. Social

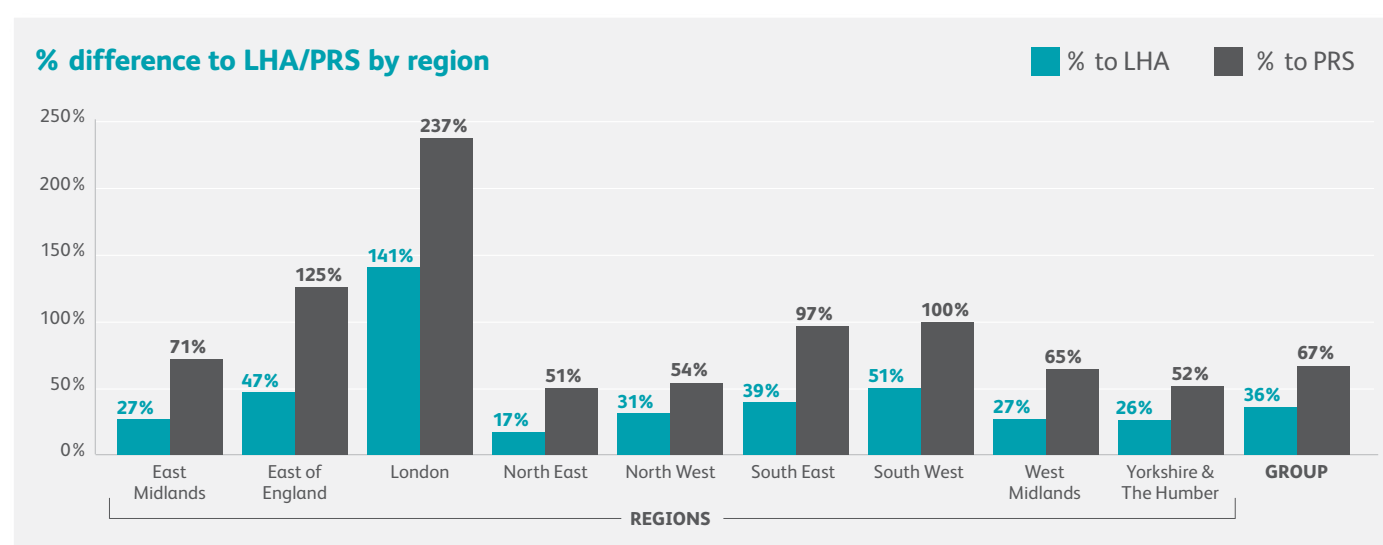
Affordability and security

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

Affordability Indicator:

Rent compared to Local Housing Allowance and Private Rented Sector rents

On average, our rents are 36% lower than Local Housing Allowance (LHA) rates and 67% lower than Private Rented Sector (PRS) rents. It is important to note that we operate nationally in several local authority areas. The chart below shows how our rents compare by regional with LHA and PRS rents.



Tenure of homes

Existing homes (as of 31st March 2021)	Number of homes	Percentage
General Housing Social Rent	33,399	61%
Intermediate Rent	232	0%
Affordable Rent	7,925	14%
Housing for Older People	4,883	9%
Supported Housing	4,323	8%
Care Homes	294	1%
Leasehold	3,924	7%
TOTAL	54,980	

New homes (supply during 2020/21)	Number of homes	Percentage
Affordable Homes	325	69%
Shared Ownership	146	31%
TOTAL	471	

What % of rental homes have a three year fixed tenancy agreement (or longer)

Security of tenancies*	0.00%
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* Only one tenancy has a five year fixed term.

Building safety and quality

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

Reducing the effect of fuel poverty on our customers

We provide our customers with an Affordable Warmth service for those facing fuel poverty, helping them to save money by switching supplies to a cheaper tariff or advising them to make changes within the home that would save them money and reduce carbon emissions.

At the onset of the pandemic in March 2020, the Affordable Warmth team successfully adapted service delivery from face-to-face to over the phone and online, with 674 customers collectively achieving cash-gain savings of £385k through the Warm Home Discount Scheme, switching utility tariffs, trust funds, reconnected gas supplies, changing energy behaviour plans and the Priority Service Register.

The service is also strategically aligned with and contributes to our Climate Responsibility work to reduce CO2 emissions and our customers' carbon footprint, enabling them to make environmentally friendly choices such as switching to green utility providers and purchasing energy efficiency A+++ white goods when accessing the Foundations Helping Hands funding.

The Affordable Warmth team works closely with our Development and Energy and Sustainability teams to find solutions and identify renewable energy systems for our new and existing homes. The Energy and Sustainability team have also identified homes needing loft and wall insulation and produced a Winter Fuel film which has been shared on Facebook for customers. This work helps customers to reduce their CO2 emissions and overall carbon footprint, whilst reducing fuel poverty.

99.94%*
of homes with a gas appliance have an in-date, accredited gas safety check

Any properties with gas safety checks outstanding are at the correct stage of the no-access procedure.

*This figure is lower due to access issues during the pandemic.

100%
of buildings have an in-date and compliant Fire Risk Assessment

As part of the Primary Authority Partnership with the London Fire Brigade, we have risk rated our properties ranging from Level 1 to Level 5. Fire Risk Assessment reviews are undertaken based upon the risk rating of the property. Level 1 properties have the highest risk, and reviews are undertaken on an annual basis. Level 5 properties have the lowest risk, and reviews are undertaken on a five yearly basis. *All Fire Risk Assessments are available on our website just search Fire Risk Assessments. (Correct as of 17 August 2021).*

99.99%
of homes meet the Decent Homes Standard

Four homes were identified during a stock survey as not meeting the Decent Homes standard. Works are now in place to address the issues.



Resident voice

This theme seeks to assess how effective Riverside is at listening to and empowering residents.

How our customers hold management to account for provision of services

The main consultative customer body for Riverside is the Riverside Customer Voice Executive (RCVE). The RCVE is consulted on all customer facing policies, and also significant service developments or changes, such as the movement to digital services and the improvement plan for customer services. Currently, three customers from the RCVE are members of working groups, which are enabling the organisation to prepare for the implementation of the proposals within the Social Housing White Paper.

The RCVE also manages scrutiny activities, and has recently undertaken two service reviews: the customer journey as part of planned maintenance; and complaints. Both reviews resulted in a series of recommendations for improvement.

RCVE members are also responsible for undertaking an assessment of how we meet the principles outlined in the National Housing Federation's Together with Tenants charter. This assessment is feeding into an action plan to improve customer engagement across the organisation.

Riverside's Care and Support services offer local and scheme based opportunities to customers such as becoming a scheme representative or customer inspector. These opportunities support improvements to service delivery and communal areas. A procedure to further promote involvement, particularly co-production in Care and Support services will be launched later this year. This will enable customers to take active role in their support plans, service delivery and recruitment of staff.



Consultation with customers on policies and changes to services is supported by the iCommunity, which is an online panel with more than 1,000 members. The iCommunity have been sent surveys on a range of issues, including on the areas which make up the principles in the Together with Tenants charter. This will assist the RCVE in its annual assessment of how we are performing against the charter.

We also have customer representation on a number of our governance boards and committees, including a tenant Group Board member and observer. In addition, there are customers on the Customer Experience Committee, Care and Support Committee, Riverside Foundation and London Regeneration Committee.

RCVE members are invited to the Group's Stakeholder Strategy Day, which is an annual event for our governance community focusing on the key strategic issues facing the organisation, and allows discussion and debate.

1,000+
members have joined
our online customer
consultation panel,
iCommunity



Resident satisfaction

Our resident satisfaction rates for the past three years are detailed below.

We underwent significant organisational changes in 2017/18, and this led to a reduction in satisfaction levels. However, this has been recognised, and the organisation has made a commitment to improve customer service. In 2019, a new Customer Plan was launched, and our commitment to improving services was reaffirmed in Our Riverside Plan 2020-23 (Corporate Plan), with a series of customer focused actions.

- **Open and inclusive engagement:**

Overhaul our service standards to reflect new ways of working, engaging with our independent Customer Voice to extend opportunities for customers to influence our services, including LGBTQ+ customers through the HouseProud Pledge.

- **Proactive approach to customer service:**

Anticipate and resolve customer issues before they escalate, embedding a new Customer Experience Squad.

- **High quality, reliable repairs service:**

Optimise and complete the roll-out of our online repairs reporting and appointment service, reducing the time taken to complete repairs and getting more right first time.

- **New online service offer:**

Introduce online self-service options in the following areas: allocations and lettings; rent payments; service requests; complaints; and shared ownership sales.

Introduce 'My Riverside' mobile app as digital point of access for customers. Implement new customer relationship management (CRM) system to link customer transactions with integrated back-office systems.

- **Up-to-date Customer Plan**

Review our Customer Plan, ensuring it captures all key actions designed to improve our customer service.

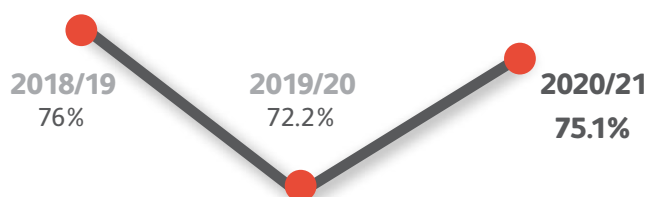
Complaints that have been upheld by the Ombudsman and the changes in practice as result

In the last Financial year (2020/21), there were 12 determinations where there was a finding of service failure or maladministration by Riverside.

The following actions have been taken in response to these complaints:

- A commitment to review service charges for 2021/22 in our Liverpool City Region.
- Additional colleagues have been recruited in Asset Services to support complaint handling within Riverside Home Ownership
- Full review of Rechargeable repairs process completed by the Customer Experience squad and training sessions provided for Customer Service Centre colleagues. Rechargeable repairs will be included in both the Income Collection Policy and Responsive Repairs policies, both currently under review.
- In Care and Support (region 5) all warning markers were reviewed and the associated procedure now includes a mechanism to ensure markers are reviewed at set intervals throughout the year.
- Gas Servicing letters have been revised and are currently being reviewed by the RCVE.
- Asset Management have worked with their key cyclical decorating contractor to develop an improvement plan in response to the complaints. The RCVE played an integral role in this and are driving forward some of these actions.
- Riverside Direct have recruited a Lead Planner to address appointment issues and drive improvements in this area, ensuring that planners are working efficiently. Customer Care officers have also been appointed to manage complaints effectively.

Overall Satisfaction % (Group Level)



Resident support

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

Services offered to our customers and how they improve outcomes

We provide a number of services to our general needs housing customers that support them to sustain their tenancy as detailed below:

— **Employment and Training:**

These services engage with customers to identify goals and develop plans to reduce barriers, build personal development and increase employability. This is supported by the innovative Ladders of Aspiration fund, which helps to pay for training and vocational courses. In the last year, this service supported 614 people towards employment, delivering 221 people into jobs, 147 into formal training or volunteering and six into apprenticeships. The Ladders of Aspiration fund provided 74 people with professional training to help them achieve their ambitions.

— **Money Advice:**

This service primarily provides advice and assistance on welfare benefits, and signposts customers to other support including foodbanks and local charities. In 2020/21, this service delivered £3,179,737 in cash gains/savings to people through welfare benefits advice.

— **Affordable Warmth:**

As mentioned on page 2, this service supports customers to reduce their energy consumption and costs, through a variety of methods including switching supplier/tariffs, applying for discounts, and applying for Priority Services Register. The service delivered £385k in cash/gains savings in 2020/21.

— **Intensive Intervention:**

This service engages with customers with complex needs to develop tailored supported plans, which can include budgeting advice, signposting to agencies, accessing grants and liaison with specialist organisations.

— **Helping Hands:**

The above services are supported by a discretionary pot of funding called Helping Hands, which enables us to provide immediate financial help to households in crisis. In 2020/21, Helping Hands supported 254 households in crisis.



614

people supported
towards employment



In addition to the above, during the pandemic, our charity, the Riverside Foundation, provided a £30,000 fund to support households facing immediate crisis. Assistance to date has included providing food and fuel, and Wi-Fi to enable home working.

Volunteering is promoted across Riverside. It was affected by the lockdown restrictions with a significant reduction in befriending and peer mentor volunteering. However, volunteer projects such as Engage Leeds and Engage Hackney adapted by supporting volunteers to connect with clients remotely via phone and video calls. Over 2000 hours of remote volunteering were logged in 2020/21.

Colleagues used their volunteering leave to support vulnerable customers during lockdown by making welfare calls and by creating social engagement activities as part of the Scheme Buddies programme. 2020/21 saw our colleagues register 682.5 hours of volunteering leave.

Our care and support business provides over 300 accommodation, support and outreach services across England. In 2020/21, we supported more than 12,000 people in supported housing, floating support and retirement living. We provide specific services to the following groups:

- Homeless people
- Veterans
- People with an offending history
- People fleeing domestic abuse
- People with mental health illness
- Older people
- Young people, including teenage families
- People experiencing substance misuse or rehab

In addition to the above, we took an enhanced role in supporting those experiencing homelessness during the pandemic, which included running emergency hotel provision on behalf of Manchester City Council at the Holiday Inn in Gorton as part of the Government's Everyone In initiative.

How our care and support services supported customers in 2020/21

- **4,645** homeless people supported on any one night.
- **2,900** people maximised their income, when we referred them to the correct benefits and offered money advice.
- **2,000+** people improved their mental health.
- **3,500+** people obtained sustainable accommodation.
- **400** people were supported into paid work and a further **200** participated in work-like activities.
- **800+** people improve their relationships with friends and family.



Placemaking

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

How we have been engaged in placemaking activities

We have a planned approach to 'close the gap' between our best and worst performing places, through co-ordinated investment and joined-up action at a local level. This includes a Regional Planning function building strong relationships with key stakeholders in the places we work, launching a series of evidence-based regional and neighbourhood plans. Our neighbourhood plans now cover over one third of our homes.

We have also made a significant commitment to delivering large-scale transformation change within a number of our neighbourhoods and will be delivering regeneration programmes in London, Runcorn and Carlisle. We will deliver residential led neighbourhood and economic regeneration to create sustainable, mixed tenure, and inter-generational neighbourhoods providing high quality new homes underpinned by community facilities, upgraded open spaces and improved connectivity. Energy sustainability is at the heart of the programmes via energy strategies including retro-fitting, net zero carbon homes and energy centre opportunities. These placemaking initiatives are being developed and delivered through a partnership approach with local, regional and national partners ensuring sustainability by maximising investment.





02. Environmental

We have acknowledged the increasing importance of sustainability and understand the key contribution we need to make if the UK is to achieve its target to reach net zero greenhouse gas emissions by 2050. Indeed, 'Climate Responsibility' is set out within our three-year Corporate Plan ('Our Riverside Plan 2020-23') as a cross-cutting theme that underpins activity under all of our strategic objectives. This commits us to take action in a range of areas, including our existing stock where work is underway to establish a clear retrofit pathway to ensure existing homes meet a minimum EPC rating of Band C by 2030, and new development where we will build to higher standards to reflect carbon-reduction targets associated with the forthcoming Future Homes Standard.

We have committed to investing £74m in Neighbourhood Regeneration Programmes that will deliver over 600 new homes, delivered to meet new Part L and Future Homes Standards and 'whole house' retrofit works to 166 properties. The generic target proposed is to achieve a standard of 50kwh/m2/year for Space Heating Demand that equates to a SAP rating of 85 and EPC Band B. Works are expected to begin on site in 2022/23. This is also essentially a pilot project for our proposals for the wider project to retrofit all our existing stock. We have commissioned Savills to undertake a group wide assessment of our stock and next steps are to calculate the NPV and determine any stock rationality required.

We have established a dedicated, Executive Director-led 'Climate Responsibility' (CR) Steering Group to oversee the production of a Group-wide CR strategy, with a 'paving the way plan' in place and a range of initiatives already delivered. The strategy will not be restricted to issues around existing and new stock, rather it will cover all business areas, setting out plans to reduce carbon emissions associated with office accommodation, supply chain, transport (including company and commercial fleets) and working practices. We are also working to establish more sustainable communities through a number of resident-led, regeneration programmes that include plans to create places that are better for people and nature in line with new 'Building for a Healthy Life' principles.

The emerging strategy will be founded upon a comprehensive understanding of our current position in each of the aforementioned areas, in order that we can set appropriate carbon-reduction targets, with robust monitoring arrangements in place. This includes ecological and resource management issues that we need to consider, including the management of pollutants and increasing biodiversity, reviewing the ways in which we source materials and our approach to water and waste management.

In summary, sustainability and the approach we will take to reduce our impact on climate-change is firmly embedded within the strategic plans of the Group, and though there is much to be done to establish a clear pathway, we are not standing still, and ensuring that we continue to improve our position remains at the forefront of our agenda.

£74m

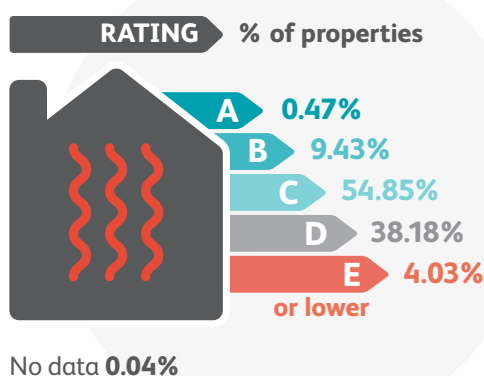
invested to deliver
600 new future proof
homes and retrofit
a further 166
properties



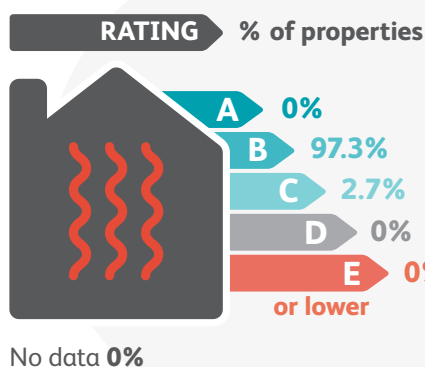
Climate change

This theme seeks to assess how Riverside's activities are impacting on climate change, and how we are mitigating the physical risks of climate change. It considers current practice, as well as the changes being made to improve performance in the future.

Distribution of EPC ratings of existing homes (those completed before the last financial year)



Distribution of EPC ratings of new homes (those completed in the last financial year)



Scope 1, Scope 2 and Scope 3 greenhouse gas emissions

We have been working with a specialist adviser to develop a model to measure our carbon footprint across the business which we can break down into scope 1, 2 and 3 emissions. We expect to be in a position to provide analysis of our emissions, based on this model, by March 2022.

The energy efficiency actions undertaken in the last 12 months

Over last 12 months, we have delivered a range of activities to reduce our carbon footprint as part of a co-ordinated approach to develop the comprehensive CR strategy mentioned page 11. This includes:

- The introduction of a digital sign-up process that will remove 80 sheets of paper from the application process, reducing the level of printing to provide a potential saving of 400k sheets of paper per year.
- A review of our printer fleet to reduce capacity and paper usage (printers will reduce by 15%).
- Plan in place to switch energy providers to ensure that our offices and workspaces are powered by 100% renewable electricity.
- 1,318 installs of cavity wall and loft insulation in existing homes.
- The installation of 80+ Switchee devices to enable environmental, damp and temperature data within our properties as part of a broader strategy for smarter homes (see page 9).
- A comprehensive stock condition survey, carried out to enable us to develop retrofit plans based on each property archetype.
- The completion of the Group's first Electric Vehicle trial that will now feed into a group-wide plan to transition to a lower-emission commercial vehicle fleet.
- Updating our procurement framework to ensure that all new responses to tenders will be scored against a revised matrix which considers the climate strategy of the supplier.
- The creation of coherent branding for the Climate Responsibility group which will enable us to launch a number of campaigns across the group under a unified look and feel.



For the upcoming year, we will be installing additional Switcher smart thermostats in some of our properties in North and Liverpool City Region, as part of our planned investment boiler programme and reactive boiler works. We have around 450 devices to install over the next year. A Switcher is smart thermostat which enables customers to easily control their heating and hot water, reduce energy usage and bills, and communicate directly with us through the messaging feature.

The technology also provides data and insight, to help us identify and complete repairs before they become larger problems, reduce instances of condensation, damp and mould, and prevent winter boiler failure. The Asset Management Team has access to the portal where this information is held, enabling the team to manage properties more effectively.

How we are mitigating the following climate risks:

- Increased flood risk
- Increased risk of homes overheating

We have commissioned a flood risk report with our brokers and there is a project on-going with our insurers and brokers to identify the properties most at risk. This will allow us to work collaboratively with insurers to produce mitigations that can be used to reduce our flood risk in the areas considered very high and high risk. This will include site visits to those areas and devising plans of action for both customers and colleagues. It will also identify property improvements that can be taken to reduce the risk as well as potential collaborative working with local authorities and utilities companies. There will be training for colleagues on how to conduct flood risk assessments to ensure this remains an on-going managed concern. This work has begun with insurers identifying those properties most vulnerable and those they wish to visit.

What residents' information is given about correct ventilation, heating and recycling

As described earlier, we have a team of Affordable Warmth Officers who support customers to use their heating systems most effectively and efficiently.

In cases of damp and mould, customers are provided with guidance about ventilation.

We provide advice to customers on affordable warmth and how to avoid damp and mould in their home



Ecology

This theme seeks to assess how Riverside is protecting the local environment and ecology.

How are we increasing Green Space and promoting Biodiversity on or near homes

We encourage biodiversity on all of our development sites, and enhance current landscape through features such as street trees, close proximity to local woodland, public gardens and open spaces. All site based green infrastructure exists within a wider landscape context and we seek to reinforce and enhance local landscape character.

We work closely with our development partners to address the environmental and habitat enhancement aspirations of the Local Authority Planning Departments.

Examples include:

- **Tarryholme (Scotland)** – Our site(s) are located in an area that has seen planned development over a number of years. It is a mature setting that includes extensive landscaping, parkland and three man made ponds (for water balancing and flood protection).

The masterplan for our project reflects the nature of the surroundings and maintains active frontages to the ponds, links with the existing footpath and cycle way network and provides a landscaped barrier to the local roads.

Appropriate measures were taken to mitigate damage to local habitats and remove invasive non-native species.

We're working towards a strategy to actively manage and reduce pollutants for future years

- **Norham (North East)** – Extensive measure were taken to protect the exiting trees and woodland whilst the works were underway. In addition there is extensive planting of new native landscaping.

A butterfly habitat scheme was provided, specifically including the creation of a new 'dingy skipper' habitat (an increasingly rare native butterfly) within the site, along with detailed management and monitoring over a 10 year period, with an external consultant appointed to provide the monitoring and reporting.

Bat and bird boxes were included in the new homes and in locations across the site.

A large Sustainable Urban Drainage System (SUDS) pond was also included with adjacent wildlife sites.

- **Callander Way (Merseyside)** – The site includes an area close to a local brook that was subject to flood risk. This provided an opportunity to incorporate a landscape buffer and attractive area of public open space.

The ornamental shrubs used within the residential development give way to native shrub species to enhance the biodiversity of the site and reflect the existing character of the brook course.

We also liaised closely with the 'riparian owner' to maintain access to the brook and mitigate flood risk.



Resource management

This theme seeks to identify the extent to which Riverside has a sustainable approach to materials in both the construction and management of properties.

For future years, we're working towards strategies:

- to use or increase the use of responsibly sourced materials for all building works.
- for waste management incorporating building materials.
- for good water management.

03. Governance

Structure and governance

This theme seeks to assess Riverside's overall structure and approach to Governance.

- We're registered with the Regulator of Social Housing (Registration Number: L4552).
- Our viability and governance regulatory rating of G1 V1 was retained in December 2020.
- We follow the National Housing Federation's Code of Governance 2020.
- We're a not for profit housing provider.

How the board manages organisational risks

We take a robust approach to managing risk with risk management embedded into all activities undertaken. The Board and Executive Directors own and dynamically manage risk across the organisation. They are supported by a Director of Risk and Audit.

The risk register was overhauled in 2021 and is a standing item at every Board meeting. The risk register gives a clear line of sight between risk, mitigation and assurance. Group Audit Committee has deep dived into some of the most significant elements of the risk register including building safety and joint ventures.

There are also a number of operational risk registers across the business including in Social Housing, Customer Services and Riverside Home Ownership.

A series of policies set out strategies for managing individual risks including Treasury Strategy, Health and Safety Policy and the Investment Policy. However, Group Risk Management Policy provides the overarching policy for the business.

No adverse regulatory findings in the last 12 months that resulted in enforcement or other equivalent action

Board and Trustees

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

Demographic of our Board and leadership team (as of 31st March 2021)

Protected Characteristic	Leadership	Board
BAME	7%	9%
Female	41%	82%
Disability	5%	9%
Lesbian, gay, bisexual	15%	0%
Religion (not Christian)	2%	27%
Age (under 35)	0% (no change)	0%

Turnover in the last two years

There has been a turnover of six appointees at Board level (all in 2020/21). The figure includes people co-opted. There were four resignations, three in in 2019/20 including the Chair who retired and one in 2020/21.

There was 0% turnover across the Senior Management (Executive Team).

Tenure for a board member

Under the new NHF Code of Governance 2020, we have adopted a six year maximum tenure with option to extend where there is a business case to do so.

Registered charity

Riverside is an Exempt Charity registered under the Co-operative and Community Benefit Societies Act 2014 (C&CBSA) (Registration number: 30938R) and with the Financial Conduct Authority as a Society. Housing associations which are charitable Registered Societies under the C&CBSA are exempt from registration with the Charity Commission.

91%
of the board are non-executive directors and **9%** are executive directors

- We have two board members on the Audit Committee with recent and relevant financial experience. This represents 40% of the committee.
- We have no current executive directors on the Remuneration Committee. Both members are non-executive directors.

Succession plan

A Succession Strategy and Plan is in development following adoption of a new six year maximum tenure rule under the new Code of Governance.

Succession Planning is overseen by the Governance and Remuneration Committee which receives a standard report at each meeting on Board and Committee Membership matters including planning for movements.

Auditors

We will be undertaking a tender exercise to appoint a new audit firm for the 2021/22 financial year.

It should be noted that our external audit partner does not provide any consulting or tax advice. Tax services are provided by Price Waterhouse Coopers and re-tendered every five years.

Handling conflicts of interest at the board

The Governance Policy includes a statement on conflict of interests that Board Members must always put the interests of the organisation before their own personal interests. This is also captured in the Code of Conduct and Agreement for Services each member must adhere to. Interests are reviewed annually. There is a standing item on each agenda for declaration of interests and a comprehensive report on interests submitted to Board annually as well as a reminder of Board Member obligations (which includes management of interests) submitted annually to the Board and committees (as well as subsidiary boards)

- We're currently undertaking a independently-run, board-effectiveness review facilitated by Campbell Tickell. The last external review was undertaken in 2017.
- We have two different people in the roles of the chair of the board and CEO.

Staff wellbeing

This theme seeks to assess how colleagues are supported and how their wellbeing is considered.

- We're a Real Living Wage Employer
- Our Gender Pay Gap is 10.4% (mean) and shows a median rate of 4.8%.

CEO-worker pay ratio

- Median ratio (50th quartile): 10:1
- 25th quartile: 13:1
- 75th quartile: 7:1

Supporting the physical and mental health of colleagues

We have a number of policies which support our colleagues physical and mental health. Generally these outline how we can support colleagues – paid leave, training, EAP, mental health champions and reasonable adjustments, the responsibilities of colleagues and managers and how we will monitor this i.e. annual risk assessments and reporting of sickness absence.

- Workplace Stress Policy and Guidance
- Health Surveillance Policy
- Personal Safety Policy
- Hand Arm Vibration
- Night Working Policy
- Noise at Work Policy
- Display Screen Equipment Policy
- Menopause Guidance
- Fertility Treatment Guidance
- Reasonable adjustments policy – applicable to all colleague not just those with disabilities



In addition to policy, we have a wide range of initiatives, programmes and support networks.

- ‘Ways to Wellbeing’ is a hub for mental and physical health including FAQs, PPE guidance, staying safe mentally and physically.
- 240 Mental Health Champions (MHC) located nationally across the organisation. The majority of these are trained in Mental Health First Aid.
- A virtual MHC Toolkit held on our Intranet
- ‘My Stories’ from colleagues who may be suffering from mental health related conditions.
- Colleague peer support groups including those focusing on bereavement, cancer, and Crohns Disease. A menopause support group will hopefully be launched later in 2021.
- Encourage regular 1:1’s between line managers and their staff highlighting health and wellbeing and built into performance management.
- **Enable** is Riverside’s staff group which supports colleagues who have a disability or illness. It also promotes wellbeing across the organisation. It drives forward many of the initiatives to ensure an inclusive workplace. It also supports the MHC by providing training and guidance.

11.5 days

Average number of sick days taken per employee

Supply chain

This theme seeks to assess if Riverside procures responsibly.

Social value – procurement

We ask a weighted qualitative question as part of our tender process on social value.

Our social value is aligned to three priority areas:

- **Employment and opportunities:**
Supporting people to fulfil their potential by supporting their academic and professional goals through support, training and volunteering opportunities.
- **Neighbourhood and environment:**
Ensuring our communities remain sustainable, inclusive and safe places for people to live, work and play, and which inspire a sense of neighbourhood pride and togetherness.
- **Supporting people facing challenges:**
Giving people facing challenges in our communities and schemes the opportunity to improve their health, wellbeing and inclusion, and to maintain a safe and stable home.

At the present time, a working group is delivering an action plan to improve how we communicate our social value priorities to our partners; how we effectively extract social value from our contracts; and how we robustly monitor and report on our social value.

Environmental impact – procurement

We ask a weighted qualitative question as part of our tender process on environmental impact.

We offer our colleagues two days volunteering a year to support environmental, community or any other causes





Get in touch or find out more

📞 www.riverside.org.uk
email: info@riverside.org.uk
Follow us on Twitter @RiversideUK

Customer Service Centre

📞 **24** hours, **365** days a year. So you can call at the weekend or even on Christmas Day
0345 111 0000

🗣️ Speak to a member of our team

📞 We are happy to accept **Relay UK** calls.

The Riverside Group Limited

Registered Office:
2 Estuary Boulevard,
Estuary Commerce Park,
Liverpool L24 8RF

A charitable Registered Society under
the Co-operative and Community
Benefit Societies Act 2014

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