



Sustainability Strategy 2023-26





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Introduction



Introduction and Objectives

This is Housing Solutions’ first Sustainability Strategy, it outlines our approach to sustainability over the next three years and the steps we want to take towards a more sustainable future.

Our Sustainability Strategy flows from our Corporate Strategy, which states:

‘in years to come we also aim to drive sustainable long-term change in our communities. That includes the homes we provide and the people who live in them. Reducing their carbon emissions is non-negotiable’

The direction of travel aligns with our Corporate Strategy ‘Sustainable’ theme,

which reflects the strategic thinking and shared purpose. This strategy has been co-created with all our stakeholders, including residents, our people, Board and local authority partners.

Our Sustainability Strategy focuses on achieving positive outcomes for existing and future residents as well as for colleagues, partners and the wider community, setting out our roadmap for how we will achieve our goals.

Our sustainability objectives wraps around our other strategic aims including our People, Resident Engagement, Digital & Data, Asset Management and Development priorities.



Our Sustainability Strategy is aligned to meet our Corporate Strategy Mission: ‘to make our residents proud of where they live and our colleagues proud of where they work’ We are committed to doing everything we can to minimise the impact we have on the environment, deliver social value and support our local communities.

Our established Sustainability Workstream Group, led by executive and senior managers, will form a key part in shaping and developing our activities, monitoring and reporting progress to the Board.

National & Local Context

When setting this strategy we looked at the various factors that influence our organisation. These are detailed below:

Political

The UK government has the power to limit the increases that can be applied to our rent roll. For 2023/24 this has been restricted to 7% - this is 4% lower than previous legislation had allowed for

In line with the international obligations under the Paris Agreement the government has legislated for the UK to reach net zero carbon emissions by 2050, with intermediary targets of a 68% reduction by 2030 and a 78% reduction by 2035 (compared to 1990 levels)

The government's Clean Growth Strategy set the target for all fuel poor homes to reach EPC Band C by 2030. Only 29% of the country's housing stock is EPC C and above, and there is very little funding available for the huge amount of retrofitting required in order to achieve the 2030 targets

UN Sustainable Development Goals – adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development, which set out a 15-year plan to achieve the goals

The government's Heat & Buildings Strategy, published in October 2021, sets out a ban on the installation of gas and oil boilers in new build homes from 2025, with low-carbon heating systems replacing them. The strategy also proposes ending the installation of gas boilers in existing homes from 2035

Reactions post Grenfell, and the death of Awaab Ishak has brought about massive calls for investment in existing stock. As a result of this, the housing association brand is very weak with all major political parties

Economic

The limit on rent increases results in reduced income for the organisation, which compound over the life of our Business Plan

The combination of the UK's exit from the EU, Covid-19 and the war in Ukraine have created an uncertain economic climate

High inflation impacting operating costs and the cost of debt

Material and labour cost inflation/shortages

Reduction of the Feed In Tariff in relation to PV panels

The impact of the cost of living crisis on our residents is disproportionately high. Poor people are getting poorer; poverty and inequality is on the rise

Environmental	The real effects of climate change, such as forest fires, heat waves (such as that experienced in the UK in 2022), droughts, floods, more extreme weather patterns such as severe storms and rising sea levels
	A 1.5 degree rise in global temperatures is already unavoidable and extreme climate events including flooding, wildfires and draught, are being attributed to human-caused climate change
	The RBWM Strategic Flood Risk Assessment indicates that significant parts of the borough are at risk of flooding from a number of sources, including river flooding, localised runoff, sewer and groundwater flooding
Social	Costs of renewable energy – there is uncertainty as to whether costs will continue to fall as investment moves away from fossil fuels
	Financial inequality – financial and social which require a greater call on our resources
	Cost of living crisis causing people to have to have to rely on charities and food banks
	Disproportionate impact on residents of soaring energy costs
	Focus on providing homes for the most disadvantages people in our communities
	Better insulated homes keep fuel costs down for residents
	Demand for new affordable homes remains high
	An ageing population but a reducing social provision
	The rise of poverty, inflationary crisis, and the mutual need exposed by COVID have heightened awareness of collective isolation. Wage stagnation and strike actions have revived the labour movement. At the same time an explosion of social messaging, video conferencing and local connections forged by lockdowns have enabled organising and mobilising for and against issues much easier for community groups
	The outcome of COVID lockdowns, isolation and home working has brought about an increased need for open spaces, and increase space standards for homeworking.

Technological

AI technology replacing our traditional methods of delivering services

Advancements in energy technology allowing us to support sustainable living e.g., smart meters, air source heat pumps

There has been a surge in electric vehicle usage in the UK, however the infrastructure to support this remains behind this curve

Communities and individual residents are digitally empowered, and raise the alarm with little effort, but to maximum effect e.g. Google reviews, local social media groups

Legal & Regulatory

Social Housing White Paper published on 17th November 2020 presents a charter setting our seven commitments that social housing residents should expect from their landlord. The overarching themes are building and resident safety and resident voice

The overall regulatory framework, including greater emphasis on Consumer Standards and Tenant Satisfaction Measures, with new regulations emerging and a strengthened Housing Ombudsman

Within the framework, the target to maintain our G1 / V1 rating



Housing Solutions Materiality Survey

To support the development of this strategy we wanted to understand what was materially important to our Board, leadership, residents, stakeholders, and staff, when thinking about sustainability. We achieved this by commissioning a Materiality Assessment Survey in July 2022. Materiality is the principle of defining the social, environmental and governance topics that matter most to the organisation and its stakeholders.

The survey asked respondents to consider 20 specific areas based upon the Sustainable Reporting Standard for Social Housing (SRS), grouped into environmental, social and governance themes. We used the assessment to:

- Identify how important each material topic was to relevant stakeholders
- Compare those against the material impact on the organisation
- Enable the organisation to prioritise those material topics as part of our wider Corporate Strategy and the development of the Sustainability Strategy

The outcome for all stakeholders collectively is demonstrated in the matrix shown below.



It is important to note that all of the items included in the survey are valuable elements of a holistic approach to sustainability. The aim of the survey is to understand how stakeholders prioritise them relative to one another, rather than in absolute terms. Viewed within this context, those priorities of greater focus for stakeholders were:

- 1.Meeting our responsibilities to protect residents and keep properties safe
- 2.Providing affordable homes
- 3.Keeping our residents and our people as safe as possible from crime and harassment
- 4.Strong governance and financial viability
- 5.Recruiting and retaining high calibre people
- 6.Overall energy efficiency of homes

Many of the priorities identified, and our approach to these, are captured within existing strategies, including the Corporate Strategy, Asset Management, Resident Engagement, Digital & Data, and People Strategy.

The outcome of the survey shows us that, in general, the social theme of ESG featured prominently for all stakeholders as being materially important. The survey has been a key component in the development of this strategy , helping us to identify and prioritise material topics.



Our Sustainability Frameworks



SHIFT Environment Assessment

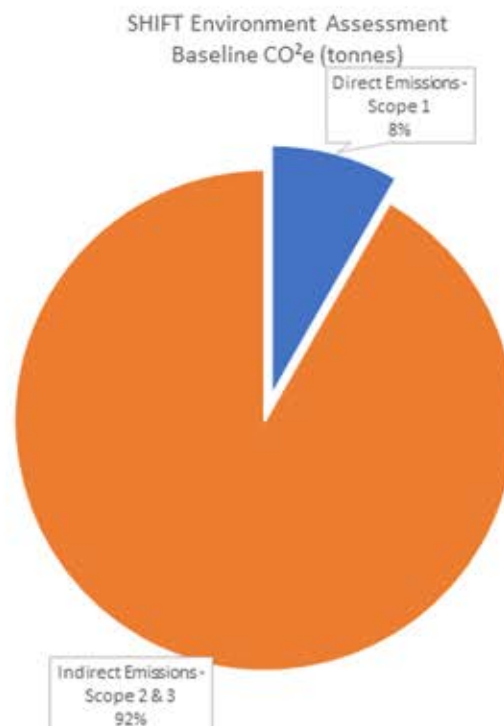
SHIFT – Sustainable Homes Index For Tomorrow is specifically for social housing landlords, providing a bespoke tool and calculator used to assess the full environmental impact of activities and providing science based targets to achieve net zero carbon. The assessment assigned a rating to recognise what the organisation has achieved and demonstrates the organisations environmental credentials.

In order to understand our current position regarding the environmental impact that our business operations have, in September 2022 we commissioned SHIFT to undertake an environmental assessment to allow us to quantify our performance in relation to our existing homes, our new homes, our business premises and our supply chain.

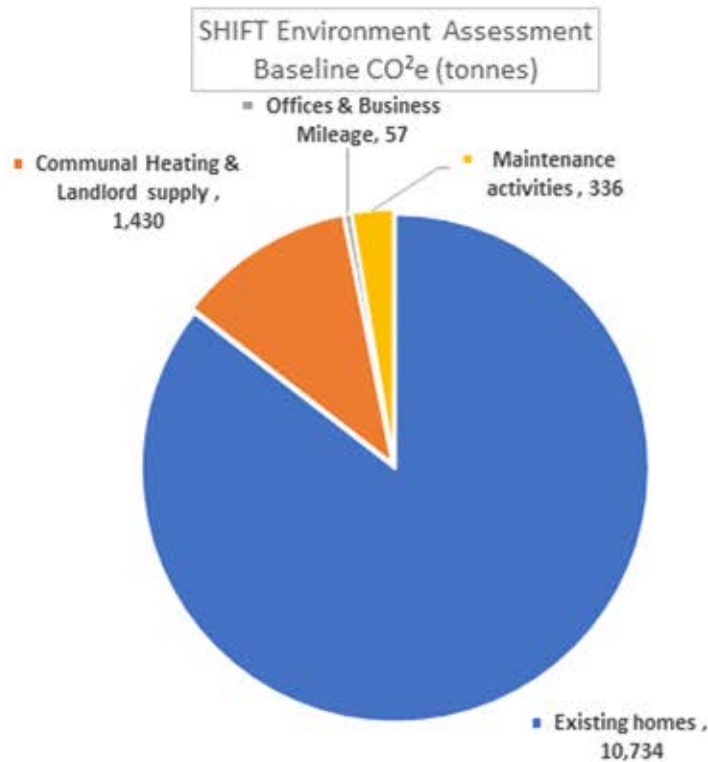
The SHIFT assessment provides a comparison of what ‘good’ looks like across the housing sector and helps to support the formulation of specific targets and priorities to focus on. It allows us to improve our sustainability and environmental performance in the future.

As an outcome of our first assessment Housing Solutions achieved the SHIFT Silver standard, which is a positive introductory score and provides us with a solid foundation to progress and target the Gold and Platinum standards in time. Housing Solutions rank 19th out of the 40 most recent SHIFT assessments.

The graph below shows the assessment of our baseline emissions. The graph depicts how our emissions are split between Scope 1, direct emissions, which are emissions from sources owned or controlled by us, and Scope 2 and 3, indirect emissions which are those generated from purchased energy, or that are as a consequence of our activities, but from sources not owned or controlled by us.

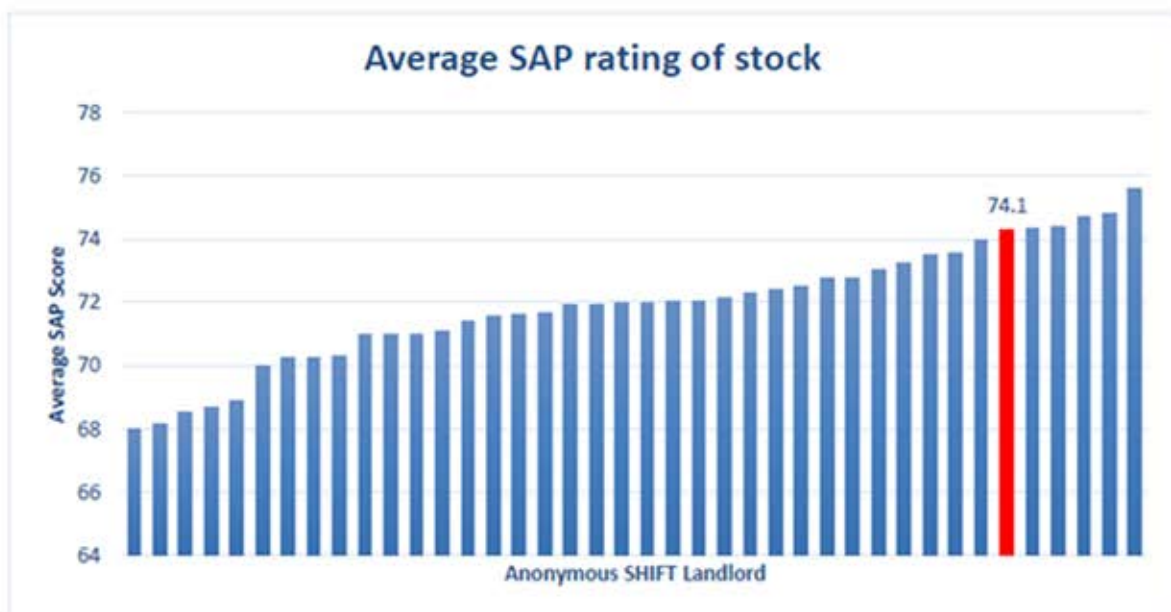


The graph below, shows these emission broken down into their operational sources, such as our maintenance activities and emissions generated from our properties.

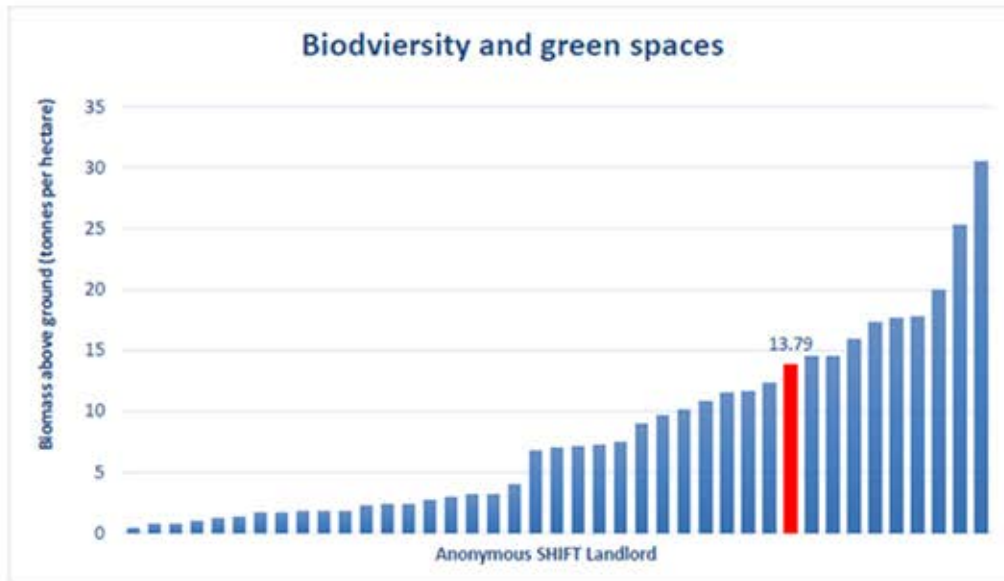


The assessment showed us that:

- The carbon emissions performance of our existing homes, based on average SAP rating, is very good, and already at the level required to achieve a SHIFT Platinum grading, and 77% of our housing stock is rated at EPC level C or better.



- The carbon emissions from our offices are also well within the levels required to achieve SHIFT Platinum
- The environmental impact of our office staff using their vehicles to carry out their jobs is almost at a carbon neutral level
- Our biodiversity performance is exceptional. Access to green spaces and biodiversity can deliver major benefits to health and wellbeing, and we have already achieved the long-term intensity targets that SHIFT recommend for organisations



- 100% of our residents have access to energy efficiency advice via our customer portal and website
- 100% of our residents are engaged with domestic recycling initiatives that are published on our digital channels
- 15% of our properties have access to cycle storage facilities which helps to support the reduction of carbon emissions
- Almost three quarters of our stock is at low risk of overheating
- 96% of the new homes we have built in the past two years have an EPC rating of B

The assessment also helps us in understanding the areas to focus on to improve our emissions or environmental performance. These include:

- Engaging with our supply chain to encourage improved environmental performance. As well bringing an enhanced local environment for residents and staff, there are financial benefits, such as contractors cost savings from using more efficient transport, which could be passed to us
- Investment planning for communal heating and energy usage. The road map for net zero is similar to that required for domestic properties, in that energy efficiency should be pursued
- Enhancing our environmental data recording such as recording water efficiency measures and in-property recycling facilities in stock condition surveys to inform future upgrade plans
- Improvement in our office sustainability measures, such as water and energy usage together with increasing recycling

ESG Scorecard

The Sustainability Reporting Standard for social housing is a voluntary disclosure framework for social housing providers to report their environmental and social impact, and their governance arrangements (ESG) in a transparent, consistent, and measurable way. The Standard has been developed in collaboration with lenders, investors and social housing providers. Currently around 78 housing providers have formally adopted the reporting standard, which also has around 37 adopted investors and lenders.

We believe the Sustainability Reporting Standard for Social Housing offers a powerful tool to enhance how we understand, demonstrate and manage our impact on people and the planet. We are deeply invested in the communities and the places we serve, and have a long-term interest in seeing them flourish and prosper.

Much of why we exist aligns with SRS values, and SRS in turn can help us measure, demonstrate and communicate our purpose and impact to the wider world. In its current iteration, the SRS presents 12 themes and 48 criteria for ESG reporting by housing associations. 2022 marked the start of our SRS reporting journey, assessing how we are already creating a better and more sustainable future.

Through our hard work and commitment we already perform well when comparing against the SRS standards, our areas of strength are:

- G1 V1 organisation
- S&P credit rating of A+ Stable
- 81% of our homes are at social rents
- Low levels of arrears and complaints
- 96% of our staff consider work a safe place
- 100% of our new homes developed are EPC B
- 100% decent homes and a rolling 3-year stock condition survey programme
- 99.98% of our rented homes have a valid EPC and our properties have an average SAP rating of 74 with almost 78% being rated EPC C or better
- We engage with residents on scrutiny and improvement through a number of different channels, including formal panels and an e-panel of almost 150 residents

Our assessment against the scorecard also highlighted areas for us to focus on:

- 22% of our properties are EPC D and below, requiring substantial investment to meet future energy efficiency targets
- 95% of our new development is S106 led, where we have less influence on design and sustainability features
- We will need to leverage third party funding, such as future ECO schemes from government to meet climate change targets
- Further enhancing our engagement with residents and their ability to influence and hold us to account for services
- Increasing our community activities to create places that promote health and wellbeing
- Further improvements to social value creation through procurement

We are committed to formal adoption of the Sustainable Reporting Standard for Social Housing and publishing our first ESG report in 2023.

One Planet Living[®] Principles

One Planet Living Principles[®] is a framework of ten principles developed by Bioregional, a charity and social enterprise. One Planet Living[®] is the Bioregional framework for achieving its vision of a world where we can live happily within the Earth’s resources.


As part of our approach to sustainability we are using the One Planet Living[®] principles created by Bioregional, and our objectives and goals are aligned to the principles.

- 

Health & Happiness – encouraging active, social, meaningful lives to promote good health and wellbeing
- 

Equity & local economy – creating safe, equitable places to live and work which support local prosperity and international fair trade
- 

Culture & community – nurturing local identify and heritage, empowering communities and promoting a culture of sustainable living
- 

Land & nature – protecting and restoring land for the benefit of people and wildlife
- 

Sustainable water – using water efficiently, protecting local water resources and reducing flooding and drought
- 

Local and sustainable food – promoting sustainable, humane farming and healthy diets high in local, seasonal organic food and vegetable protein
- 

Travel & transport – reducing the need to travel, encouraging walking, cycling and low carbon transport
- 

Materials & products – using materials from sustainable sources and promoting products that help people reduce consumption
- 

Zero waste – reducing consumption, reusing and recycling to achieve zero waste and zero pollution
- 

Zero carbon energy – making buildings and manufacturing energy-efficient and supplying all energy with renewables

Local Partners

Many of our local authority partners have declared a climate emergency and put in place their strategies and plans for achieving net zero carbon. Taking this further, our closest local authority partner, Windsor & Maidenhead, has established a pioneering Climate Partnership, bringing together private and public sector organisations and community groups. Still in its infancy, the Partnership is a Community Interest company and aims to ‘be an exemplar of how local boroughs can enable stakeholder leadership and community accountability to achieve climate and wellbeing goals’. Following positive discussions with the lead local Councillor and the Executive Chair of the Partnership, we are keen to find ways to work together on uniting our communities in tackling climate change.

In developing this strategy we surveyed our stakeholders, including our local authority partners, the outcome on material sustainability issues have been incorporated into the objectives of this strategy.

We aim, wherever possible, to work with our local authority partners and other established groups to share best practice and innovation, bringing this together with our residents and the wider community to advance projects that will contribute positively towards improving the natural environment and deliver on our strategy targets.



Our Progress & Developing the Strategy



Our Progress & Developing the Strategy

The graph below illustrates the journey towards the delivery and development of the Sustainability Strategy.



We have already made strong progress across a number of areas. All of these demonstrate our commitment to improving our environmental impact and our sustainability as a resident and community focused organisation.

- 100% of the new homes we have built in the last three years are rated at EPC B
- 97% of our properties are within EPC bands A - D
- The average SAP score of our properties is 74 which is above the sector average
- We have installed photo-voltaic solar panels at 800 of our properties, which result in lower energy bills for our residents
- ECO3 funding providing cavity wall insulation to over 200 homes
- 100% of our properties meet the Decent Homes Standards
- We have installed smart lighting at our business premises to reduce our energy usage
- We have enabled 1,350 residents to access online services through the provision of free Wi-Fi
- Our carbon footprint has been reduced through moving our servers to the cloud; this is further supported through the implementation of digital signatures and the associated reduction in paper usage
- Utilising government Work Place EV Infrastructure Grant, we are installing six EV charging points at our office premises

SWOT Analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • We are a G1 V1, A+ Stable organisation • Long term financial facilities secured to deliver our Business Plan • Over 77% of our stock is EPC C or better • Good property data to inform investment strategies • 3-year rolling stock condition survey programme • Good understanding of our emissions baseline • Excellent relationship with local authority partners • 100% decency • In-house maintenance team • Embedded organisational values, supported by co-created Spirit of Housing Solutions • 80% of our homes are for social rent • Low arrears • Commitment to digital & self-serve • Investment in cyber protection technology • Over 150 involved residents, working with us to review, scrutinise, and improve our services 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • High debt levels for our size and need to leverage third party funding to achieve NZC targets • 22% of our stock is EPC D or worse, requiring significant investment • COVID lockdowns impact, resulting in repairs backlog • Resident satisfaction particularly among homeowners remains low at 54% • 95% of our new development is S106 led, meaning we have limited ability to influence design or energy efficiency • Achieving social value through procurement • Understanding of the environmental performance of our supply chain
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Maximising social value through our procurement activities • New software, ARK, will enable the development of a robust disposal strategy • Partnership working with local community groups, charities and local authorities • Potential access to government Decarbonisation funding from 2024 • Understanding and promoting our ‘unit of currency’ • Residents and staff have a sense of urgency, ideas and desire to influence our sustainability journey • Enhancing our resident engagement activities further, providing more opportunities to influence services 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Significant competition in recruitment for skilled tradespeople and other specialisms • Strengthen Consumer Regulation • Competing demands on our financial resources – decent homes, decarbonisation (EPC C by 2030) • Renewed regulatory focus on investment commitments and potential for regulatory downgrades • Limited public funding for large scale retrofit programmes • Continued evolution and sophistication of cyber and ransomware attacks

Where we aim to be

We have made strong progress in a number of areas and have established a range of robust frameworks that will guide the next steps on our sustainability journey. Having now identified and prioritised what is materially important, we have set out objectives for the next three years to continue to improve our sustainability impacts. Our objectives and targets fall within five distinct themes:

1. Safe & affordable homes

We are committed to ensuring our residents are as safe as possible, whilst providing homes that meet the needs of our residents and communities. We aim to improve the safety of our estates and new homes by supporting and working with our residents. We will be a visible and active presence in our communities, providing opportunities for residents and community groups to come together. We aim to collaborate and form lasting partnerships to deliver new, sustainable homes for our residents of the future.

2. Governance & Workforce

The materiality survey highlighted the importance to all stakeholders that we maintain our record of good governance. Our sector landscape is changing and we are determined to continue to successfully meet these challenges, delivering on our Corporate Strategy and the expectations of residents and the Regulator of Social Housing. Our Equality, Diversity & Inclusion Strategy sets out how we aim to be an organisation that embraces diversity and the positivity this can bring to how we interact with our residents and staff. We will build upon this and our new Resident Engagement Strategy, to ensure and enhance the voice of our residents.



3. Net zero carbon

Our Corporate Strategy sets out our headline commitment to build new homes that will meet zero carbon targets, whilst recognising the larger challenge, and investment required, in improving the energy efficiency of our existing homes. We aim to achieve 100% of our existing homes to be EPC rating of D or better by 2025/26, setting us on track towards achieving EPC C or better by 2030 and net zero carbon 2050.

4. Social commitments

Sustainability is much more than reducing carbon emissions, it is about creating sustainable communities and services that benefit our residents and colleagues, in order to achieve our Corporate Strategy mission of ‘residents being proud of where they live and colleagues proud of where they work’. Our new Resident Engagement Strategy sets out our plan for working in partnership with our residents to achieve our corporate mission. The Sustainability Strategy builds further on this, aiming to focus on key areas such as anti-social behaviour and digital inclusivity, that can positively improve conditions for our residents, whilst also maximising our corporate social responsibility commitments.

5. Green spaces & biodiversity

We know how important the quantity and quality of green space is to our residents, access to green spaces and biodiversity can deliver major benefits to our health and wellbeing. Green spaces also support air quality improvement, flood attenuation and cooling during heatwaves. Working together with our residents and stakeholders we aim to enhance biodiversity features across our green spaces such as creating community growing gardens, tree planting and introducing wildflower areas.



How the Board will monitor and review progress

The Board shape the vision and have overall accountability for the delivery of the strategy. In particular, this means the Board will monitor the progress of the strategy. We will report to the Board annually on progress against the objectives and measures set within the strategy.

How we will inform stakeholders of performance & progress against our objectives

As part of our Annual report, we will include performance against our sustainability objectives for each year, providing an assessment of what we achieved or did not achieve.

We will publish our performance against the objectives both internally and externally, via our intranet and website, and we will publish our achievements against the strategy within the report to residents each year.



Our Sustainability Objectives



Objective 1: Providing safe, affordable housing

Our materiality survey made it clear that meeting our safety responsibilities, and providing affordable homes were viewed as a key priorities for all our stakeholders. Our current safety performance is very strong – we report 100% compliance each month on gas safety, legionella, fire alarms and asbestos amongst other things. Our commitment to property compliance demonstrates our ability to provide safe housing for our residents.





Our residents have the right to live in homes that are safe, affordable and sustainable, and they are suited to their needs. When setting rents we will consider the long term affordability of our homes for our residents, particularly for our residents in receipt of benefit and affected by benefits limited to Local Housing Allowance. One of our primary objectives around our tenancy offer is that we work with residents to sustain tenancies, recognising this creates many benefits, not only for the individual residents and their families but also for the wider community. We will continue to work with our residents who may be facing financial difficulties or other challenges to help them sustain their tenancy, whilst ensuring their home continues to meet their needs. We know how important a stable home is, and where it is necessary for someone to move home due to changing needs, the option of remaining in or close to their existing community is made available.




We are also committed to reducing the amount of avoidable waste that is generated across our property stock. We have promoted waste efficiency via our digital channels and will now focus on the recommendations from our SHIFT assessment in relation to improving waste efficiency.

The increase in energy costs places large numbers of society at risk of falling into fuel poverty, and social housing residents are particularly at risk of this. To combat the risk of fuel poverty we have created a resident support fund, the purpose of which is to support sustainable tenancies. As fuel prices have risen we have been protected from the very worst increases due to entering into multiple year contracts with energy brokers. However, we need to ensure that our procurement is effective in the future to secure the best contracts available for our energy requirements.

Our Development Strategy outlines our commitment to building new homes for local residents. These homes must be well-designed, sustainable and fit for the future – meeting the aspirations of our residents through being economically easy to maintain and live in. We have committed to reviewing our design standards to ensure that our new homes embrace the benefits that result from technological change.

We will also ensure that we are actively involved in future Government grant initiatives in relation to decarbonisation – which provide funding specifically to improve the energy efficiency of domestic dwellings.

Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 1: Safe & Affordable Homes							
Targets:							
Safety	Director of Property & Development Safety Compliance Date	100% decent homes and 100% compliance gas, electrical, asbestos, legionella, lifts and fire	Corporate Strategy	100% safety & Decent Homes compliance	100% safety & Decent Homes Plus compliance	100% safety & Decent Homes Plus compliance	
Reducing avoidable waste	Director of Property & Development Fly tipping	607 fly tipping incidents recorded	N/A	5% reduction in fly tipping incidents	10% reduction in fly tipping incidents	15% reduction in fly tipping incidents	
Improvements to property conditions to target interventions and property improvements	Director of Property & Development No of sensors fitted to properties	-	N/A	Trial of environmental sensors completed	15 sensors installed	30 sensors installed	
Newly developed homes to include sustainable heating systems such as mechanical ventilation heat recovery (MVHR)	Director of Property & Development No of new properties fitted with sustainable heating	-	N/A	-	3 new homes delivered to be fitted with sustainable heating	3 new homes delivered to be fitted with sustainable heating	

Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 1: Safe & Affordable Homes							
Targets:							
Decarbonisation funding (ECO funding)	Director of Property & Development Apply for future rounds of Government funding	No funding accessed presently	N/A	-	Access the latest eco funding round	ECO4 funding secured	
Tenancy Sustainment	Director of Resident Services & Community Number of evictions (or abandonments) related to affordability	15 evictions due to arrears (2021/22)	N/A	10% reduction in evictions due to arrears	10% reduction in evictions due to arrears	15% reduction in evictions due to arrears	
Tenancy Sustainment	Director of Resident Services & Community Increase resident access to financial assistance	£172,000 of additional welfare benefit support secured (2021/22)	N/A	£170,000 additional financial assistance	£180,000 additional financial assistance	£180,000 additional financial assistance	




Objective 2: Governance & Workforce



Our materiality survey highlighted how important good governance and financial viability are to our colleagues, residents and stakeholders. The benefits of being a well governed organisation are substantial. Financial institutions are favouring well run, socially responsible businesses, and are looking for organisations that can enhance their social and green credentials. In order to put us in the best possible position to financially support achievement of our sustainability objectives, our G1 V1 regulatory grading and A+ credit rating are therefore imperative, particularly in the current volatile economic environment.

Coupled with this, the Regulator of Social Housing has renewed its focus on Consumer Standards, and in preparation for the enactment of the Social Housing Regulation Bill, is reshaping consumer regulation with key themes including, transparency, engagement and accountability to residents. It is expected that the new regulatory regime will be fully active by April 2024.

We also know from the materiality survey that our colleagues are driven by minimising the harmful impacts on the environment, delivering social value and supporting the communities in which we live and work. We also know that to achieve the government’s net zero carbon targets, how we do things will need to change, from how we maintain our homes to how we interact with our residents. We need to demonstrate our commitment to sustainability to attract and retain people with the right skills and provide the opportunities for training to embrace the drive for a more sustainable future.

Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 2: Governance & Workforce							
Targets:							
Adopt and report against the Sustainability Reporting Standard for Social Housing	Director of Corporate Services Formal SRS adoption completed & report published	ESG Scorecard approved by Board on 2 March 2022	N/A	2022/23 ESG Report published	ESG Annual Report published	ESG Annual Report published	

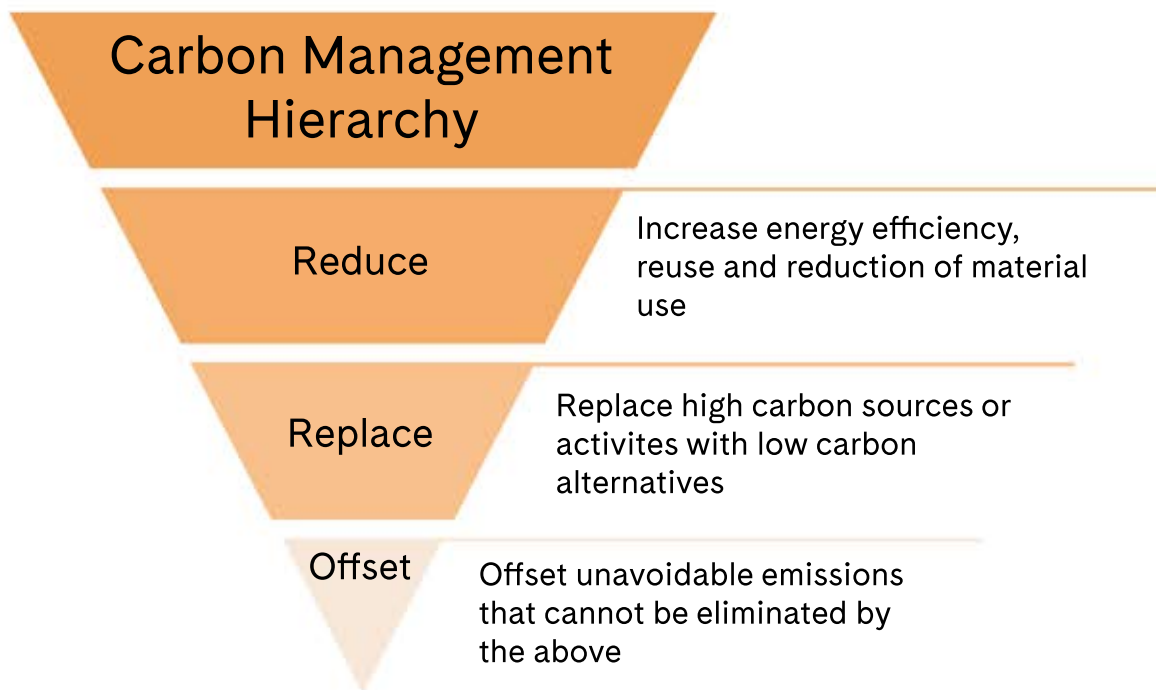
Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 2: Governance & Workforce							
Targets:							
Targeted engagement with diverse community groups who can act as critical friends, enhancing our understanding of issues and taking actions to address these	Director of Resident Services & Community Community group engagement activities	-	EDI Strategy	4 targeted community engagement events held	6 targeted community engagement events held	8 targeted community engagement events held	
Enhancing the voice of the resident	Director of Resident Services & Community % of residents that feel Housing Solutions listens and acts on their views	66% of residents feel Housing Solutions listens and acts on their views (2019 HYS survey)	N/A	70% of residents feel Housing Solutions listens and acts on their views	75% of residents feel Housing Solutions listens and acts on their views	80% of residents feel Housing Solutions listens and acts on their views	
Enhancing the voice of the resident to ensure residents have direct input and influence into services	Director of Resident Services & Community No of resident led scrutiny projects	8 SIT panel meetings, 3 Community living panel meetings, 12 e-panel consultations and 5 interview processes residents have been involved with	Resident Engagement Strategy	10 resident led scrutiny events	15 resident led scrutiny events	20 resident led scrutiny events	

Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 2: Governance & Workforce							
Targets:							
Develop and retain a workforce fit for the future	Director of Corporate Services % of colleagues satisfied with learning & development opportunities	72% of colleagues satisfied with learning & development opportunities	People Strategy	80% of colleagues satisfied with learning & development opportunities	85% of colleagues satisfied with learning & development opportunities	85% of colleagues satisfied with learning & development opportunities	
Develop and retain a workforce fit for the future	Director of Corporate Services Role based sustainability training delivered	-	N/A	Sustainability training programme launched	Sustainability training incorporated into induction programme	Refresher sustainability training to all staff	

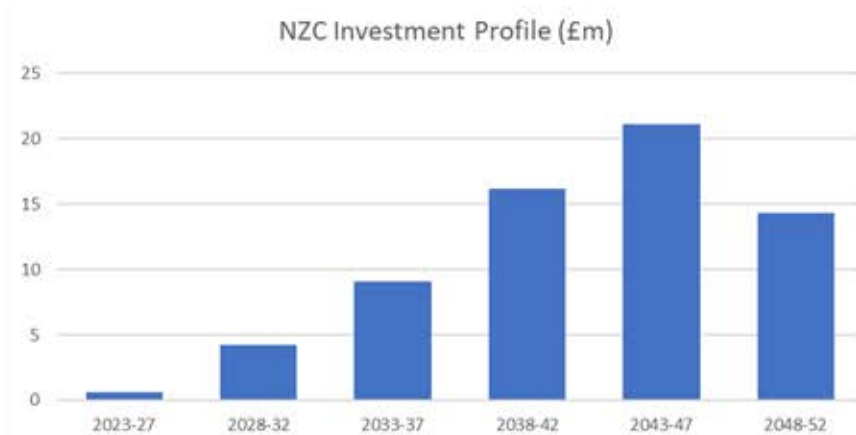


Objective 3: Net Zero Carbon Commitment

With the ever increasing number of extreme climate events, such as fires, floods and heatwaves, the need for a more sustainable planet is never far from the news. Net zero carbon means not only the near elimination of emissions from our carbon footprint, with any remaining, unavoidable emissions being ‘offset’ to achieve a net zero balance, but will also directly positively impact on the global environment. Our approach to net zero carbon is based on the energy hierarchy, which balances the need to reduce emissions whilst ensuring our homes are affordable for residents to heat and power. We will prioritise energy efficiency to reduce demand, and transition from traditional fossil fuels, such as gas, to using low carbon energy sources.



To help meet the challenge of achieving the Government’s high-level commitment for all housing associations to be Net Zero Carbon by 2050, in 2020 we commissioned ARK Consultancy to undertake an initial review of our housing stock and to assess the investment required to meet the 2050 target. This assessment indicated an investment requirement of £62m (pre-inflation) before 2050, and this is fully funded within our Business Plan, the spend profile is demonstrated in the table below.








EPC Bands	% of Properties
A	0.73%
B	28.03%
C	49.18%
D	19.79%
E	1.96%
F	0.19%
G	0.09%
No EPC	0.02%
Grand Total	100%


Initially, we will focus on a fabric first approach, undertaking works that return the greatest carbon saving on the investment made. In most cases the long-term effect of these works will be to reduce the overall energy costs for the home, going some way to addressing the increasing levels of fuel poverty being experienced by our residents.

We have up-to-date EPC’s for 99.98% of our homes, and as demonstrated through the SHIFT assessment the energy performance of our homes is good. Of our 4,638 homes for which Energy Performance Certificates are required, 77.94% are in bands A to C (SAP rating 80 or higher). The 2.24% of homes in bands E, F and G are older properties in rural areas, without mains gas, many with elderly, long-term residents. We are working proactively with those residents to encourage them to accept improved heating systems and insulation.

However, not all properties can be effectively improved to a satisfactory SAP rating. The costs involved would adversely and disproportionately limit our ability to complete other works. We will assess these properties against our disposal policy, with a view to their potential disposal or re-development.

Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 3: NZC Commitment							
Targets:							
Improving energy performance of our existing properties	Director of Property & Development EPC D or better	97.73% EPC D or better	97% corporate strategy	98%	99%	100%	

Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 3: NZC Commitment							
Targets:							
Comprehensive and holistic approach to asset appraisal & disposal	Director of Property & Development ARK software results	ARK software package implemented	-	Launch the ARK software and develop Disposal Strategy	Implement the Disposal Strategy	Recycle capital receipts from Disposal Strategy into new energy efficient homes	
Enhancing our data to provide accurate emissions data and to target future investment	- SHIFT re-assessment	SHIFT Silver	-	SHIFT Silver	SHIFT Gold	SHIFT Platinum	
Development of new homes to include EV charging ready infrastructure	Director of Property & Development % of new homes EV charge ready	-	Development Strategy	-	-	20%	
New homes built on our own land to reach EPC A	Director of Property & Development % of new homes EPC A	100% new build homes EPC B	Development Strategy	Development identified for EPC B or better	tbc new homes delivered at EPC B or better	tbc new homes delivered at EPC A	

Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 3: NZC Commitment							
Targets:							
New homes to be designed to achieve net zero carbon with no retrofitting	Director of Property & Development % of new homes NZC ready	-	Development - Strategy	-	-	50% of new homes	
Reducing our carbon emissions through digitisation	Director of Corporate Services Reduction in use of paper	tbc	15% reduction in use of paper from 2021 position Corporate Strategy	20%	30%	50%	





Objective 4: Social Commitments

Sustainability is not just concerned with reducing carbon emissions. It also involves improving and enhancing our social commitments, including supporting our residents to help them benefit from advances in technology which help to keep them safe and enhance their tenancy.

The outcome of the materiality survey clearly demonstrated how important keeping our residents safe from crime and harassment was to all our stakeholders. To support this we have ensured that we have dedicated ASB officers within the organisation to address all instances of ASB.

We are committed to our enhancing efficiency and improving our services through utilising digital and data, and our new Digital & Data Strategy outlines how we intend to help our residents and colleagues thrive, by embracing new digital opportunities. Our Housing Solutions app launched in 2022 is a key part of this, and our aim is to continue to develop the app and promote the benefits of digital interaction. But, we will go further, providing information and tools for our residents to interact with us digitally whilst keeping them safe from cyber-crime.

Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 4: Social Commitment							
Targets:							
Tackling anti-social behaviour & reducing crime	Director of Resident Services & Community	81.6% handling (YTD December 2022)	Operational KPIs	80% satisfaction with handling	82% satisfaction with handling	85% satisfaction with handling	
	% satisfaction with ASB handling & outcomes	73.5% outcomes (YTD December 2022)		65% satisfaction with outcomes	75% satisfaction with outcomes	80% satisfaction with outcomes	
Tackling anti-social behaviour & reducing crime	Director of Resident Services & Community	59.3 per 1,000 properties (HouseMark 2021/22)	N/A	58 ASB cases per 1,000 properties	56 ASB cases per 1,000 properties	54 ASB cases per 1,000 properties	
	% ASB cases per 1000 properties						



Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 4: Social Commitment							
Targets:							
Supporting residents to get online	Director of Corporate Services Provision of Wi-Fi	1,535 residents supported to get online via free Wi-Fi (December 2022)	Digital & Data Strategy	Increase by 300 per annum	Increase by 300 per annum	Increase by 300 per annum	
Digital shift	Director of Corporate Services % of residents using Housing Solutions App	19.6% (YTD December 2022)	Digital & Data Strategy	51% App users	55% App users	65% App users	
Digital Inclusion	Director of Corporate Services Digital & cyber training for residents	tbc	N/A	10 hours of training provided	10 hours of training provided	15 hours of training provided	
Corporate Social Responsibility	Director of Corporate Services CSR hours provided by Housing Solutions staff	Baseline to be established 2022/23	People Strategy	60% increase in CSR hours from 2022/23	70% increase in CSR hours from 2022/23	80% increase in CSR hours from 2022/23	



Objective 5: Green Spaces & Biodiversity

We are committed to protecting and managing green spaces for the benefit of our residents and communities. Green spaces not only impact positively on air quality but also help reduce the impact of flooding, and provide cooling during heatwaves. We aim to work proactively with our local authority partners, and charities, and work in partnership to support residents and the community in protecting and enhancing green spaces.

Our strategy aims to improve how we proactively manage our green spaces, with a resident-led approach to delivering community projects. We have 3,500 trees, 4 play areas, and our SHIFT assessment told us that we have around 13.80 tonnes of above ground biomass per hectare of land owned.

We have promoted waste efficiency via our digital channels and will focus on the recommendations from our SHIFT assessment in relation to proving waste efficiency through increasing recycling and thus diverting waste from landfill.

Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 5: Green spaces & Biodiversity							
Targets:							
Enhance our green spaces and biodiversity through working with resident groups to ensure effective use and retention of green spaces	Director of Resident Services & Community Number of joint (with residents) estate inspections completed	1,800 overall estate inspections completed (2021/22)	N/A	25% of estate inspections carried out jointly with residents	25% of estate inspections carried out jointly with residents	25% of estate inspections carried out jointly with residents	
Increase recycling from offices	Director of Property & Development % diverted from landfill	Data unavailable for SHIFT assessment – data to be collated for 2022/23	N/A	10% diverted from landfill	15% diverted from landfill	20% diverted from landfill	

Objective & Targets	Executive Lead & Measurement	Current position - Performance 2022	Other Strategy Targets 2022-2023	Year 1 Target 2023 - 2024	Year 2 Target 2024 - 2025	Year 3 Target 2025 - 2026	One Planet Living Principle
Objective 5: Green spaces & Biodiversity							
Targets:							
Increase recycling from maintenance activities	Director of Property & Development % of maintenance waste diverted from landfill	Data unavailable for SHIFT assessment – data to be collated for 2022/23	N/A	10% diverted from landfill	15% diverted from landfill	20% diverted from landfill	
Work with third parties, such as charities and local authorities partners to deliver community projects such as growing your own/allotments, wildflower gardens	Director of Resident Services & Community Number of partnered activities carried out	28 events held with partners	N/A	30 events	30 events	30 events	





“We are committed to doing everything we can to minimise the impact we have on the environment, deliver social value and support our local communities.”



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