



# Energy and sustainability strategy

2025 - 2030







As a developer of new homes and a custodian of over 36,000 existing homes and 200 hectares of land, we've an important role in addressing climate change and nature recovery.

We need to act to not only address these global challenges, but to ensure that all our customers can benefit from affordable, warm, low carbon homes, which support their wellbeing. Our sustainability journey started in 2022 and focusses on energy and sustainability programmes that benefit our customers and the planet.

In just 2 years we've made considerable progress against our ambitions. We've strengthened our skills, capacity, data, and systems. We've allocated significant long-term investment to improving the energy efficiency of our homes, helping our customers with the cost-of-living crisis. And we've started to deliver some large-scale improvement programmes. But we now need to increase the pace of change in this decisive decade for climate action so that we're delivering energy efficiency, net zero and nature recovery as business as usual.

This strategy builds on our progress to date and will help to ensure that we achieve our ambitions and meet our customers' needs over the next 5 years.

# Our goal

We want our customers to live in warm and healthy homes which are resilient to the impacts of a changing climate. Their homes don't emit carbon, so don't contribute to climate change and are located in places where both people and nature can thrive.

They're supported by a landlord that is committed to achieving net zero carbon by 2050 and is doing all it can to use less resources, waste less and buy better.

We want to:

- Deliver warm and healthy homes
- Create attractive places for people and nature
- Be resilient to climate change
- Waste less, use less, buy better
- Achieve net zero carbon by 2050



# Key to our delivery

The following themes will help us to deliver our energy and environmental outcomes faster and at a larger scale.

## **Our customers are at the centre of the strategy**

Improving the lives of our customers is at the heart of this strategy. We know that if we are going to successfully deliver the strategy, customers must have a key role in shaping how we deliver it. As we act, our customers will have an opportunity to shape our solution to make it right for them. We will ask our customers for ideas to make positive changes, check we are delivering something that delivers the most benefit, in the least disruptive way for our customers.

## **Embedding**

To achieve our goals, we'll need everyone in our business to consider our environmental impact in their work. How we design, build, manage and maintain our homes, how we procure our goods and services and carry out day to day work will need to change.

## **Maximise outcomes by working in partnership**

The challenges we and our customers are facing are not unique. Many other Housing Associations, Councils, organisations, and businesses are grappling with the same problems and are developing solutions to address them. By working with our strategic partners to deliver retrofit and nature recovery, we can significantly increase the scale and impact of our programmes. Wherever possible we'll collaborate with local stakeholders to secure investment, engage communities and to deliver improvements to the built environment at a greater scale than we can achieve on our own.



# Governance

A robust governance framework is essential to ensure effective delivery of this strategy. To be successful, this strategy will require ownership and commitment across the whole organisation including our senior leaders and our board.

The Executive Director for Assets and Sustainability will sponsor the asset related investment and progress reporting, and the Executive Team will sponsor delivery in their own areas of the business.



## Measuring and reporting progress

It's important that we know that what we are doing is having a positive impact. Therefore, it's critical that we measure and track a set of indicators that reflects our goals:

- Our carbon emissions
- The Energy Performance Certificate rating for all our social tenure homes

As EPC performance is currently the national standard for energy performance in homes this remains our key indicator. However, we will also monitor and judge our success against our net zero heat demand targets and will transition to this as a primary metric over the strategy's life.

We've also identified specific key actions which are explained below. Every action will have a named senior leader who is responsible for ensuring progress is made on delivery. We will publish a summary of progress annually via our Environmental, Social and Governance Report.

# Reduce energy demand

To help our customers to be warm and healthy, we are committed to improve the energy efficiency of our homes. This will mean our customers' homes are easier and cheaper to keep warm and will help us meet our net zero target.

We want to:

- Improve insulation and ventilation in our homes
- Ensure all our homes achieve EPC C by 2030
- Wherever possible, deliver place based, cross tenure energy efficiency schemes in partnership with our local authority and housing association partners
- Integrate energy efficiency improvements into existing planned maintenance programmes
- Continually improve our approach to customer engagement to ensure we address their concerns, that customers understand the benefit of the improvements and are able to manage their homes to maximise the benefits of any new measures or technologies
- Reduce our own energy consumption (offices and landlord energy supplies)

**Our baseline, targets and measures of success are detailed in Appendix 1.**





# Transition from fossil fuels

A net zero carbon home needs to be both highly energy efficient and fully powered from renewable energy sources.

The UK electricity grid will increasingly be powered by renewable energy sources over time. However, we need to ensure that the fabric of our homes is as efficient as possible, and where possible, homes generate their own electricity to reduce demand on the grid.

We want to:

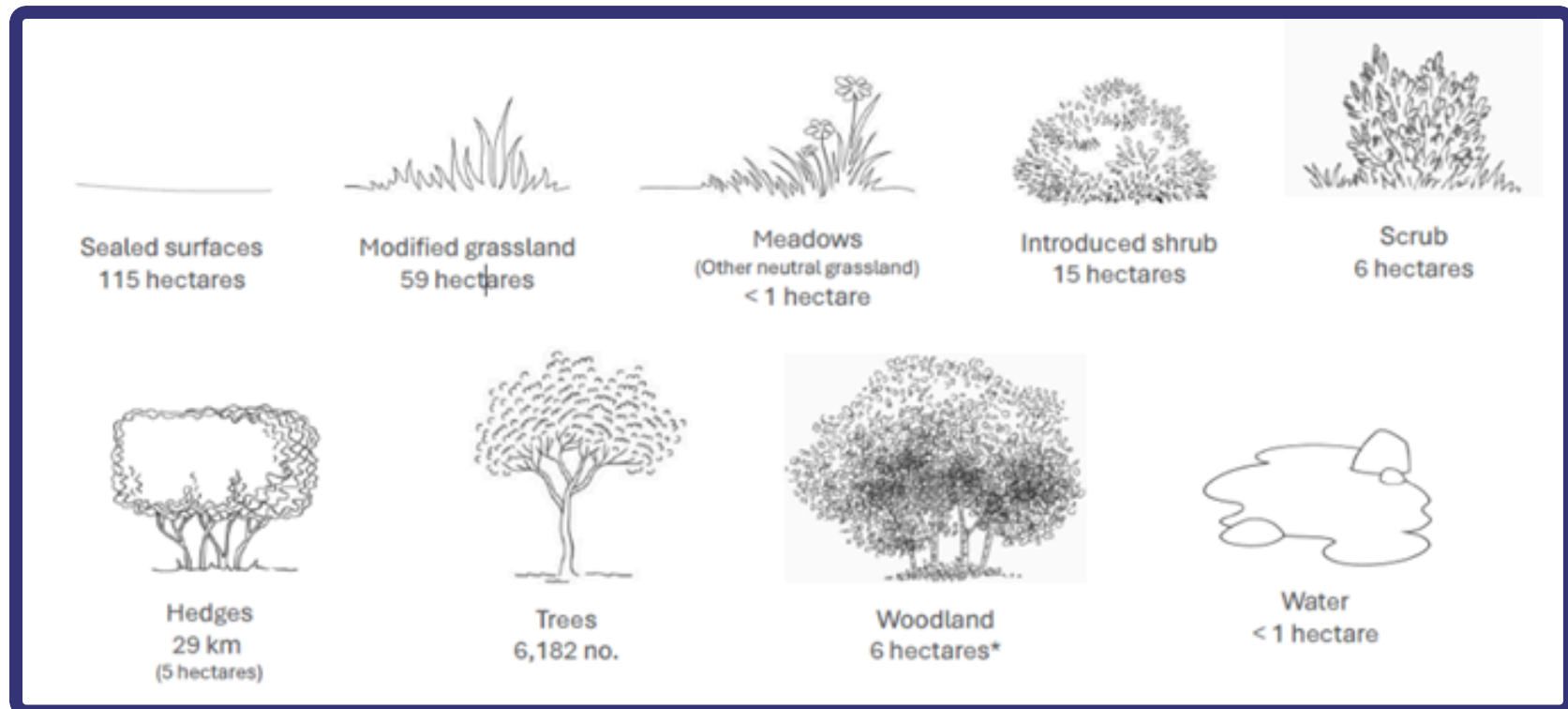
- Decarbonise our heat networks and ensure that they are running as efficiently as possible to reduce energy use
- Install low carbon heating systems in our homes
- Install solar PV and batteries wherever possible to reduce the impact of high electricity costs on our customers and reduce demand on the grid
- Transition our vehicle fleet away from Internal Combustion Engines
- Support our customers to make the transition to electric vehicles



# Enhance biodiversity

We know that our customers value green, natural spaces and the mental and physical wellbeing benefits that time in these spaces gives them. Green spaces are also integral to how our customers feel about their home. An attractive place enhances people's lives as well as helping nature to thrive.

We own and manage 207 hectares of land (this is equivalent to 280 full size football pitches). These spaces are often the nearest and most convenient places for our customers, particularly children, to interact with the natural environment.





We want to:

- Protect and enhance our green spaces
- Engage customers to develop green space projects where they live

We want our green spaces to be:

- Green spaces for people - creating spaces that cater to the wellbeing, prosperity, and recreational needs of customers
- Green spaces for nature - ensuring that these spaces are havens for biodiversity and ecological richness
- Green spaces for our planet - focusing on broader environmental impacts, contributing positively to our planet's health, and building resilience to climate change



### Measuring biodiversity quality and value

To measure our progress in achieving this goal, we need a consistent and reliable way to assess the quality of our Green Spaces. We've decided to use the following metrics:

- **Urban Greening Factor (UGF):** Measures the value of green space for people using a scoring system based on the size and type of green space. Scores range from 1 for semi-natural vegetation through to 0 for impermeable sealed surfaces
- **Statutory Biodiversity Net Gain (BNG):** Measures the value of green space for nature using standardised biodiversity units. A unit is determined by considering the size, quality, location, and type of habitat. Biodiversity units can be lost through development or generated through work to create and enhance habitats

These will be used to assess the quality of new development as well as our existing estate. We will also use them to prioritise improvement projects.

**Our baseline, targets and measures of success are detailed in Appendix 2.**

# Buy better, use less, waste less

Our purchasing decisions, and our supply chain is often our first opportunity to improve of our environment performance. We'll work with suppliers that share our values.

Making the right decisions when we buy goods and services can help to ensure that planned improvements to our homes last longer and are easier to repair. By considering the full impact of what we buy, we can also reduce the use of natural resources, work more efficiently, reduce waste[1], and reduce our carbon emissions.

We want to:

- Use resources efficiently and economically, only buying what we need, to reduce waste
- Take a whole-life approach to our product selection and buying, maximising reuse opportunities, and exploiting opportunities for standardisation
- Procure and source our resources responsibly
- Understand the carbon (including embodied carbon) and waste performance of our supply chain including for our new build programme
- Adhere to the waste hierarchy and keep the waste we send to landfill to an absolute minimum, targeting zero waste to landfill



**Our baseline and targets are detailed in Appendix 3.**





# Reduce water waste

Water is a critical natural resource which our customer's rely on for a constant and affordable supply. Climate change and population growth are putting increasing pressure on water resources in the Southeast which the Environment Agency have determined an area of serious water stress.

Saving water therefore both helps our customers save money and relieves pressure on a critical natural resource.

We want to:

- Deliver water efficient new developments
- Deliver water efficiency measures in our existing homes as part of our planned and responsive maintenance programmes
- Support our customers to understand how they can reduce water use to save money and protect water resources
- Ensure our suppliers and contractors that use water in their operations are acting to both protect and reduce their use of water

**Our baseline and targets are detailed in Appendix 4.**

# Adapt to climate change

We know that physical climate risks pose a serious threat to our customers and their homes. Natural hazards such as flooding and heat waves already affect our customers and climate change will make those hazards more severe and more frequent in the future.

We want to make sure our homes are resilient to future climate change from the day of completion to the end of their life. All homes should be easy to keep cool in summer and keep warm in winter.

We want to:

- Be an adapted and resilient organisation, with homes that are resilient to extreme weather events, such as heatwaves and flood
- Plan for the financial impacts of climate change
- Prioritise solutions to adapt and protect where most needed, to reduce the risks for the most vulnerable in our communities
- Prioritise natural solutions wherever possible and practical

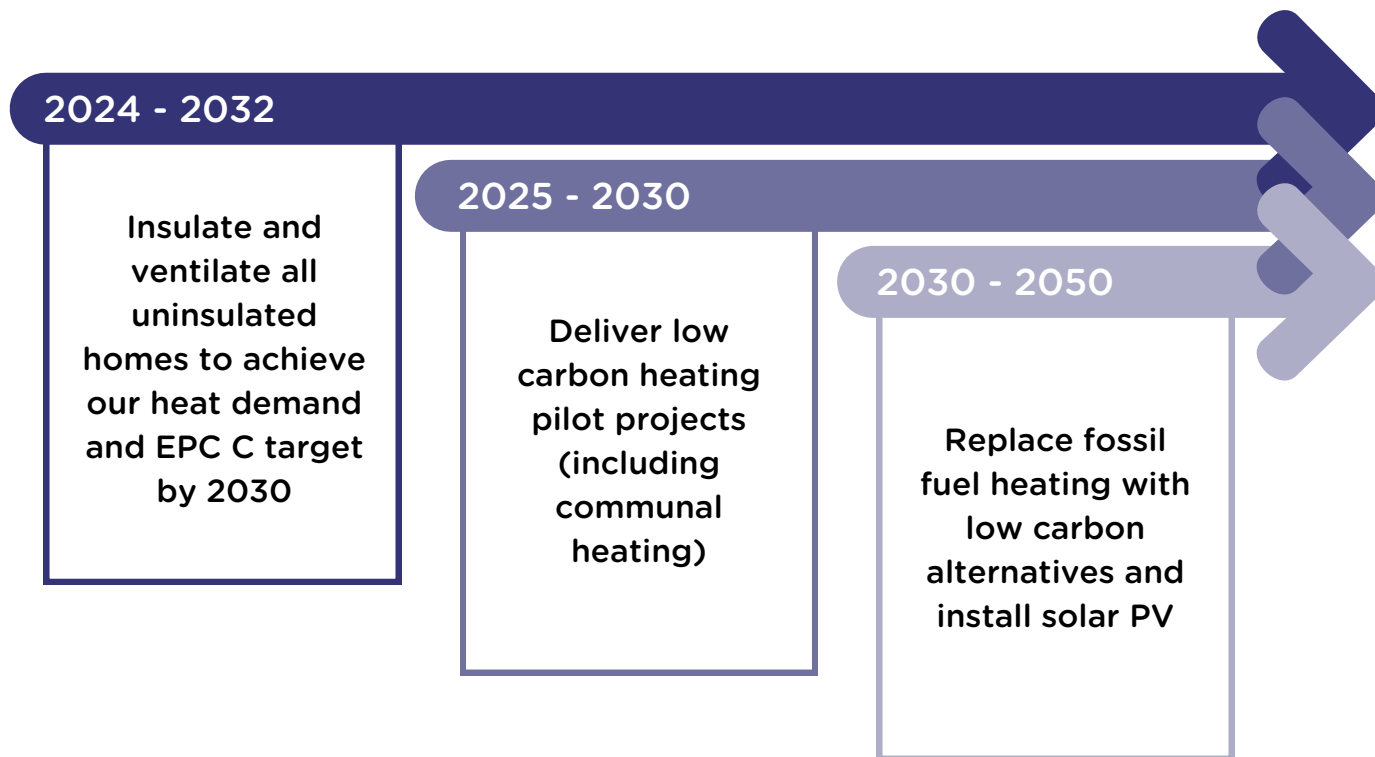


**Our baseline and targets are detailed in Appendix 5.**



# Our plan

We have a fully costed plan to improve the energy efficiency of our current homes, and to achieve net zero emissions by 2050.



Our carbon emissions and reduction plan is detailed in Appendix 6.