

### Key Milestones

Year 1			Year 2		Year 3	By 2025	
Carbon Footprint established.	Initial roadmaps to 2025 and 2050.	Begin delivering Carbon Literacy.	Initial investments in EPC plan.	All colleagues 'Carbon Literate'.	No gas installed in new builds after 2022.	Net-zero emissions: Scopes 1 & 2.	All EPCs are C or above.

**Risks:** The implementation and success of this strategy is dependant on availability and accessibility of funding streams which are largely unknown at the current time. A lack of funding may lead to slower delivery on targets where we have been particularly ambitious, aiming to achieve ahead of government targets. There is a possibility that Local Authorities may announce Net-Zero targets which supersede the 2050 target.

**Scope 1 (direct)** = Gas & Fleet - including Business Miles.  
**Scope 2 (indirect)** = Electricity  
**Scope 3 (value chain)** = residents & colleagues

**Year 1** = 2021  
**Year 2** = 2022  
**Year 3** = 2023  
**By 2025** = Year End

### A safe home is the foundation for life

#### Retrofits (SDG7, SDG13)

Y1: Establish specification for retrofits to be carried out. Develop a checklist to instruct on measures to be undertaken during maintenance & during void period.

Y1: Carry out retrofit pilot schemes.

Y1: Establish initial roadmap to 2050, including EPC plan.

Y2: Initial investments to achieve EPC-C across stock by 2025.

Y3: Review of EPC improvements and overall retrofit plans to check progress.

#### New Builds (SDG7, SDG13)

Y1: May 2021 Development strategy review to include:

- Revised new build specification and review approach to rehabs and S106.
- Biodiversity enhancements, SUDS, promotion of active/public transport.

Y1: Development strategy to feed into roadmap to 2050.

Y2: We will not install gas central heating in developments after 2022.

Y2: First schemes completed to meet new standards.

Y3: Review and update new build spec to ensure on track to net-zero targets.

**Good in 2024:** Retrofit & Development strategies implemented. No gas installed after 2022. Substantial progress towards all properties at EPC-C.

**Report:** Emissions reductions from retrofits. Number of zero-carbon homes. Number of homes below EPC C.

### There is hope for our ultimate home, the planet

#### Carbon Footprint, Renewables, Offsetting (SDG7, SDG13)

Y1: Carbon Footprint established. Pathways to net-zero explored.

Y1: Initial roadmaps to 2025 & 2050. Reviewed and updated annually.

Y1: Investigate options and preferred systems. Make initial Investments.

Y3: Review need for offsetting and investigate ethical 3rd party offsetting.

#### Biodiversity (SDG11, SDG13)

Y1: Establish in-house soft landscaping team & biodiversity toolkit.

Y1: Development strategy review to include biodiversity & SUDS.

Y1: Pilot scheme of community-led biodiversity improvement.

Y2-3: Measure outcomes, and expand project with lessons learned.

**Good in 2024:** >50% emissions reduction on baseline and substantial offsetting. Landscaping strategy embedded. Multiple biodiversity projects underway.

**Report:** Annual emissions reduction and tons CO<sub>2</sub>e offset. Outcomes from community-led pilot projects.

### A strong social purpose is supported by business efficiency

#### Transport (SDG11, SDG13)

Y1: Review essential car user allowance and travel expenses policy.

Y1: New fleet inc. 2 electric vehicles. Evaluate options for electric pool car

Y2: New Leeds base has improved public transport links and less parking.

Y2: Introduce expenses policy favouring public transport and reducing opportunities for parking.

Y2: Measure reductions in emissions and uptake of public transport expenses.

Y3: Review success of policy changes and need for further changes to reach net-zero target.

Y3: Plans in place to begin moving to electric van fleet.

#### Waste (SDG12)

Y1: Introduce composting at office locations.

Y1: Establish a waste and recycling baseline (2019).

Y2: Improve waste segregation by Property Services.

Y2: Remove single use items from supply chain where possible.

Y3: Review progress and identify areas for further waste reductions

#### Offices & Policies (SDG11, SDG12, SDG13)

Ongoing: Continue to procure 100% renewable electricity in office buildings.

Y1: Decommission Roundhay Road office and establish a new Leeds base with sustainable credentials.

Y1: Move to Office 365 to support Agile Working.

Y2: Review due diligence process to include coverage of SDGs.

Y2: Introduce mechanism for sustainability consideration during policy reviews.

Y2: Review estates to identify areas for improved energy efficiency/renewables.

Y3: Begin investments in office estates to reduce energy usage.

**Good in 2024:** 50% decrease in business mileage. 25% decrease in fleet emissions. 15% reduction in general waste. Improved sustainability of offices. Agile working is embedded. Sustainability is considered in policy reviews.

**Report:** Percentage increase/decrease in public transport & car use. Percentage reduction in waste. Reduction in emissions from office energy use.

### Places are neighbourly

#### Community (SDG11, SDG13)

Y1: Establish Tenant Engagement group to support community-led pilot projects and sustainability related tenant communications. Assess effectiveness.

Y1: Continue to develop partnerships with community sustainability groups.

Y2: Expand community-led projects, with lessons learned.

Y2: Identify communities at risk of flood.

Y3: Work with developments at risk of flooding to adapt & mitigate.

#### Tenant Communications (SDG7, SDG11, SDG12, SDG13)

Y1: Develop tenant communications plan. Incorporate partners & stakeholders.

Y1: Go digital for Get Connected. opt-in for physical copy.

Y3: Offer Carbon Literacy training to customers.

#### External Communications (SDG7, SDG11, SDG12, SDG13)

Ongoing: Use forums to support strategy and tenant communications. Continue to take a lead influencing role on regional cross-sector sustainability partnerships.

Y1: Design and publish a ZeroCO<sub>2</sub>connect webpage.

Y2-3: Expand and build-on tenant communications about sustainability.

Y3: Offer Carbon Literacy training to residents and community partners.

**Good in 2024:** Multiple community projects established. 200 tenants CL trained On-going sustainability communications with demonstrated behaviour change.

**Report:** Outcomes of projects. CL certifications. Comms update in annual report.

### Everyone can be at their best

#### Training (SDG11, SDG13)

Y1: Certify Carbon Literacy training course and begin delivery.

Y1: Driver efficiency and safety training for fleet drivers.

Y2: All colleagues are 'Carbon Literate'. Core element of on-boarding process.

Y3: Relevant roles given flood planning and preparedness training.

#### Internal Communications (SDG7, SDG11, SDG12, SDG13)

Y1: Build upon progress of Green Impact to continue colleague engagement in sustainability issues.

Y2: Colleagues develop further understanding of climate impacts in housing.

**Good in 2024:** CL and driver training delivered. Technical staff have knowledge to deliver projects to required standards. Varied comms supported by champions.

**Report:** Number of staff trained in each area. Comms update in annual report.