

Key Milestones

Year 1			Year 2		Year 3	By 2025	
Carbon Footprint established.	Initial roadmaps to 2025, 2030 and 2050.	Begin delivering Carbon Literacy.	Initial investments in EPC plan.	All colleagues 'Carbon Literate'.	No gas installed in new builds after 2022.	Carbon neutral on scope 1&2 emissions.	Significant progress on EPCs to C or above.

Risks: The implementation and success of this strategy is dependant on availability and accessibility of appropriate funding streams. A lack of funding may lead to slower delivery on targets where we have been particularly ambitious, aiming to achieve ahead of government targets. WYCA has set a goal of net-zero by 2038, although only the 2050 goal remains legally binding. At this stage we are unable to commit to the WYCA target for scope 3, but have set a more ambitious target of 2030 for scopes 1&2.

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 a direction for retrofit programme using PAS2035. Develop a checklist for measures to be undertaken during maintenance & void. Y1: Begin Phase 1 retrofit projects. Minimum 151 properties plus additional identified to deliver highest carbon savings.

Y1: Establish initial roadmap to 2050, including 2030 EPC plan.

Y2: Initial investments to achieve EPC-C across stock by 2030.

Y3: Review of progress on retrofits. Identify phase 2 projects.

New Builds (SDG7, SDG13)

Y1: Begin update to asset management strategy.

Y2: Development strategy review to include:

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

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

Y2: First schemes completed to meet new standards.

Good in 2024: Development & Asset management strategies implemented. No gas installed after 2022. Significant progress on phase 1 Retrofits and towards all properties at EPC-C.

Report: Number of completed retrofits and projected emissions reductions. Number of zero-carbon ready homes. Properties 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, 2030, & 2050. Reviewed and updated annually.

Y2: Investigate renewable options and preferred systems. Initial investments.

Y3: Investigate offsetting options.

Biodiversity (SDG11, SDG13)

Y1: Establish in-house estates team & biodiversity toolkit.

Y1-2: Pilot schemes of community-led biodiversity improvement.

Y2: Development strategy review to include biodiversity & SUDS.

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

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

Report: Annual emissions reduction and tons CO₂e 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 with improved public transport links and less parking.

Y2: Introduce ECUA and expenses policy favouring public transport.

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: Plan recycling hubs at office locations.

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

Y2: Improve waste segregation by Property Services.

Y2: Reduce single use items in 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: Move to Office 365 to support Agile Working.

Y1: Introduce mechanism for sustainability consideration during policy reviews.

Y2: Decommission Roundhay Road office and establish a new Leeds base with sustainable credentials.

Y2: Establish initial plan to reach net-zero in offices.

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: Collaborate with relevant colleagues on community-led pilot projects and sustainability related tenant communications.

Y1: Continue to develop partnerships with community sustainability groups.

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

Y2: Identify communities at risk of extreme weather events. Develop an emergency response plan.

Y3: Work with high-risk communities to adapt & mitigate.

Tenant Communications (SDG7, SDG11, SDG12, SDG13)

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

Y1: Begin planning for future tenant engagement methods.

Y2: Increase digital communications, increase sustainability of printed materials.

Y2: Scale up communications about resilience and adaptation.

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 ZeroCO₂connect webpage. Investigate ESG reporting.

Y2: Publish ESG report, including optional environmental credentials.

Y2-3: Continue to expand tenant communications about sustainability.

Good in 2024: Multiple community projects established. 200 customers CL trained. Established programme of sustainability communications.

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.

Y2: Driver efficiency and safety training for fleet drivers. Plan for PAS2035 training.

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: Focus on improving colleague knowledge of impacts of climate change and empowering them to take action.

Good in 2024: CL and driver training delivered. Technical staff have knowledge to deliver projects to required standards. Varied communications programme.

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



Ensure access to affordable, reliable, sustainable and modern energy.



Make cities inclusive, safe, resilient and sustainable.



Ensure sustainable production and consumption patterns.



SDG 13: Take urgent action to combat climate change and its impacts.