SUSTAINABILITY STRATEGY 2024-26

THEMES AND HEADLINES

THE GLOBAL GOALS

OUR IMPACT SDGS =

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

WE SIGNED UP TO THE YORKSHIRE & HUMBER CLIMATE COMMISSION PLEDGE

As an organisation proud to operate in Yorkshire, we are committed to playing our part in tackling the climate emergency and enhancing nature in order to make the region a happier, healthier and more sustainable place for both current and future generations.

STRATEGY KEY THEMES

NET-ZERO

Sustainability is a core value.
Act with urgency and set ambitious targets.
Improve energy efficiency & adopt new technologies where appropriate.
Measure and reduce our carbon footprint.
Influence communities and individuals to make behaviour changes.

NATURE & BIODIVERSITY

Acknowledge the link between the climate and ecological crises.
Increase biodiversity.
Improve access, promote engagement and link to health and wellbeing.
Champion green and blue infrastructure.

RESILIENCE & ADAPTATION

Create communities fit for the future.
Integrate climate resilient design and adapt buildings & communities.
Implement adaptive strategies for responding to extreme weather.
Foster community resilience and empowerment.

A JUST TRANSITION

Recognise the impacts are not borne equally.
Link environmental sustainability & social sustainability.
Prioritise equity and inclusivity.
Ensure vulnerable communities are supported & empowered.
Operate using principles of co-production and fair employment.

PRIMARY GLOBAL GOALS

7 AFFORDABLE AND CLEAN ENERGY

ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY
Green Tariffs on all operational premises
Invest in renewable energy generation
No new gas connections after 2022
'Inset' remaining emissions after 2025 (local projects)

8 DECENT WORK AND ECONOMIC GROWTH

PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH
Employ locally. Support apprenticeships & graduates
Support green skills training internally and externally
Real living wage organisation & benchmarking
Adopt retrofit direction to support green supply chain

11 SUSTAINABLE CITIES AND COMMUNITIES

MAKE CITIES INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE
Encourage community-led projects
Increase biodiversity in green spaces we manage
Increase energy efficiency & use new technology
Adopt zero-carbon standard for new builds

13 CLIMATE ACTION

TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE
Urgently deliver projects inline with net-zero targets
Support uptake of public and active travel
Prioritise the biggest carbon savings for effort
Achieve EPC C or above on all properties by 2030
Reduce energy use and fleet emissions by 50% by 2025

SECONDARY GLOBAL GOALS

End poverty in all forms, everywhere

Ensure healthy lives and promote well-being for all

Reduce inequality within and among countries

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Ensure sustainable consumption and production patterns

Protect, promote and restore sustainable use of land

BUT WHAT DOES ALL THIS MEAN?

OUR TARGETS

WE ARE REDUCING OUR ORGANISATIONAL CARBON FOOTPRINT
By 50% by 2025 and as far as possible by 2030 (net-zero).

WE ARE INCREASING ENERGY EFFICIENCY FOR CUSTOMERS
By scaling up retrofit year on year.

ACT NOW:

ACTION
We will look at ourselves first and act to reduce our impacts across all the key themes.

VS

INFLUENCE
We will influence and empower others to act now through partnerships, training & support.

PARTNERSHIPS & COLLABORATION

17 PARTNERSHIPS FOR THE GOALS

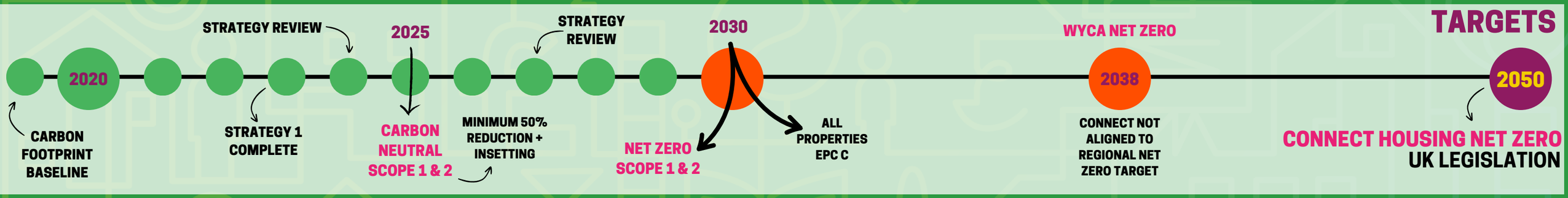
This forms the backbone of our approach, bringing together all the key themes. Partnerships and collaboration within the sector and across the region are essential for meaningful change. Our goals cannot be achieved in isolation, we will:

- Bring together industry leaders, innovators and community stakeholders.
- Be leaders and influencers to drive collective progress and reduce emphasis on competition.

YORKSHIRE AND HUMBER CLIMATE COMMISSION **WEST YORKSHIRE HOUSING PARTNERSHIP** **PLACESHAPERS SUSTAINABILITY FORUM**
Y&H HOUSING ASSOCIATION SUSTAINABILITY FORUM **WEST YORKSHIRE COMBINED AUTHORITY CLIMATE, ENERGY & ENVIRONMENT COMMITTEE**

SUSTAINABILITY CHANGE PLAN 2024-26

OUR PLANS FOR THE NEXT 3 YEARS



FAIRER

PLACES ARE NEIGHBOURLY

COMMUNITY ACTION PACKS

Resource packs to empower communities to take action on subjects that they care about e.g. litter picking and flooding

Y1: Establish appropriate subjects for action plans, using co-production.
Y2: Create Action Packs.
Y3: Support and monitor use, review and update as needed.
Y3: Create additional action packs where appropriate.

ENERGY AND ENVIRONMENT HUB

Y1: Establish plan for online hub in collaboration with Comms team.
Y2: Build first version of the hub.
Y2: Use data from website to determine use and review.
Y3: Update and add additional sections.

REPORT:
Number of available action packs.
Supported use of action packs.
Data relating to E&E hub use.

EVERYONE CAN BE AT THEIR BEST

COLLEAGUE TASKFORCE

Y1: Work with teams to build on understanding of their impacts.
Y2: Determine SMART targets for all teams.
Y2-3: Measure progress, additional targets as appropriate.

CARBON LITERACY

Y1-3: Deliver CL training for all colleagues and offer to customers.

INTERNAL COMMUNICATIONS

Continue with programmes of communication to increase engagement and understanding. Use varied channels.

DRAGON'S DEN

Colleagues co-produced ideas for the leadership team to support.

1. Swap Shop: Colleague swaps to reduce waste and support circular use of materials (SDG12).
2. Job Swap: Colleagues learn more about other roles to facilitate collaboration (SDG17).
3. Community Veg Patches: Empower communities through establishing food growing opportunities (SDG 2 & 15).
4. Paper free sign-up: Agile solution for clients in Engage to reduce paper-use/admin time (SDG 10 & 12).

REPORT:
Number of CL certified.
Taskforce progress on targets.
Progress on co-produced projects.

GREENER

A SAFE HOME IS THE FOUNDATION FOR LIFE

RETROFIT

Y1: Establish path to EPC C for our remaining, challenging properties.
Y1: Outline order for next phase of retrofits which balances regulatory expectations with highest carbon savings.
Y2: First heat pump retrofit project.
Y2: Align retrofit to void, planned maintenance and repairs programmes
Y1-3: Increase number of deep retrofits & small retrofit measures year-on-year. Align to PAS2035 and increase confidence in data.

NEW BUILDS

Continue: No new gas boilers in homes we build from 2019
Y1: Build first properties aligned to new specification.
Y1-2: Monitoring and feedback from residents, lessons learned.
Y3: No gas boilers in S106 purchases after 2026.

DISPOSALS

Y1-3: ethical disposals in line with disposal strategy

REPORT:
Number of retrofit measures
Number of zero carbon homes
Number of low carbon heat replacements
External funding utilised

THERE IS HOPE FOR OUR ULTIMATE HOME, THE PLANET

RENEWABLES

Y1: Establish solar panel and battery storage project.
Y2: Continue delivery, review and improve as needed.
Y3: Business case for continued delivery.

BIODIVERSITY

Y1: Estates team plan delivery of veg patch project.
Y1-3: Re-establish low-mow areas with lessons learned.
Y2: Map green spaces.
Y2-3: Biodiversity toolkits for inhouse & external use.

INSETTING/OFFSETTING

Y1: Continue to invest in renewable energy installations.
Y2: Research options.
Y2-3: Establish offsetting/insetting to achieve carbon neutral and report with transparency.

REPORT:
Number of solar panels installed.
Number and location of biodiversity projects.
Carbon footprint and need for offset/inset.

SMARTER

A STRONG SOCIAL PURPOSE IS SUPPORTED BY BUSINESS EFFICIENCY

OFFICES & POLICIES

Continue: Procure 100% renewable electricity for offices.
Y1: Procure 100% renewable electricity for voids.
Y1: PIMSS roll-out to improve data and facilitate collaboration.
Y1: Leave 205RR and open new Leeds base with sustainable credentials.
Y1: Introduce vegetarian only catering policy (to reduce consumption, waste and carbon)
Y2-3: Carry out initial works to improve efficiency of Bond Street office.
Y3: All policies and tenders should consider sustainability.
Y2-3 embed processes and review.

TRANSPORT & EVS

Y1: First EVs purchased and charging points installed.
Y2-3: Diesel/petrol miles reduced, supported by transition towards EVs.
Y1-3: Progress EV charger network, focus on new builds and offices.
Y2: Measure public transport/active transport, engagement to increase.
Y3: Learn lessons from pilot use of EVs and develop solid timeline for move to EV fleet.

WASTE

Y1-2: Improve recycling facilities at offices.
Y2-3: Make informed choices to reduce consumption related emissions.
Y1-3: Embed policy to focus on maintenance/repair before replacement .

REPORT:
Emissions saved by renewable tariff & generation
Emissions reductions from commercial premises
Fleet miles and carbon intensity

GOOD IN 2026

EPC C / ENERGY EFFICIENCY 50% complete on 2023 baseline.
CARBON FOOTPRINT Decrease in all measured areas, including 50% reduction (Scope 1&2).
CARBON NEUTRAL Remaining scope 1&2 emissions measured and offset or inset with transparent reporting.
RETROFIT Scaled up progress year-on-year.

ANNUAL PROGRESS REPORTS

ESG REPORT Aligned to SFH Sustainability Reporting Standard.
CARBON FOOTPRINT Reductions and renewable energy production.
CORPORATE CHANGE PLAN Annual progress.
SUSTAINABILITY STRATEGY REPORT Annual progress (more detail).

21-23 SUSTAINABILITY STRATEGY REVIEW

WHAT DID OUR STAKEHOLDERS SAY?

ON A SCALE OF 1-10

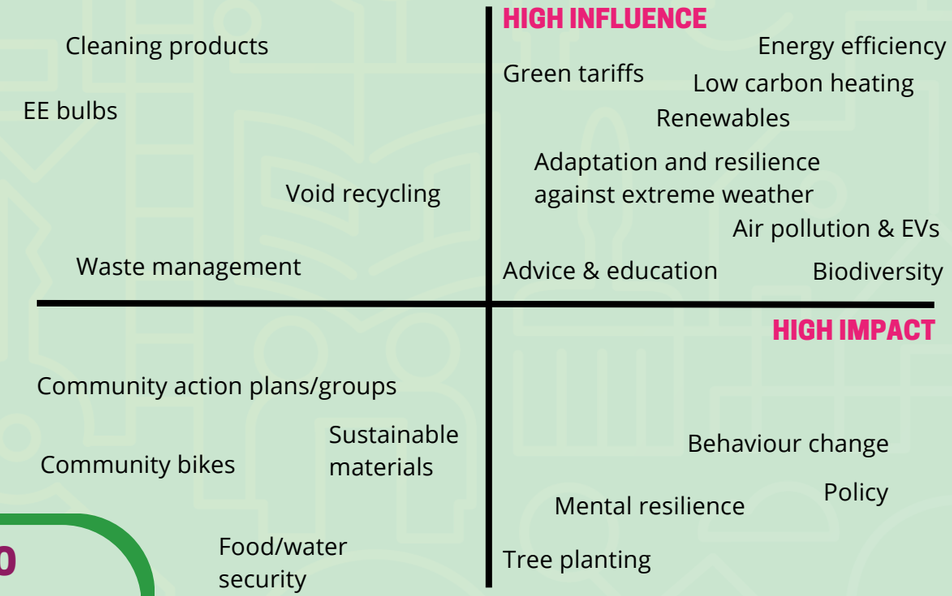
HOW WOULD YOU RATE YOUR UNDERSTANDING OF CLIMATE CHANGE?

RESIDENTS OVER 30	UNDER 30
7.7	9.3
OUT OF 10	OUT OF 10

HOW WORRIED ARE YOU ABOUT CLIMATE CHANGE?

RESIDENTS OVER 30	UNDER 30
8.2	10
OUT OF 10	OUT OF 10

WHAT SHOULD WE PRIORITISE?* IMPACT VS INFLUENCE



*BOARD MEMBERS AND CONNECT STAFF

"IF YOU HAVE THE POWER TO MAKE DECISIONS ABOUT CLIMATE AND NATURE, USE YOUR VOICE AND TAKE ACTION"

| Connect resident under 30

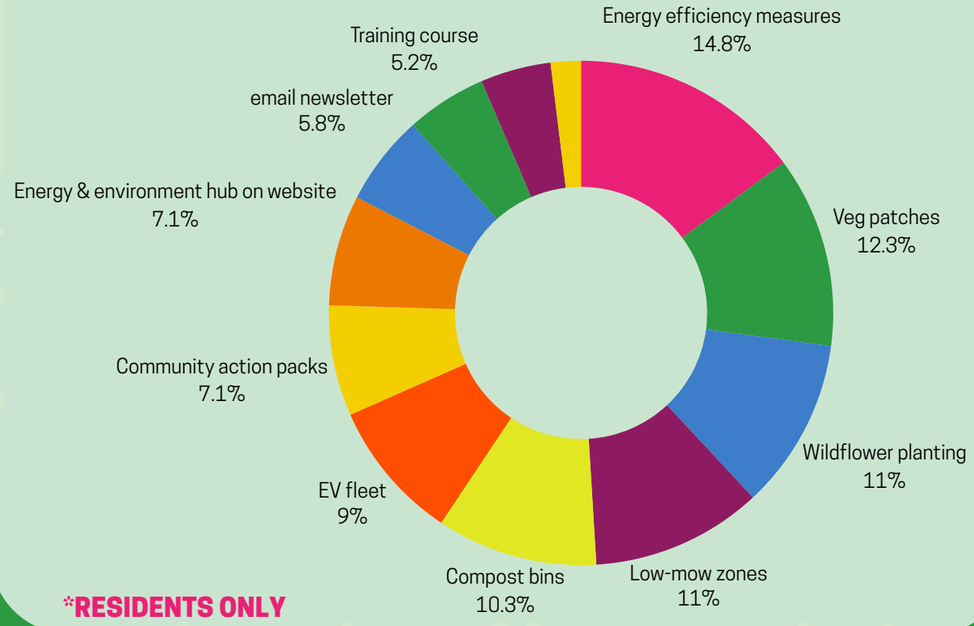
"KEEP UP THE GOOD WORK"

| Connect Resident

HOW IMPORTANT ARE THE FOLLOWING?

IMPROVE EFFICIENCY (EXISTING HOMES)	★★★★★
INSTALL RENEWABLES	★★★★★
REDUCE EMISSIONS	★★★★★
BUILD ENERGY EFFICIENT HOMES	★★★★☆
REDUCE WASTE	★★★★☆
AFFORDABLE HEATING	★★★☆☆
IMPROVE AIR QUALITY	★★★☆☆
COMMUNICATING WITH YOU	★★★☆☆
WILDFLOWERS & LOW- MOW AREAS	★★★☆☆
COMMUNITY VEG PATCH/HERB GARDENS	★★☆☆☆
PROTECT YOU FROM CLIMATE IMPACTS	★★☆☆☆
REDUCE MILES	★★☆☆☆
OPPORTUNITIES TO LEARN MORE	★★☆☆☆
EV CHARGING	★☆☆☆☆

WHAT DO YOU THINK IS IMPORTANT FOR US TO INCLUDE IN THE NEW STRATEGY?*



*RESIDENTS ONLY

IF YOU THINK ABOUT MAKING CHANGES TO PROTECT THE ENVIRONMENT WHAT WOULD YOU MAIN REASONS BE?

ALL SURVEY RESPONSES

"AS A TENANT, MY FIRST PRIORITY IS INCREASING THE ENERGY EFFICIENCY OF HOMES"
| Connect Resident

"...IF IT'S NOT BROKEN DON'T REPLACE IT... JUST PRODUCING MORE RUBBISH FOR LANDFILL"
| Connect resident

"PROTECTING OUR ENVIRONMENT WILL IMPROVE NOT ONLY THE CLIMATE, BUT HEALTH AND WELLBEING TOO"
| Wakefield resident under 30

"YOU DON'T WANT TO LOOK BACK TO NOW, WHEN CHANGE IS POSSIBLE, AND KNOW YOU DID NOTHING"
| Leeds resident under 30

"MAKE CHANGE NOW TO SAVE WHAT WE CAN"
| Regional stakeholder under 30

"IT WILL SAVE MONEY TO INVEST IN MITIGATION NOW, RATHER THAN ADAPTATION LATER.
| regional stakeholder under 30

"DOING IT IN SMALL STEPS IS NOT GOOD ENOUGH... DEATH FROM UNCONTROLLABLE HEATWAVES AND DECLINE OF NATURE WILL GET WORSE, IT'S HEART-BREAKING"
| Connect resident under 30

"RECONSIDER YOUR PRIORITIES... HOW WE VALUE NATURAL RESOURCES NEEDS TO CHANGE.
| Connect staff member under 30

"EMPHASIS ON MAKING PROPERTIES ENERGY EFFICIENT"
| Connect board member

"WE ARE NOT ON TRACK TO REDUCE EMISSIONS ANYWHERE NEAR ENOUGH"
| Regional stakeholder under 30

PARTICIPANTS

CONNECT STAFF AND CHILDREN
CONNECT BOARD MEMBERS
CONNECT RESIDENTS
YOUNG PEOPLE IN THE REGION
OTHER STAKEHOLDERS

DO YOU THINK WE ARE DOING ENOUGH TO PROTECT THE ENVIRONMENT FOR YOUR FUTURE?

82% SAID NO

CONNECT HOUSING DECARBONISATION ROADMAP

WE ESTABLISHED OUR CARBON BASELINE IN 2019 AND HAVE BUILT 3 STRANDS OF ACTION WHICH ARE SUMMARISED HERE.

SUSTAINABILITY STRATEGY 2024-26

HOUSING STOCK

SCOPE 3

Fabric First Approach
We will retrofit using a fabric-first approach, first reducing the heat demand (kWh/m2) of the home, before alternative heating solutions are installed.

Heating and Hot Water
Following fabric improvements the heating system will be electrified, primarily using Air Source Heat Pumps.

Solar and Renewables
Solar will be considered alongside retrofit to further reduce carbon and reliance on the electrical grid, with the added benefit of lowering bills for residents. Through a WYHP collaboration project, we are trialling monetisation of solar renewables to facilitate continued installation.

Heating Demand and EPCs
Connect Housing will set a performance standard for retrofit and will:

- Target properties with the biggest heating demand.
- Retrofit to the point at which further investment will no longer deliver significant carbon savings.
- Allocate investment in an equitable way.
- Integrate retrofit with other workstreams (void, planned).
- Achieve EPC C across our stock by 2030.

Funding
Capital funding programme, seeking external funding to supplement.

CORPORATE BUILDINGS

SCOPES 1&2

Energy Audits
Energy audits will help establish works needed and deliver recommendations.

Energy Efficiency Measures
Lower-cost, short payback measures which can deliver quick emissions reductions will be delivered asap. More expensive or disruptive measures will be planned to deliver net-zero by 2030.

Renewable Energy
We precure renewable electricity tariffs at office buildings.
We will investigate opportunities to install renewables.

Leeds Office
We will decommission 205RR in 2024 and move to a location with increased sustainability credentials.

Bond Street
The energy audit and following planning will determine the measures necessary to reach net-zero. This will require significant investment, however early installation will mean payback period will be reached sooner and will reduce the financial requirements for insetting/offsetting remaining emissions after 2025.

Property Services Depot
The depot is fully electric powered, with a renewable tariff.

TRANSPORT

SCOPES 1&3

Measurement
Emissions from transport will be measured in two ways:

- Total Carbon - tCO2e/yr
- Carbon intensity - kgCO2/km

Total volume of carbon emissions will show behaviours transparently, although impact will be limited as our service offering is increasing meaning scope 3 emissions are being brought in-house.

Carbon intensity allows the same amount of travel to continue whilst reducing emissions, therefore impact on operations is minimal, i.e. by changing vehicles.

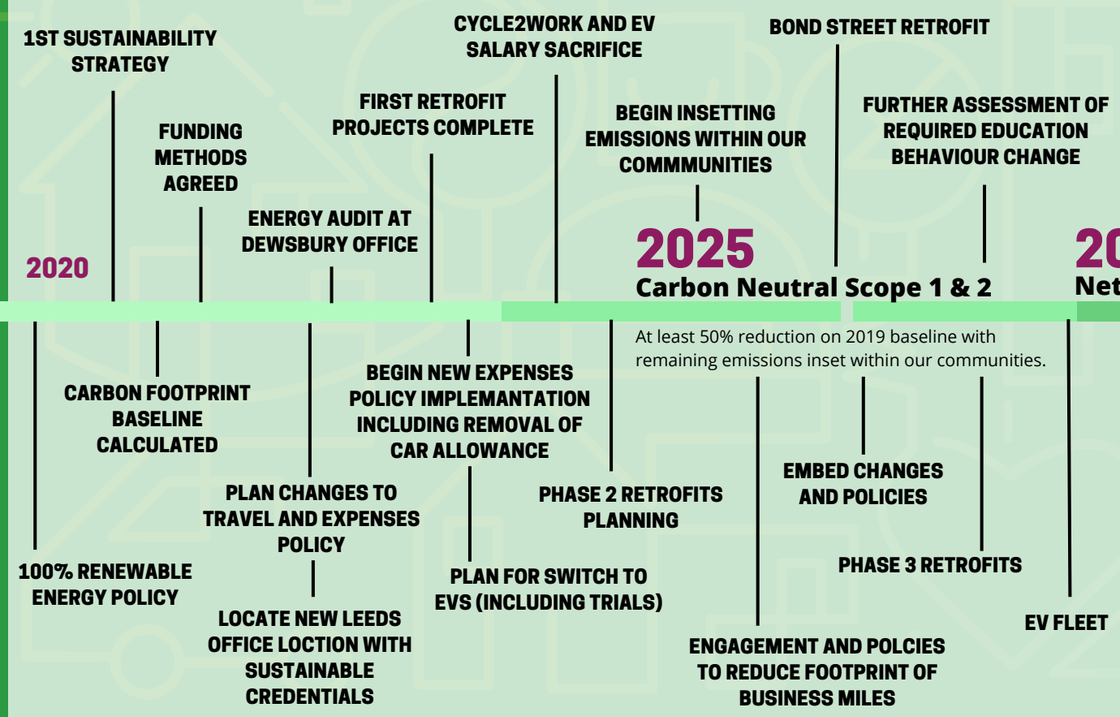
We will report both measures for accountability.

Travel Policies
Future policies will aim to reduce travel where possible, and improve efficiency for essential journeys.
New travel policies will be introduced alongside the move of the Leeds Office.

Fleet Vehicles
Recent replacement of fleet vehicles delivered carbon savings on 2019 baseline. Planning for transition to EVs includes trial use to learn lessons.

Support Colleagues
Where possible, we will support colleagues in their shift to electric vehicles and public/active transport.

DECARBONISATION TIMELINE



2038

The West Yorkshire Combined Authority (WYCA) has set a target for net-zero ahead of the national, legally binding target.

NET-ZERO VS CARBON NEUTRAL

CARBON NEUTRAL = Some reductions are made, remaining emissions are offset. No limit on proportion of emissions that can be offset.

NET-ZERO = Emissions are reduced as much as possible, only a small percentage of remaining emissions that cannot be removed are offset through allowable solutions.

2025 (>50%) SBTi
10.9% reduction per year 2019-25

2030 (~99%)
50% reduction per year 2026-30

2050 (~99% HOUSING)
3.57% / 74t reduction per year

National, legally binding target.

2050
Net-Zero Carbon Scope 3

RETROFIT TIMELINE EXPLAINED

2022-2025 Phase 1:

- Commercial Street (62 properties).
- Yew Tree Court/Spruce Walk (57 properties).
- Colne Valley rehabs (19 properties).
- Bankfoot Terrace (13 properties).
- Additional properties based on learning opportunities.
- Low EPC properties at void.
- Focus on data quality.

2026-2029 Phase 2:

- All properties to EPC C or above.
- Neighbourhood/collaborative approach.
- Embedded use of data in processes.
- Embed programme alongside other workstreams (void, planned, maintenance)
- Evaluate disposals programme.

2030 onwards Phase 3:
Phase 3 retrofit projects:

- No further boiler replacements, only heat pumps installed alongside efficiency improvements.
- Identify least efficient estates and neighbourhoods and prioritise based on potential carbon savings.

CONNECT HOUSING CARBON FOOTPRINT

WE HAVE BEEN MEASURING OUR CARBON FOOTPRINT SINCE 2019. HOW HAS IT CHANGED SINCE THEN?

SUSTAINABILITY STRATEGY 2024-26

SCIENCE BASED TARGETS INITIATIVE (SBTi)

The Science Based Targets initiative encourages organisations to set targets to try and keep the planet's warming below dangerous, irreversible levels. We know that we will pass this limit of 1.5°C warming in 2024 so we are trying to go even further.

Organisational Carbon Footprint (Scope 1 & 2)
Target 1: 50% minimum by 2025 (SBTi: 50% by 2030)
Target 2: 99% by 2030 (SBTi states 2050).
We aim to include business miles (car) within these targets.

External Carbon Footprint (Scope 3)
Our scope 3 housing emissions targets are in line with the 2050 target. We have not currently calculated Carbon Footprint data associated with embodied carbon or our supply chain. Future measurement of other scope 3 emissions will also fall under the 2050 target.

ANNUAL PROGRESS TO REACH OUR TARGETS

2025 (>50%)
10.9% reduction per year 2019-25

2030 (~99%)
50% reduction per year 2026-30

2050 (~99% HOUSING)
3.57% / 74t reduction per year

KEY

tCO2e = tonnes of Carbon Dioxide equivalent (other greenhouse gases are converted to CO2 warming potential) units are tCO2e unless otherwise specified

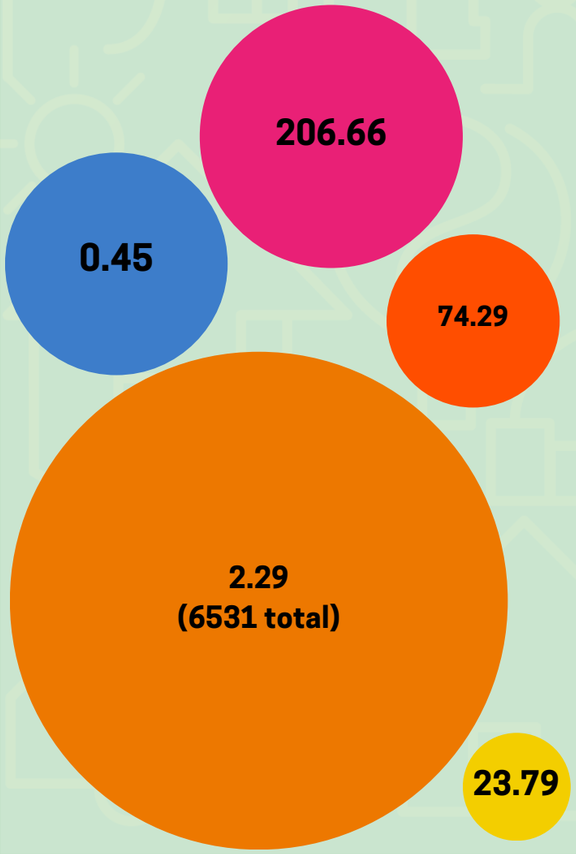
- SCOPE 1 — GAS
- SCOPE 1 — FLEET CARBON INTENSITY (kgCO2e/mile)
- SCOPE 2 — ELECTRICITY (GREEN TARIFF)
- SCOPE 3 — PER HOME(ALL HOMES)
- SCOPE 3 — PUBLIC TRANSPORT 2023 BASELINE
- SCOPE 3 — BUSINESS MILES BY CAR
- SOLAR — INSETTING

ORGANISATIONAL VS TOTAL

Organisational
Our internal carbon footprint (Scope 1 & 2). This is the figure that relates to our 2025 and 2030 targets.

Total Carbon Footprint
Includes indirect, external emissions (Scope 3). Our biggest impacts is from our housing stock.

2019 TOTAL CARBON FOOTPRINT BASELINE



TOTAL CARBON FOOTPRINT REDUCTIONS

2020	2021	2022	2023	PERCENTAGE DECREASE
196.48	207.37	173.32	101.11	51%
0.45	0.48	0.41	0.37	18%
0 (51.38)	0 (44.57)	0 (49.54)	0 (46.58)	100%
2.17 (6531)	2.05 (6166)	1.97 (5975)	2.01 (6133)	12%
11.44	10.98	10.52	13.73	42%
-	-	-	223 Journeys	-
-14.72	-12.86	-12.33	-12.27	-

ORGANISATIONAL CARBON FOOTPRINT REDUCTION SCOPE 1 & 2

REDUCTION AGAINST OUR 2025/2030 TARGETS

2020
28%

2021
23%

2022
28%

2023
45%