



Golden Lane Housing



# Sustainability Strategy 2024-2029

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# Forward



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Director of Property and Sustainability

**Over the past 25 years, the world has witnessed the profound and undeniable impacts of climate change. Rising global temperatures, extreme weather events, and escalating environmental challenges have underscored the urgent need for collective action to mitigate and adapt to these changes. As a responsible housing provider, Golden Lane Housing (GLH) recognises that it is imperative to contribute to climate change solutions and play our part in creating a sustainable future for our tenants, communities, and the planet.**

GLH is committed to taking proactive steps to reduce our carbon footprint, increase energy efficiency, and promote sustainable practices across our property portfolio. We recognise that our actions can have a tangible impact on reducing greenhouse gas emissions and protecting the environment for future generations.

This strategy links directly with our Environmental, Social and Governance (ESG) approach, which in turn, is aligned with the nationally recognised Sustainability Reporting Standard. This joined-up approach to reporting on our progress will enable us to adapt as ESG continues to evolve in the coming years. This strategy sets out our objectives for the next five years, with a clear vision of achieving zero carbon emissions by 2050 and ensuring that all properties meet a minimum of EPC (Energy Performance Certificate) C by 2030. In doing so, we will not only contribute to the collective effort to combat climate change but also improve the quality of life for our tenants and promote environmental responsibility.

Our sustainability strategy encompasses various themes, including property performance, behavioural change, construction activities, development activities, and corporate behaviours. We will focus on enhancing the energy efficiency of our existing properties, integrating sustainability into our asset management and development strategies, practicing sustainable procurement, and promoting corporate behaviours that align with our values of caring, listening, honesty, reliability, and creativity.

Furthermore, our commitment extends beyond our properties. We acknowledge the importance of eradicating fuel poverty for our tenants and ensuring their access to affordable and efficient energy. We will also actively monitor changes in legislation, available funding, and the requirements of the Regulator of Social Housing to ensure compliance and seize opportunities for improvement.

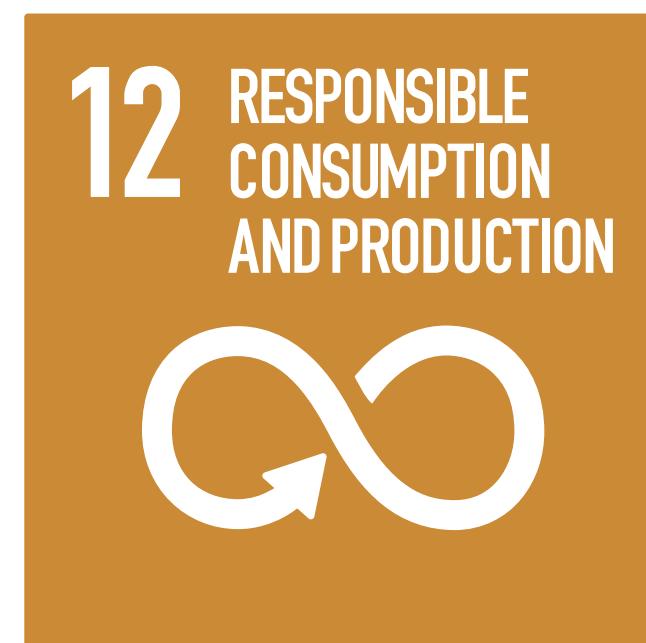
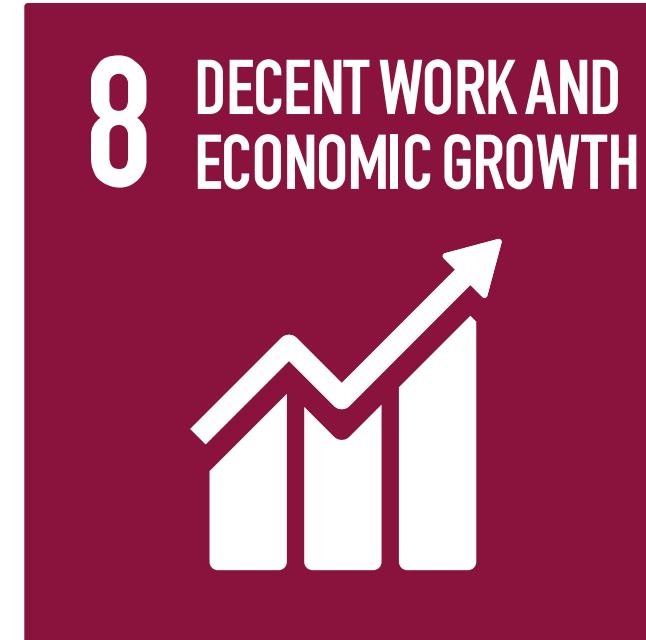
As we embark on this sustainability journey, we will regularly measure our progress, report to the Board, and engage with stakeholders to foster transparency, accountability, and continuous improvement. By making our head office more environmentally friendly, transitioning our fleet of vans to be carbon-friendly, and addressing fuel poverty among our tenants, we aim to lead by example and inspire positive change within GLH and the broader housing sector.

Together, we can make a difference and contribute to the collective efforts to combat climate change, protect the environment, and create a sustainable future for all.

# Background

**UN Sustainable Development Goals and the Sustainable Development Goals (SDGs) were adopted by all UN member states in 2015. The SDGs challenge governments, businesses and communities to do more to protect the planet, end poverty and ensure peace and prosperity. As a housing provider with a social purpose, we will lead initiatives to make real improvements for our customers and the environment. We have a direct impact on nine of the seventeen goals.**

By adopting the SDGs, we are demonstrating our corporate social responsibility, increasing investor confidence and showing our customers and employees that we manage our environmental and social impacts in a responsible and caring way.



# Our Current Position

GLH has been collating statistical data on properties within their stock to enable a true reflection and determine the position. The 2 key areas of focus collected from Energy Performance Certification (EPC's) are SAP Rating and household Carbon Usage / Footprint.

The following data is based on GLH Housing stock and as of 02.09.23 have 1381 assets.

## EPC Rating

GLH is already performing well in most areas and continue to make improvements. In using the EPC data on all properties, it has enabled GLH to understand the stock profile.

Table x shows the stock profile of the Assets per EPC rating and currently shows that 54% of GLH stock (Owned or Leased) at EPC C Rating or above and Table y (overleaf) shows that 43% of GLH Owned stock is at EPC C Rating or above.

Table x – Current Stock Profile Owned and Leased Properties (02.09.23)

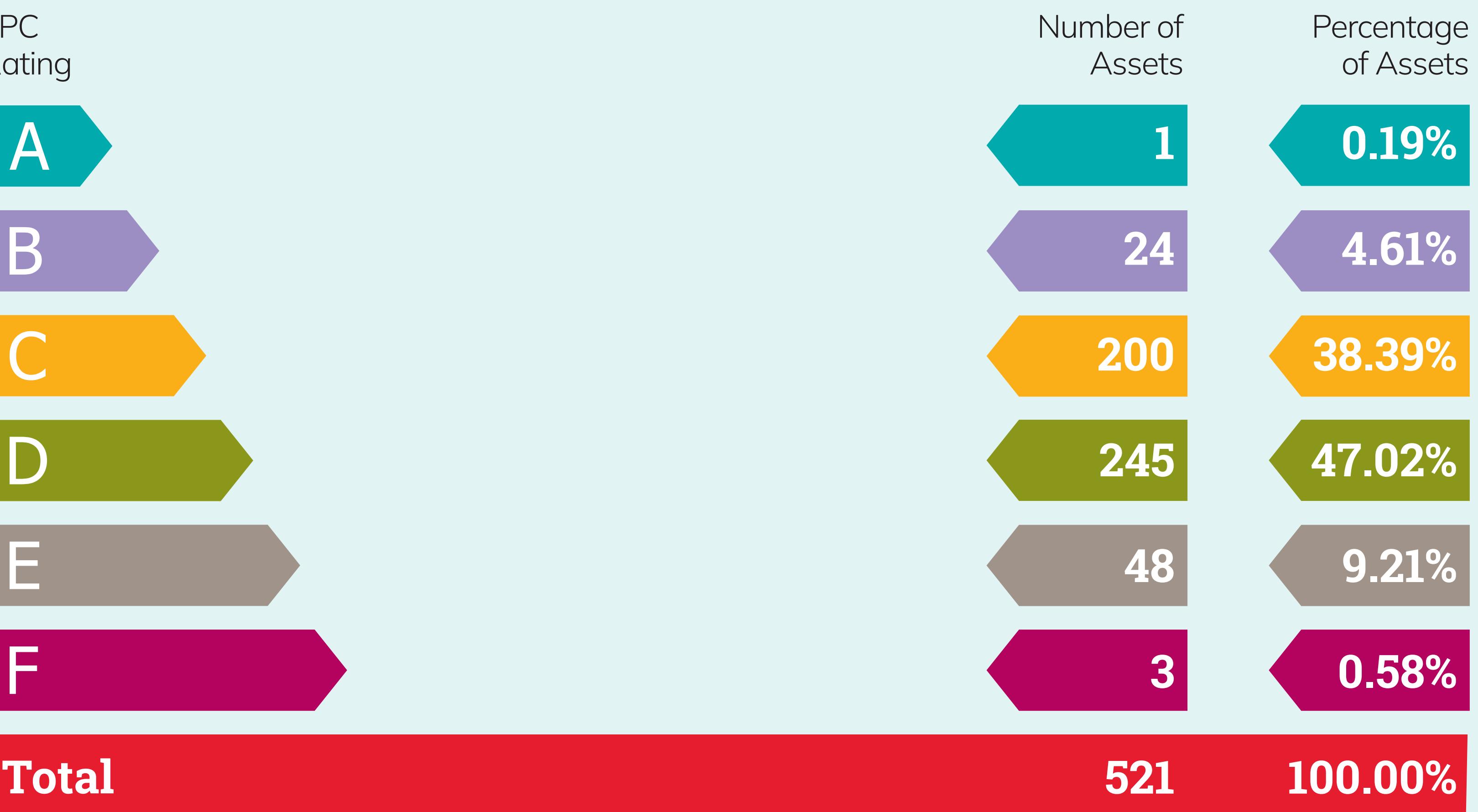
EPC Rating	Number of Assets	Percentage of Assets
A	1	0.07%
B	208	15.06%
C	547	39.61%
D	499	36.13%
E	122	8.83%
F	4	0.29%
<b>Total</b>	<b>1381</b>	<b>100.00%</b>

# EPC Rating

GLH has successfully bid for SDHF funding to complete a pilot scheme over 2 regions in the UK. GLH will be undertaking improvements to 75 properties, 37 in the Northwest and 38 in the Southwest. In completing this project, the overall profile of GLH Owned properties with an EPC rating C or above will increase from 43% to 58% provide and improvement of 15% of Owned stock.

GLH is committed to improving the energy rating of its stock year on year, and therefore will continue to seek out potential funding opportunities alongside the funds committed to invest.

**Table y – Current Stock Profile - GLH Owned stock only (02.09.23)**



# SAP Rating

According to a report published by the Office for National Statistics in November 2021, the average SAP rating in social housing had a median score of 66. Flats were the highest scoring at 72, and detached and semi-detached properties were at 63. The majority of GLH stock is either detached or semi-detached dwellings and based upon our assets, the GLH housing stock comprises of an average SAP rating of 67 (equating to an EPC Rating of "D"). However, although the average SAP rating is 67 in properties terms there are 615 properties which are having an impact on this.

There are 126 properties rating "E" or below and 489 properties rated "D", whereas if works were identified / undertaken or assets were disposed of, we would expect a significant upturn in the overall average SAP rating.

## Carbon Footprint

In relation to our current carbon footprint, the average household produces 6 tonnes of CO<sub>2</sub> (based upon data taken from Energy Performance Certificates (EPC'S). This is significantly high, and as the overall strategy is to obtain net carbon zero in line to global climate change targets, then will require some improvement.

The current average CO<sub>2</sub> for GLH housing stock is 3.4 tonnes per household, with the further potential saving of 1.3 tonnes if all recommendations are undertaken as identified within the current EPC's.



# Introduction

This sustainability strategy outlines GLH's commitment as a housing provider for people with learning disabilities to achieve net zero carbon emissions by 2050.

By implementing this strategy, we aim to improve property efficiency, engage tenants in sustainable practices, optimise construction and development activities, and foster a culture of sustainability within Golden Lane Housing (GLH).

Additionally, we recognise that the world of sustainability and climate action can be influenced by changes in laws, regulations, and politics. Because of this, we will not just set our strategy in stone. We will regularly evaluate it to make sure it still works well. If there are new rules or laws or any shifts in how things are done, we will be ready to adjust our plans. Our commitment is to stay informed and flexible, so we can keep doing our part responsibly and adapt to the evolving circumstances around us.

The strategy is built on 5 key themes:



# Property Performance:

## Objective:

**Enhance the energy efficiency and sustainability performance of existing properties. Integrate sustainability principles into the asset management practices optimising property performance and enhance long-term value.**

### Actions:

- ✓ Conduct energy audits and retrofit programs to improve insulation, heating systems, and energy-saving technologies in existing properties.
- ✓ Implement renewable energy solutions, such as solar panels and energy storage, in suitable properties.
- ✓ Regularly monitor and report energy consumption and greenhouse gas emissions from properties.
- ✓ Develop a maintenance plan to ensure continuous improvement in property performance.
- ✓ Continue to conduct regular property assessments to identify opportunities for energy efficiency improvements and sustainability upgrades.
- ✓ Develop a lifecycle approach to asset management, considering the environmental impact throughout the property's lifespan.
- ✓ Prioritise sustainable maintenance and refurbishment practices, including the use of eco-friendly materials and technologies.
- ✓ Incorporate sustainability criteria into investment decisions, considering the long-term environmental and social benefits.

## Targets

### Year 1

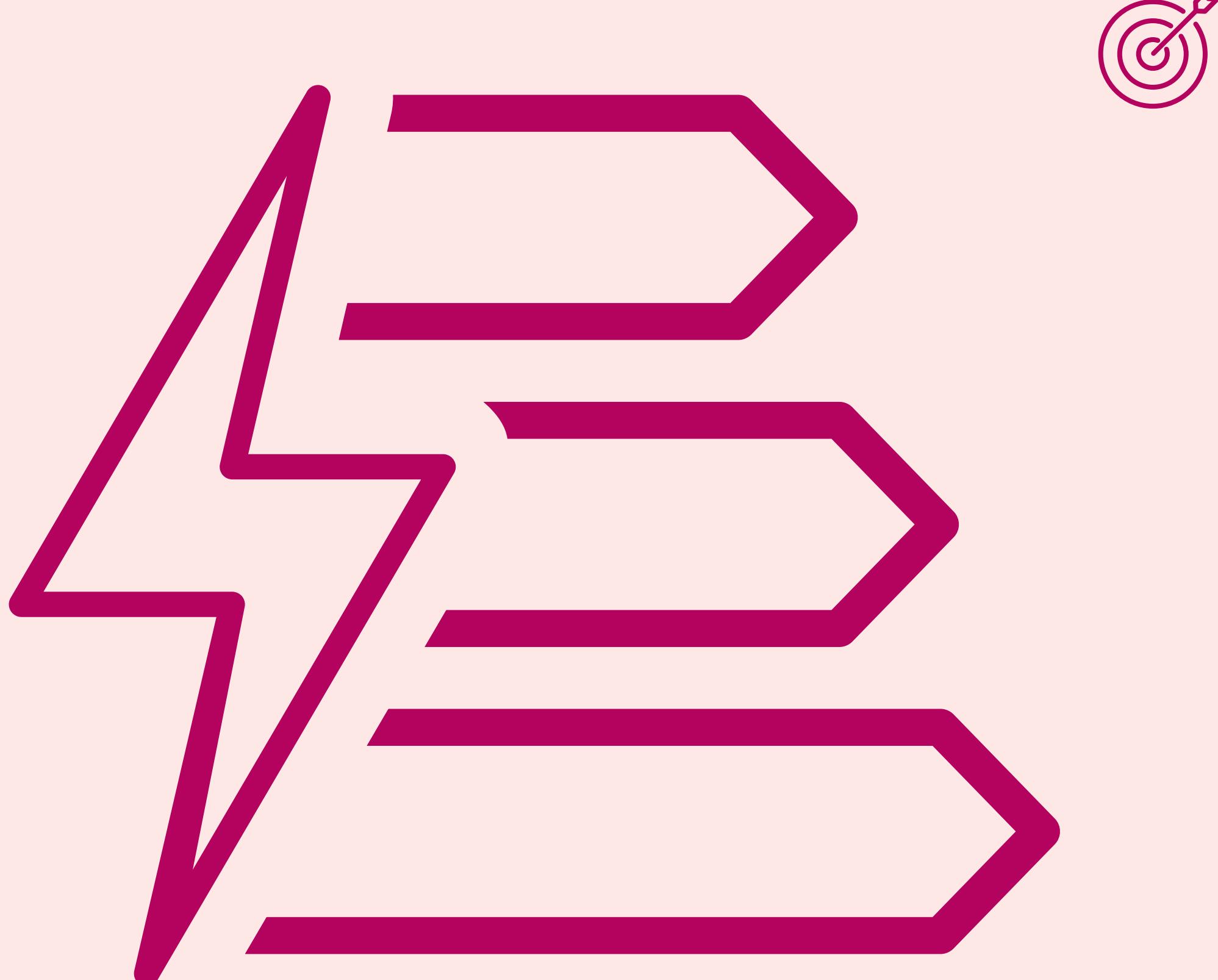
Complete energy audits for 25% of properties.

### Year 3

Implement retrofit programs in 50% of properties.

### Year 5

Undertake a project to achieve 50% reduction in energy consumption across all GLH owned property by 2030.



# Behavioural Change:

## Objective:

Promote sustainable behaviours among tenants and staff.

### Actions:

- ✓ Provide educational programs, workshops and resources to tenants in an accessible format on energy efficiency, waste management, and sustainable living.
- ✓ Encourage tenants to adopt sustainable practices, such as recycling, water conservation, and energy-saving behaviours.
- ✓ Establish incentives for tenants to reduce their energy consumption and carbon footprint.

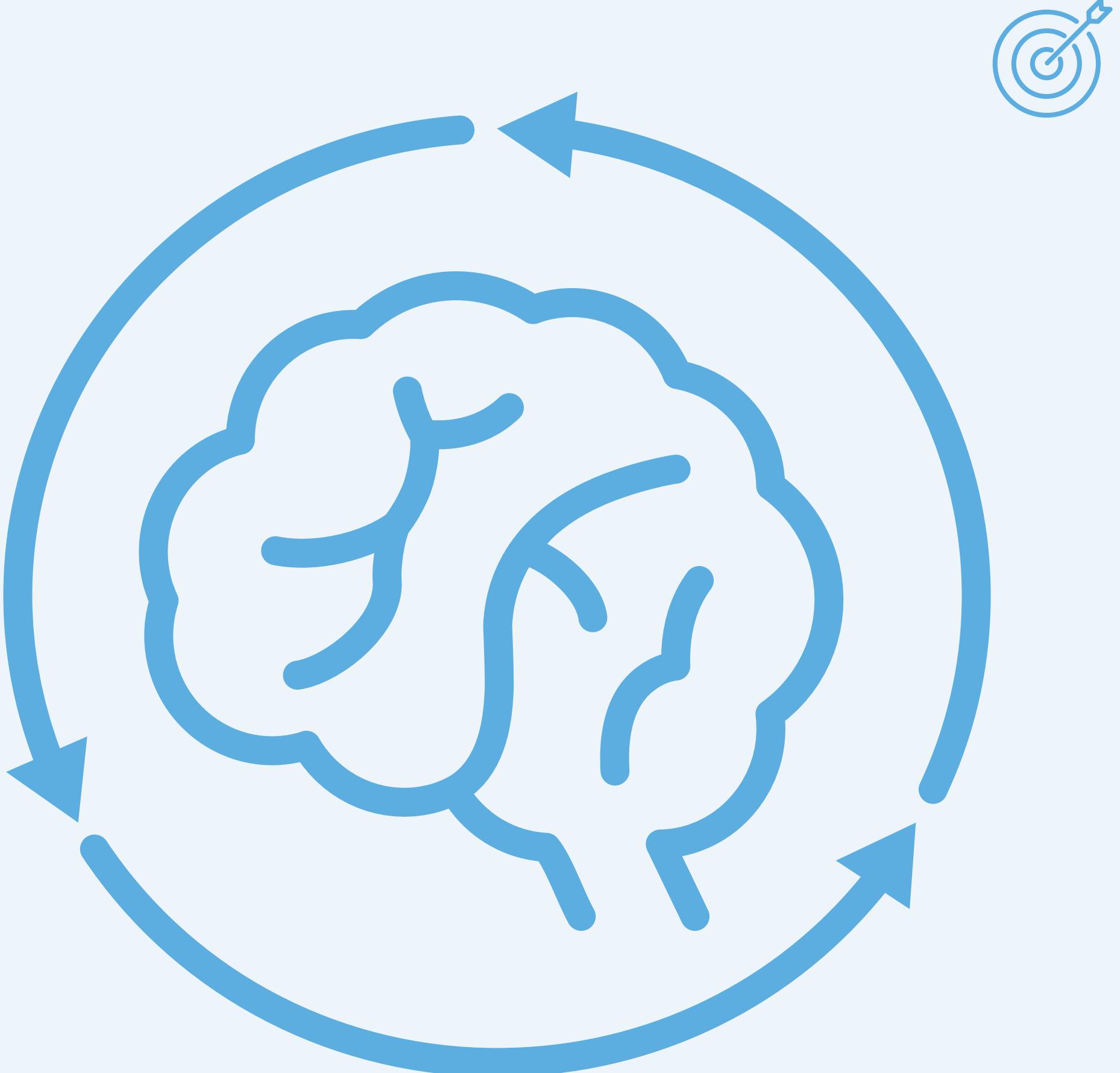
## Targets

### Year 2

Provide accessible literature for 100% of tenants through the tenancy packs, the GLH website and tenant newsletters.

### Year 4

Achieve a 15% reduction in energy consumption by tenants participating in a pilot project.



# Construction Activities:

## Objective:

Integrate sustainable practices in construction projects.

### Actions:

- ✓ Incorporate sustainable design principles in planned works, new construction and refurbishment projects.
- ✓ Implement low-carbon and resource-efficient construction materials and techniques. Collaborate with contractors and suppliers who prioritise sustainability.

## Targets

### Year 2

Adopt sustainable design principles for all new construction projects and publish minimum standards for sustainable development.

### Year 4

Achieve a 50% reduction in construction waste sent to landfill.



# Development Activities:

## Objective:

**Deliver new properties that meet high sustainability standards. We will ensure that all new developments align with sustainability goals and contribute to the overall carbon reduction target.**

### Actions:

- ✓ Prioritise the development of low-carbon and energy-efficient properties.
- ✓ Incorporate renewable energy systems into new developments by establishing a new minimum standard to meet sustainability targets.
- ✓ Ensure new properties meet a minimum EPC rating of B and are designed for adaptability and resilience by undertaking a retrofit assessment on all new acquisitions.
- ✓ Incorporate green spaces and biodiversity enhancements in new developments.
- ✓ Set ambitious energy efficiency and sustainability targets for new developments.
- ✓ Monitor the achievement of sustainability targets in new developments, such as EPC ratings and renewable energy utilization.
- ✓ Alternative forms of heating to be fitted to all newly developed properties from December 2024 to replace gas boilers.

## Targets

### Year 2

Ensure all property purchases (excluding newbuild) have a completed retrofit assessment and plan to bring up agreed minimum standard.

### Year 3

Achieve a 50% increase in the proportion of new properties meeting EPC rating B or higher.

### Year 5

Target for all new build properties to achieve a minimum EPC rating of A.

Create biodiverse habitats within our developments and educate our tenants. This includes creating wildlife-friendly habitats like bird nesting boxes, bat roosts, insect-friendly planting, and wildlife corridors.



# Corporate Behaviours:

## Objective:

**Foster a culture of sustainability within GLH.**

### Actions:

- ✓ Develop and implement a sustainability policy and guidelines for staff and stakeholders.
- ✓ Provide training and support to staff on sustainability practices and initiatives.
- ✓ Engage in responsible procurement, favouring suppliers with strong sustainability credentials.
- ✓ Regularly review and report on the GLH's environmental impact.
- ✓ Invest in IT (Information Technology) to promote agile working and reduction in unnecessary travel.
- ✓ Introduce a planning tool for all remote staff to utilise team on the ground more effectively, prevent repeat visits and reduce mileage.
- ✓ Actively promote sustainable travel options such as public transport and electrical vehicles.
- ✓ Complete audit of pollutants used in services by 2023.

## Targets

### Year 1

Establish a sustainability policy and guidelines.

Establish a sustainability task force of staff to promote good practise and inform behaviours.

### Year 3

Achieve a 25% increase in the proportion of sustainable suppliers.

### Year 5

50% of vans to be electric.

Completed audit on pollutants used in services and an action plan and strategy in place where required to replace with Best Practical Environmental Option (BPEO).



# Lower Energy Bills for Tenants

**Understanding fuel poverty and estimating the number of households who may be fuel poor (cannot meet their energy needs at a reasonable cost) supports the development of policies that address its main drivers:**

- **energy efficiency of the home**
- **household income**
- **energy prices**

GLH is committed to implementing measures to help our tenants pay their fuel bills, ensuring their access to affordable and efficient energy. We will link in with information gathered from our mould and damp data to pick up on poor property performance potentially adding to fuel poverty.

## Actions:

- ✓ Conduct energy efficiency assessments for all properties to identify areas for improvement.
- ✓ Prioritise properties occupied by tenants at risk of fuel poverty for energy efficiency upgrades.
- ✓ Focus on insulation, draught-proofing, and efficient heating systems to reduce energy consumption and heating costs.
- ✓ Distribute educational materials and resources on energy conservation, smart energy usage, and behaviour changes that can reduce energy consumption and costs.
- ✓ Engage with tenants through tenant forums and tenant representatives to raise awareness and promote sustainable energy practices.

**By implementing these actions, GLH can make noteworthy progress toward eradicating fuel poverty for tenants. Through a combination of energy efficiency upgrades, financial support, education, and partnerships, tenants can benefit from reduced energy costs, improved living conditions, and increased comfort. Regular monitoring and evaluation will ensure that the strategies are effective and responsive to the needs of the tenants.**



# Making Our Office More Environmentally Friendly

We will implement measures to reduce waste generation and energy consumption at the head office, aligning with sustainability goals.

## 1. Waste reduction and recycling:

- Conduct a waste audit to identify areas of waste generation and opportunities for reduction. Implement a comprehensive recycling program for paper, plastics, glass, and other recyclable materials.
- Encourage staff to minimise paper usage through digital documentation and electronic communication.
- Provide clearly labelled recycling bins throughout the office and educate staff on proper recycling practices.

## 2. Energy efficiency:

- Conduct an energy audit to identify areas of high energy consumption and potential efficiency improvements.
- Implement power management practices, such as turning off lights and equipment when not in use.
- Optimise heating, ventilation, and air conditioning (HVAC) systems for energy efficiency through ensuring regular maintenance and programmable thermostats.

## 3. Water conservation:

- Educate staff on water conservation practices, such as turning off taps when not in use and reporting leaks promptly.
- Monitor water consumption and implement measures to reduce water usage.

## 4. Employee engagement:

- Conduct awareness campaigns and training sessions to educate staff on environmentally friendly practices and the importance of sustainability.
- Encourage employees to adopt sustainable behaviours, such as using reusable water bottles, coffee cups, and lunch containers.
- Establish a sustainability committee or green team to drive and monitor sustainability initiatives within the office.
- Recognise and reward staff for their contributions to waste reduction, energy conservation, and other sustainability efforts.

By implementing these measures, the head office can significantly reduce waste generation, lower energy consumption, and contribute to overall sustainability goals. Regular monitoring and engagement with staff will ensure continuous improvement and create a culture of environmental responsibility within GLH.

We will undertake an options appraisal of the GLH head office prior to the end of the current lease term in 2028. We will investigate the long-term viability of a head office and we will explore agile working solutions or regional hub options utilising smaller serviced offices, to maintain the demands of the business and retain the service to our customers.



# Strategy Delivery Aligned with GLH Values

We will deliver the sustainability strategy in alignment with the GLH values of caring, listening, honesty, reliability, and creativity.



## Caring:

Ensure the sustainability strategy prioritises the well-being of our tenants and the environment by regularly engaging with tenants and stakeholders to understand their needs and concerns and implementing initiatives that enhance the living conditions and overall quality of life for tenants.



## Listening:

Foster open communication channels to gather feedback and ideas from stakeholders by conducting surveys, forums, and feedback sessions to understand the perspectives and expectations of tenants, staff, and partners. Consider stakeholder input when making decisions related to sustainability initiatives.



## Honesty:

Maintain transparency in our sustainability efforts and communicate progress openly by providing regular updates on sustainability initiatives, Targets, and achievements to tenants, staff, and stakeholders. Share challenges and lessons learned along the sustainability journey.



## Reliable:

Demonstrate reliability in implementing the sustainability strategy and meeting targets by setting realistic and achievable targets and ensure their timely delivery. Establishing robust monitoring and reporting mechanisms to track progress and identify areas for improvement.



## Creative:

Encourage innovation and creative problem-solving in sustainability initiatives and foster a culture that values and rewards creative ideas and solutions for sustainability challenges. Encourage cross-functional collaboration and knowledge-sharing to drive innovation.

# Sustainable Procurement and Value for Money Principles:

**We will promote sustainable procurement practices while ensuring value for money in all purchasing decisions.**

## Actions:

- ✓ Ensure our procurement policy encourages the selection of suppliers with strong environmental credentials.
- ✓ Evaluate suppliers based on their sustainability practices, including carbon footprint, waste management, and ethical sourcing.
- ✓ Incorporate life cycle costing and sustainability considerations in procurement decision-making processes.
- ✓ Collaborate with suppliers to identify innovative and sustainable solutions that align with the GLH's sustainability goals.

By integrating sustainability into the asset management strategy and development strategy, we ensure that our existing properties are optimised for performance and our new developments align with our sustainability goals. Additionally, by implementing sustainable procurement practices and emphasising value for money, we can enhance our environmental performance while ensuring financial prudence. Regular monitoring, reporting, and evaluation of these strategies will enable us to measure success, identify areas for improvement, and continually advance our sustainability objectives.



# Reporting on Targets to the Board and our Tenants

**We will provide a transparent and comprehensive reporting on the progress and impact of the sustainability strategy to the Board and our tenants.**

## Establish Key Performance Indicators (KPIs):

Define a set of KPIs that align with the goals and objectives of the sustainability strategy. These KPIs should cover areas such as energy consumption, carbon emissions, EPC ratings, tenant engagement, and progress towards net zero carbon targets.

## Regular reporting:

Provide regular reports highlighting the achievements, challenges, and targets of the sustainability strategy. Reports should include quantitative data, qualitative assessments, and progress against the defined KPIs.

## Financial performance:

Integrate financial performance related to sustainability initiatives into the regular financial reporting to the Board. This includes tracking funding utilisation, cost savings from energy efficiency measures, and return on investment for sustainability projects.

## Board and tenant engagement:

Engage with the Board and GLH tenants through presentations, workshops, and discussions to ensure their understanding and support for the sustainability strategy. Seek their input and guidance on key decisions and future direction.



# Continual Monitoring of Legislation, Funding, and Regulator Requirements:

**GLH became the first specialist housing provider to adopt the Sustainability Reporting Standard (SRS) for social housing, highlighting our commitment to report on their Environmental Social and Governance impacts in a transparent, consistent, and comparable way.**

The SRS is a voluntary reporting framework, covering criteria across ESG considerations such as zero carbon targets, affordability, safety, and resident voice.

We will ensure we stay informed and responsive to changes in legislation, funding opportunities, and regulatory requirements related to sustainability in the housing sector.

The Director of Property & Sustainability will be responsible for tracking and analysing changes in legislation and regulations related to sustainability, energy efficiency, and carbon reduction. They will provide regular updates to the Board, ensuring compliance and identifying opportunities for improvement.

We will maintain a close watch on available funding streams, grants, and incentives for sustainability initiatives. We will continuously seek out opportunities to secure funding for projects aligned with the sustainability strategy. We will also develop partnerships with external organisations, such as local authorities or green finance institutions, to access additional funding.

We will ensure this strategy aligns with the requirements and expectations of the Regulator of Social Housing, stay updated on regulatory guidance and ensure all necessary reporting and compliance obligations are met. We will establish internal processes to monitor and report on compliance with regulatory requirements.

We will engage with industry networks, sustainability organisations, and peer housing associations to share best practices, stay informed about emerging trends, and learn from the experiences of others. We will also participate in relevant forums, conferences, and workshops to remain connected to the wider sustainability community.

**By implementing these monitoring and compliance practices, we can ensure that the sustainability strategy remains adaptive to changing regulations, funding opportunities, and the expectations of the Regulator of Social Housing. Transparent reporting to the Board will enable informed decision-making and demonstrate our commitment to achieving our sustainability goals.**



# Continual Monitoring of Legislation, Funding, and Regulator Requirements:

Sustainability Reporting Standard theme	ESG measure	2030 target	2050 target
<b>Theme 1</b> Affordability and security	<b>C4</b> How is the housing provider trying to reduce the effect of fuel poverty on its residents?	<b>Achieve a 15% reduction in energy consumption by tenants.</b> <b>Accessible literature in all tenancy packs, GLH website and tenants' newsletters.</b>	
<b>Theme 3</b> Tenant voice	<b>Criteria 9 (C9)</b> What arrangements are in place to enable the residents to hold management to account for provision of services?	<b>Established KPI (Key Performance Indicators) reporting framework</b> <b>Sustainability Tenant Champion</b>	All customers engaged in sustainability
<b>Theme 6</b> Climate change	<b>Criteria 14 (C14)</b> Distribution of EPC ratings of existing homes (those completed before the last financial year).	<b>All homes at EPC band C (SAP 69)</b> <b>No replacement gas boilers from 2030</b>	All homes at an average of EPC band B (SAP 76) by 2045 with carbon offsetting to 2050
	<b>C15</b> Distribution of EPC ratings of new homes (those completed in the last financial year).	<b>Ensure all property purchases (Excluding newbuild) have a completed retrofit assessment and plan to bring up agreed minimum standard.</b> <b>All new homes built after 2030 at EPC band A (SAP 92)</b>	All new homes at EPC band A (SAP 94) and meet Passivhaus standard or similar

# Continual Monitoring of Legislation, Funding, and Regulator Requirements:

Sustainability Reporting Standard theme	ESG measure	2030 target	2050 target
<b>Theme 6</b> – Climate change	<b>C16</b> Please report Scope 1, Scope 2 and Scope 3 greenhouse gas emissions.	<b>Collect data on Scope 1 and 2 emissions and report annually.</b> <b>Collate construction and procurement Scope 3 emissions.</b>	95% reduction in carbon emissions by 2045 with carbon offsetting to achieve net zero.
	<b>C17</b> What energy efficiency actions has the housing provider undertaken in the last 12 months?	<b>Deliver, maintain and measure annual programme of energy efficient actions providing clear reporting and outcomes.</b>	
	<b>C18</b> How is the housing provider mitigating the following climate risks: – Increased flood risk and increased risk of homes overheating.	<b>90% of homes at low risk of overheating and protected from flooding.</b>	All homes at low risk of overheating and protected from flooding.
	<b>C19</b> Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.	<b>Accessible literature in all tenancy packs, GLH website and tenants' newsletters.</b>	

# Continual Monitoring of Legislation, Funding, and Regulator Requirements:

Sustainability Reporting Standard theme	ESG measure	2030 target	2050 target
Theme 7 Ecology	<b>Criteria 20 (C20)</b> How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?	<b>Create biodiverse habitats within our developments and educate our tenants in the benefits. This includes creating wildlife-friendly habitats like bird nesting boxes, bat roosts, insect-friendly planting, and wildlife corridors.</b>	Increase green spaces for communities by 15% and increase biodiversity by 10% in all green spaces.
	<b>C21</b> Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?	<b>Completed audit on pollutants used in services and an action plan and strategy in place where required to replace with Best Practical Environmental Option (BPEO).</b>	Eliminate 98% of all pollutants purchased; maintain register of chemical substances bought and review annually.

# Continual Monitoring of Legislation, Funding, and Regulator Requirements:

Sustainability Reporting Standard theme	ESG measure	2030 target	2050 target
Theme 8 Water management	<b>Criteria 22 (C22)</b> Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?	<b>Updated Sustainable Procurement Strategy by 2023.</b> <b>70% of products and services sustainably sourced.</b>	Buy 98% sustainably sourced products and services by 2045A.
	<b>C23</b> Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	<b>Achieve a 50% reduction in construction waste sent to landfill.</b>	99% waste diverted from landfill by 2045.
	<b>C24</b> Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	<b>Create a Water Strategy by 2030.</b>	
Theme 12 Supply chain	<b>C48</b> How is Environmental impact considered when procuring goods and services?	<b>Ensure our procurement policy encourages the selection of suppliers with strong environmental credentials.</b> <b>Evaluate suppliers based on their sustainability practices, including carbon footprint, waste management, and ethical sourcing.</b> <b>Collaborate with suppliers to identify innovative and sustainable solutions that align with the GLH's sustainability goals.</b>	

# Conclusion

This 5-year sustainability strategy provides a roadmap for achieving our long-term goal of net-zero carbon emissions by 2050 and ensuring all properties meet a minimum EPC rating of C by 2030. Through proactive property performance improvements, fostering behavioural change, adopting sustainable construction and development practices, promoting corporate sustainability, and leveraging available funding, we aim to create a sustainable future for our tenants, reduce our environmental impact, and contribute to the fight against climate change. Regular monitoring, reporting, and reassessment of our progress will ensure continuous improvement and alignment with our sustainability objectives.





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