



# Broadacres

## Sustainability Strategy

[www.broadacres.org.uk](http://www.broadacres.org.uk)



# Broadacres Sustainability Strategy 2023-28

## Background

Being in the heart of North Yorkshire, we endeavour to lead the way in delivering sustainable, rural communities through our commitment to delivering Great Homes, Great Communities and Great Customer Experiences. As we strive to be the best rural housing association in the country, we also aim to lead the way in terms of sustainability within the social housing sector.

Our mission towards delivering a greener future is already well underway as we've incorporated sustainable thinking across the organisation. This has given us a head-start in delivering low carbon homes within our existing stock, whereby all homes will achieve SAP B and C by 2028. Through the roll-out of further retrofit, customers' homes will be energy efficient with lower running costs. Not only does this help tackle fuel poverty and future-proof homes, but it also subsequently helps us align with the government's target of net zero emissions by 2050. We are also investing in local initiatives and community groups that support wildlife. As customers are at the heart of everything we do, we will work closely with them as we deliver this strategy; together we can deliver a greener future.

## Foreword by our Chief Executive

As a housing association owning and managing more than 6800 homes across North Yorkshire and employing more than 400 colleagues, Broadacres has a key role to play in improving the sustainability of our communities, protecting the environment and combatting climate change.

We have already made great strides to reduce our environmental impact and to improve the energy efficiency of our customers' homes, but we recognise that to be a truly sustainable organisation there's still more to do. This ambitious strategy will see us building on our good work to date. We will have a coordinated and proactive approach so all of our customers' homes will be EPC C or better by 2028 and our new build homes will be at least EPC B whilst working to achieve net zero carbon emissions as an organisation by 2050.

At Broadacres, our customers are at the heart of everything that we do. We know that living in a home which is energy efficient and warm is one of the top priorities of our customers. We also know our customers are likely to be some of the most adversely affected by climate change and we want to ensure that we are contributing to reducing the impacts of climate change. This strategy will see us delivering on these aspirations.

Taken together all of this will contribute to us being the Best Rural Association in the country.

*Gail Teasdale*



## Setting the Scene

This strategy sets out our environmental sustainability priorities and objectives for the next five years but also looks ahead over the next thirty years and shapes Broadacres' approach to achieving net zero carbon emissions by 2050.

The UK Climate Change Act 2008 requires that the UK reaches net zero carbon by 2050. This target has been set to mitigate the climate crisis, with the evidence becoming increasingly clear that stopping climate change is one of the greatest challenges of our time. The consequences if we fail to do this are dire, with extreme weather events becoming more frequent and flooding and overheating posing an increased risk.

North Yorkshire Council (NYC) has committed to a more ambitious target of becoming net zero carbon by 2034 and a carbon negative region by 2040. 19% of carbon emissions in North Yorkshire are from homes, and NYC recognise the importance of working in partnership to reduce these emissions, stating 'we will work with partners, communities, and businesses to scale up building retrofit projects and increase low carbon heating'. In their zero-carbon route map they pledge to retrofit 260,000 homes to EPC C by 2030 and install 270,000 heat pumps by 2038, targets which Broadacres is already contributing to.

Despite the progress to reduce greenhouse gas emissions, the UK is already seeing the impacts of a changing climate with higher temperatures, drier summers and wetter, stormier winters. Broadacres need to consider these risks as we build new homes and renovate our existing homes to ensure that they are resilient to the changing climate. We must ensure that our homes are future proofed to ensure that our customers are not exposed to unacceptable flood risk and are going to be able to live comfortably and safely in their homes despite higher summer temperatures.

With the housing sector accounting for 22% of the national carbon footprint and with the social housing sector accounting for 17% of homes, our sector clearly has a significant role to play. Nationwide, 85% of existing homes will still be in use in 2050 so retrofitting our existing housing stock is an important part of reducing the country's carbon emissions.

This strategy acknowledges that a truly sustainable organisation delivers environmental improvements more broadly than focusing solely on carbon emissions. As a social landlord, we will ensure that our customers are at the heart of the delivery of this strategy, to ensure that we can maximise co-benefits including a reduction in fuel poverty, improvements to customers physical and mental wellbeing and enhanced local air quality. We will make improvements to the way in which we manage our supply chain, so that we can measure the impact of this and implement changes to reduce this impact. We will also improve the way in which we manage the green spaces around our customers' homes, to support local wildlife and enhance their social value, as having access to quality green spaces has positive impacts on mental and physical health.

## **Broadacres' Vision for a Greener Future**

Through delivery of this strategy, we endeavour to build flourishing communities for future generations.

At Broadacres we know that having a warm, comfortable home plays a really important part in enabling our customers to live happy, healthy lives. This strategy will see us transform our customers' homes to ensure that they are affordable to heat and that they reduce carbon emissions as well as being warm and comfortable to live in. In turn this will minimise energy costs, significantly reduce fuel poverty and contribute to improving customers' mental and physical health.

We will ensure that our green spaces are sensitively managed for the benefit of both people and wildlife, and work to create vibrant, healthy communities, where our customers can thrive and are proud to live.

Delivery of this Strategy is a key element of our commitment to be the best rural Housing Association in the country, delivering Great Homes, Great Communities and Great Customer Experiences.

## Sustainability Strategy - Key themes



1. We will embed a culture of sustainability at Broadacres so that it is at the heart of everything that we do.



2. We will make continuous improvements to the way that we operate as an organisation to reduce our environmental impact.



3. We will make great strides to retrofit our existing homes and will build our new homes to standards that achieve net zero carbon emissions.



4. We will engage with our customers so that they understand the benefits of retrofitting their homes and have the information required to benefit from improvements made.



5. We will mitigate and adapt to current and future impacts of climate change.



6. We will ensure that we have the knowledge and skills to deliver this strategy.



7. We will manage our green spaces sensitively for the benefit of both wildlife and our customers.



8. We will work in partnership to influence and support the sustainability agenda locally, regionally and nationally.





## Theme 1 - We will embed a culture of sustainability at Broadacres so that it is at the heart of everything that we do.

### Our Current Position

We have invested in additional resource within the Sustainability Team, and our Senior Sustainability Manager holds a key seat on the Leadership Team, providing advice, support and challenge to our leaders to help ensure that the Sustainability Strategy is delivered effectively throughout the organisation.

A key part of achieving this cultural shift, is improving our colleagues' knowledge and understanding of environmental sustainability issues. After all, we cannot expect our colleagues to care and act if they are not yet empowered with the knowledge to do this. To this end, we have been delivering Carbon Literacy training to our colleagues since November 2021. More than 100 colleagues, including Managers, Heads of Service, Directors and Board Members have undertaken the training and become certified. As a result of this hard work, we have been accredited as a Silver Carbon Literate Organisation.

### Guiding Principles

We will embed a culture which encourages and supports colleagues to put sustainability at the forefront of what we do. Embedding this culture is critical to ensure delivery of the Sustainability Strategy.







## Theme 1 Goals

### Year One

1.1 Achieve Silver Carbon Literate Organisation standard.

1.2 Roll out Carbon Literacy training sessions to full teams to develop collaborative and transformative pledges.

1.3 Use existing channels to capture sustainability ideas from our colleagues.

### Year Three

Achieve Gold Carbon Literate Organisation standard.  
Enrol new starters onto Carbon Literacy upon induction.

Work with managers in some teams to empower them to devise and deliver sustainability improvements within their service areas.

Develop new ways to capture ideas from our colleagues.

### Year Five

Achieve Platinum Carbon Literate Organisation standard.

Work with managers across the business to empower them to devise and deliver sustainability improvements within their service areas.

Deliver innovative events as ways of capturing ideas from our colleagues to create a greener Broadacres, to embed a 'you said - we did' approach.



## Theme 2 - We will make continuous improvements to the way that we operate as an organisation to reduce our environmental impact.

### Guiding Principles

We will work towards all of our business emissions being carbon neutral by 2030. Achieving this will see us focusing primarily on addressing emissions around fleet, office electricity consumption and waste.

We will engage with our suppliers and contractors to put sustainability at the forefront of the services that they provide to us and the materials and goods that they supply to us. This means considering (and limiting) the environmental impact of these goods and services from 'cradle to grave', i.e., from sourcing the materials that go into their manufacture to how they are disposed of at their end of life and promoting a circular economy.

### Our Current Position

We have already set ourselves a target for all our business operations to be carbon neutral by 2030. We publish an annual Environmental, Social and Governance (ESG) report. We have a solar panel array on the roof of Broadacres Housing and the electricity which we use in our offices and schemes is from a green tariff. We have installed electric vehicle charging points at our office and three of our Extra Care schemes and have taken delivery of 38 electric vehicles as part of our new fleet.





## Theme 2 Goals

### Year One

2.1 Integrate the first 33 electric vehicles into our fleet, alongside 5 electric pool cars.

2.2 Consider what sustainability criteria we could include within our procurement process.

2.3 Identify our biggest contractors and suppliers and engage with them to gain a better understanding of sustainable practices.

### Year Three

Mid-term review of the fleet performance to inform next round of fleet procurement.

Start to embed enhanced sustainability criteria within our procurement process and support colleagues to assess this.

Incorporate the emissions from our biggest contractors and suppliers into our carbon footprint calculation.

### Year Five

Our fleet will be fully electric or hybrid.

Have an established sustainability criteria and marking criteria used in all procurement activities.

Share useful training resources with contractors/suppliers to support them to make sustainable choices within the business, and to better complete the sustainable procurement criteria.

Work collaboratively with our biggest contractors and suppliers to reduce carbon emissions.

2.4 Review the processes followed when disposing of waste across Broadacres and the information that we hold about the type and volume of waste generated across Broadacres.



Launch a new waste management procedure with the aim of reducing, reusing and recycling increasing quantities of waste generated.

Work with all departments to gain an accurate understanding of the type and volume of waste generated by all parts of the business.



We will be able to demonstrate a reduction in waste sent to landfill and/or incineration.

We will be able to demonstrate some examples of where we have embraced the circular economy approach.



## Theme 3 - We will make great strides to retrofit our existing homes and will build our new homes to standards which achieve net zero carbon emissions. Part 1 - Retrofit

### Guiding Principles

Through the delivery of our Asset Management Strategy, our retrofit work will be guided by the following:

1. A 'fabric-first' approach to improve the energy efficiency of the building's fabric as far as possible.
2. A 'worst first' approach to improve the energy efficiency of our lowest performing homes first, where feasible.
3. A 'no regrets' approach by carefully sequencing the improvements that we carry out to ensure that we do not have to 'undo' work that we carry out in the early years.

**To achieve this, we will use the data that we hold about our properties to inform our retrofit plans and how these need to be aligned with other investment work being carried out on our properties.**

The following points are important as we retrofit our customers' homes:

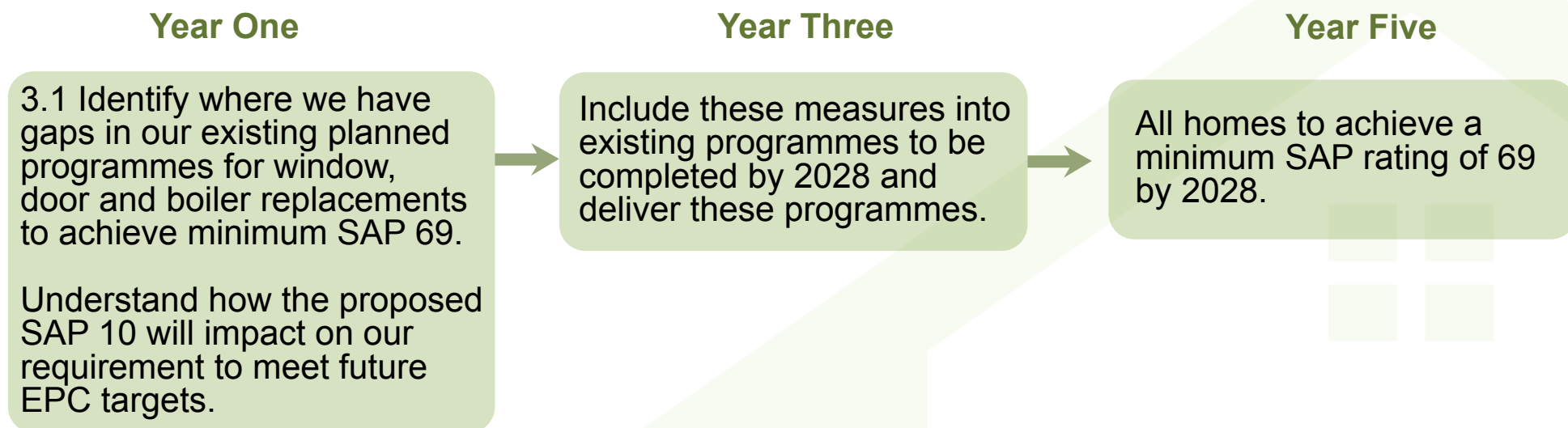
- We will keep abreast with technology and innovation, as this is constantly evolving.
- The logistics of delivering retrofit is complicated and can require us to work collaboratively with a number of partners. Supply chain, skills and infrastructure all provide challenges and we will consider how we can influence these.
- Retrofit is expensive, so we will continue to consider creative ways of financing it and will take advantage of funding opportunities and finance initiatives where they are right for Broadacres' homes and customers but will not be led by these opportunities.

- Closely align the Sustainability Strategy with the Asset Management Strategy to ensure that retrofit becomes embedded in our Business-as-Usual activities, and these principles and standards inform all our investment activity.
- We must continue to review new technology and trial these in further delivery of retrofit.
- As we deliver retrofit work we must consider other important factors as well as energy efficiency, including water efficiency and biodiversity.

### Our Current Position

- We have made good progress towards achieving a minimum EPC band C.
- 1445 of our homes now fall below EPC band C and we are confident that all homes will achieve minimum SAP 69 by 2028 in part due to our SHDF funded programme.
- We have installed Air Source Heat Pumps in 800 homes.
- We continue to develop our knowledge and skills around retrofitting.

### Theme 3 Part 1 - Goals



3.2 Identify where additional measures will need installing (above and beyond standard planned maintenance measures) to achieve minimum SAP 69.

Successfully retrofit 400 homes under the Social Housing Decarbonisation Fund.

Create and deliver programmes of work to deliver these additional measures, which may include solid wall insulation, solar PV, etc.

Apply for funding from future rounds of the Social Housing Decarbonisation Fund and explore alternative ways of financing this retrofit work.

3.3 Continue implementing the lessons learnt from retrofit pilot, specifically enhance all major works specifications to incorporate learning from the Retrofit Project.

Incorporate these revised specifications into Business-as-Usual activities, for example, as contracts come up for renewal.

All planned programmes and reactive work to be delivered in line with these enhanced specifications, to ensure delivery of a 'no regrets' approach.

The learnings from the retrofit pilot are fully integrated into Business-as-Usual activities.



3.4 Ensure that the energy data that we hold about our homes is of high quality and accurate and explore what systems are available to help us create a decarbonisation plan for every home.

We will develop a good understanding of how to retrofit our homes and will have made a decision about which system to use to help us create a plan for this.

Investigate alternative options for decarbonising more complicated archetypes, e.g. Extra Care schemes.

Decide when we should stop installing gas boilers in our customers' homes. If a decision cannot be made at this time, this will be considered annually going forward.

We will start delivering decarbonisation measures through the enhanced specifications in action 3.3.

3.4 Ensure that the energy data that we hold about our homes is of high quality and accurate and explore what systems are available to help us create a decarbonisation plan for every home.

3.5 Consider what we will require from the IT systems we use to help us efficiently achieve full decarbonisation of our stock.

Develop a deeper understanding of the capabilities of Salesforce.

Determine whether any additional systems are required.

The systems we use will enable the integration of data from across the business to help us implement our decarbonisation plans, including finance, asset information, damp and mould and customer vulnerability.



## Theme 3 - We will make great strides to retrofit our existing homes and will build our new homes to standards which achieve net zero carbon emissions. Part 2 - New Homes

### Guiding Principles

Through our Growth Strategy, we will strive to build energy efficient homes in sustainable communities. The new homes that we build will be energy efficient and low carbon and will require no or little additional work to bring them to the required standard by 2050. As a social housing provider, we must continue to build new homes, but we need to carefully balance investment in existing homes with that in building new homes.

### Our Current Position

We no longer install gas boilers in the homes which we build ourselves, opting for low carbon ASHPs instead. Prior to June 2023 we exceeded the requirements of the Future Homes Standard.

We have determined what improvements we need to make to meet the new requirements of the Future Homes Standard and are now considering when we will implement these.





## Theme 3 Part 2 - Goals

### Year One

3.6 Consider amending our development assumptions to make it financially viable to build homes of a higher environmental standard which will not need retrofitting in the future. Use this to enable us to decide when we will adopt the future homes standard.

3.7 Identify some 'easy win' sustainability improvements to our house type specifications.

Review our Acquisition and Disposal Policy to make sure environmental considerations are key to decisions about when to demolish or sell a property.

### Year Three

Create a hierarchy of measures to identify the measures that we are happy (and those that we are not happy) to value engineer out of new developments.

Incorporate some 'easy win' sustainability improvements to our house type specifications.

### Year Five

Build 1000 homes with a minimum EPC band B.

3.9 Continue to keep abreast of modern methods of construction and how we may incorporate these methods into our developments.

For one scheme, identify the additional costs involved in using modern methods of construction.

Assuming affordability, build one scheme using modern methods of construction.

3.10 Include additional environmental information within the Handover Pack that we provide to new customers, so that customers are empowered to live in their home in a sustainable way.

Engage with customers about the environmental information we provide to our new customers, to make the content and format more relevant.

Ensure that when we market our new build homes, we highlight their sustainability features.

All new and prospective customers are aware of the steps they can make to lead greener lives and the sustainability features of Broadacres' homes.

3.11 Contribute to the sustainable social value activities happening at new build sites.

Quantify the social value activities at new build sites.

Set targets to increase the social value activities happening at new build sites.

3.12 Identify ways to reduce the environmental impact of our construction sites during the build period.

When building work at new sites commences, implement measures which reduce the environmental impact of our construction sites during the build period.

Implement measures which reduce the environmental impact of our construction sites during the build period in operation at all of our sites.



## **Theme 4 - We will engage with our customers so that they understand the benefits of retrofitting their homes and have the information required to benefit from improvements made.**

### **Guiding Principles**

We will strive to reduce poverty and exclusion, by ensuring that we are mindful of both the environmental impact but also of the financial cost to our customers and will not undertake work which will result in higher energy costs for our customers. We will engage meaningfully with our customers so that we can support them to have retrofit work carried out on their homes with the aim of reducing the rate of customer refusals and providing necessary assistance to vulnerable customers in particular. We will support our customers so that they are able to get the most out of any technologies in their homes. We will also provide support to our customers to enable them to develop resilience to climate change.

### **Our Current Position**

Customers are at the heart of everything we do. We have invested in our Customer Liaison Officer (CLO) resource, with three CLOs dedicated to supporting customers through retrofit work. Our experience so far has demonstrated what a key role CLOs play in ensuring a successful retrofit project.







## Theme 4 Goals

### Year One

4.1 Customer Liaison Officers engage with tenants within every single property receiving retrofit works so customers are fully aware of works and benefits they bring to their home.

4.2 Deliver Carbon Literacy Training to a group of our involved customers and use this as a starting point to engage with our customers around sustainability and retrofit.

4.3 After works are completed, customers receive Handover Packs containing information on how to get the most out of their sustainable home.

### Year Three

Publicise the good news stories from our customers who have received retrofit under the Social Housing Decarbonisation Fund.

Consult with a group of customers to engage meaningfully with them about the support needed as we retrofit customers' homes. From this, develop a plan as to how we will do this.

Follow up with customers to get their views on how helpful they found the Handover Packs, and what else they feel should be included in it for future customers.

### Year Five

Follow up with several customers who had received retrofit under the Social Housing Decarbonisation Fund, to understand the long-term impacts of the improvements.

Establish customer champions who provide us with advice on supporting customers through retrofit works and reach out to other customers in their communities to support them through retrofit works.

Use the recommendations and feedback from customers to create a customer engagement plan as we move towards full decarbonisation of our homes.



## Theme 5 - We will mitigate and adapt to current and future impacts of climate change.

### Guiding Principles

As the climate changes and we experience hotter, drier summers and warmer, wetter, stormier winters with increased frequency this will impact on our customers' homes and also how we operate as a business. We will identify these impacts and work to minimise them.

### Our Current Position

We have started to identify which areas are at risk of flooding in the future, and we consider existing and emerging environmental risks in decisions to invest in new homes.

### Theme 5 Goals

#### Year One

5.1 Identify which areas are at risk of flooding in the future using modelled climate change scenarios.

5.2 Review the information available on Portfolio in relation to overheating risk.

Consider what other sources of information are available in relation to overheating risk.

#### Year Three

Determine where and how to store this data and how we should use the information.

Identify homes with high future flood risk and create a plan for mitigating this.

Determine where and how to store this data and how we should use the information.

Identify homes with high overheating risk and create a plan for mitigating this.

#### Year Five

Deliver flood resilience measures to protect our homes and customers most at risk.

Understand the home archetype alongside location, to develop a plan for supporting customers in homes most at risk from overheating.





## Theme 6 - We will ensure that we have the necessary knowledge, skills and qualifications to deliver this strategy.

### Guiding Principles

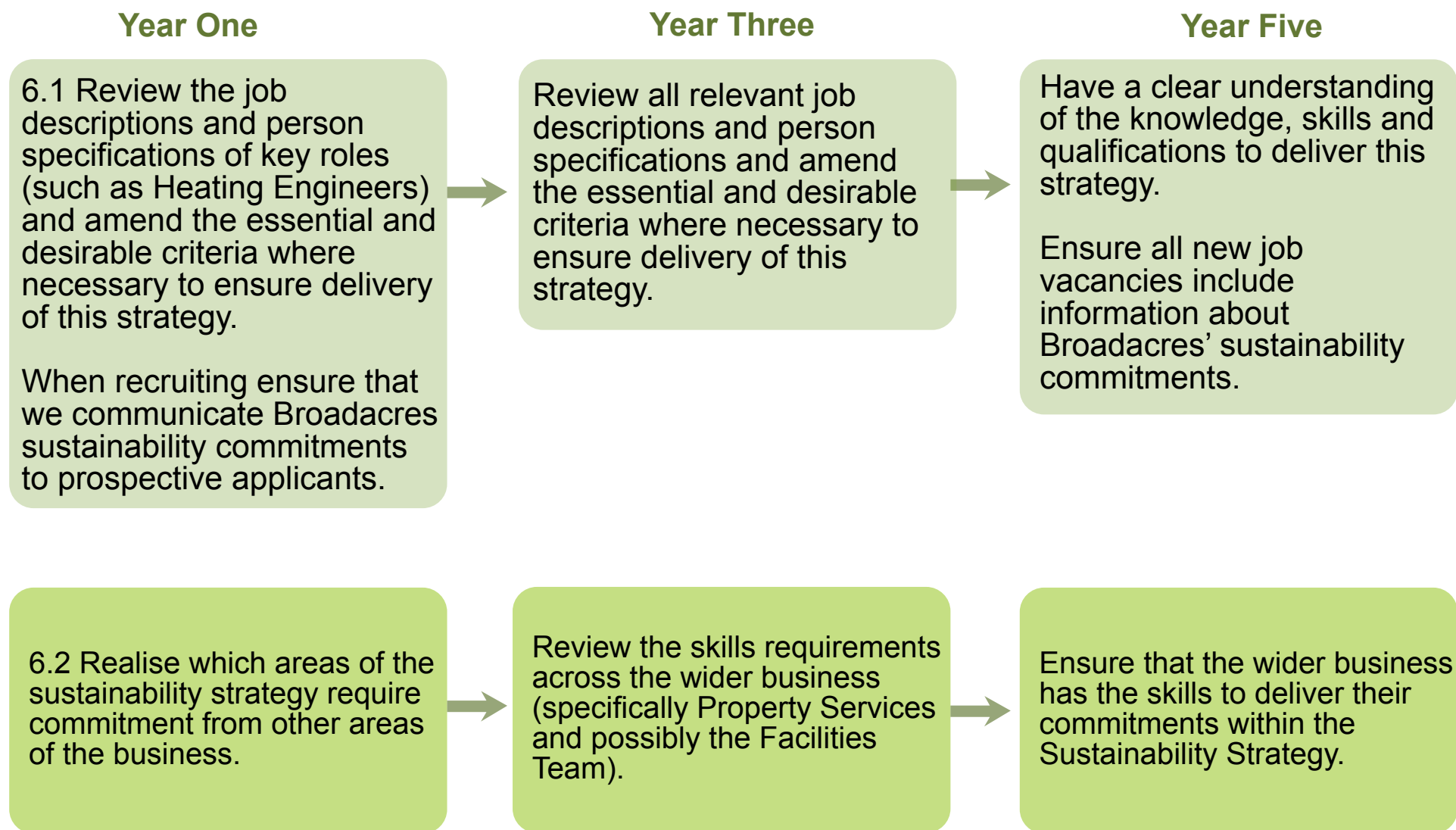
Delivering this strategy will require Broadacres to adopt changes to the way that we operate as a business, to the way that we manage and maintain our existing homes and build new homes. To do this effectively we will need to recruit and retain colleagues with the required skills and provide training and learning opportunities to existing colleagues to enable them to adapt to new ways of working. We will also need to work with contractors and suppliers whose approach aligns with this strategy.

### Our Current Position

We have invested in additional resource in the Sustainability Team, with senior leadership level advocacy for this work, and new role of Sustainability Officer and Asset Planning Analyst. We also have a Project Manager who manages all retrofit work and a Mechanical Contracts Supervisor who oversees the quality of renewable technology measures within our homes and we share this learning and expertise within our teams.



## Theme 6 Goals





## Theme 7 - We will manage our green spaces sensitively for the benefit of both wildlife and our customers.

### Guiding Principles

We understand that biodiversity loss is an important national and international environmental issue. Broadacres is a significant steward of green spaces, owning and managing a quarter of a million m<sup>2</sup> of land, as well as 16978m<sup>2</sup> shrub bed, 6 ½ km of hedgerow and more than 1200 trees, as such we have an opportunity and a responsibility to manage these green spaces sensitively for the benefit of wildlife as well as for our customers. We acknowledge that well managed green spaces can have a positive impact on wellbeing.

### Our Current Position

We have undertaken some tree and bulb planting initiatives in recent years and are liaising with customers to identify the best locations to plant 50 trees in the winter on 2023-24. We administer a Sustainability Fund providing grants to local community groups to deliver sustainability initiatives. Our rural development programme identifies opportunities to provide green spaces for future residents to enjoy.



## Theme 7 Goals







## Theme 8 - We will work in partnership to influence and support the sustainability agenda locally, regionally and nationally.

### Guiding Principles

We aim to be a good partner in North Yorkshire and work collaboratively, helping to deliver the North Yorkshire Climate Change Strategy by aligning ourselves to the York and North Yorkshire's Routemap to Carbon Negative. The York and North Yorkshire's Routemap includes sector action plans. We will continue to align our work to decarbonise our existing and new build homes closely to the Heating and Buildings action plan. There are wider opportunities for Broadacres to help deliver the routemap, through the themes of communication, engagement and movement building, collaboration and innovation, developing skills and programmes and demonstrator projects. We will collaborate effectively with other registered providers, to learn from each other and to share good practice through the sector. We will continue to build relationships with organisations such as the Northern Housing Consortium to enable us to work with other landlords.

### Our Current Position

We have shared our learning, especially on retrofit at local, regional and national levels, collaborating with the Northern Housing Consortium, the Retrofit Academy and the Social Housing Retrofit Accelerator to ensure that our messages reach a wide audience.



## Theme 8 Goals

### Year One

### Year Three

### Year Five

#### *Communication, engagement and movement building*

8.1 Work to build relationships with relevant teams within the new North Yorkshire Council.

Work collaboratively with North Yorkshire Council on an application to Wave 3 of the Social Housing Decarbonisation Fund.

Continue to work closely with North Yorkshire Council and identify opportunities for collaboration in the future.

#### *Collaboration and innovation, developing skills and programmes and demonstrator projects*

8.2 Complete a report detailing our whole house retrofit pilot to share with other registered providers.

Continue to welcome colleagues from other social landlords onto our Carbon Literacy training courses.

Share learning and good practice from our electric vehicle roll out.

Share learning from monitoring the lived experiences of customers living in our whole house retrofit pilot.

Continue to share our learning locally, regionally and nationally about our sustainability work.

## **Delivering our Sustainability Strategy**

Our governance structure and the role of the Broadacres' Sustainability Group plays a key role in the delivery of the Sustainability Strategy. The group includes representatives from all areas of the business and has oversight and scrutiny for the delivery of the Sustainability Action Plan. This group is increasingly playing an important role in embedding a culture of sustainability throughout Broadacres.

Operational delivery of the Sustainability Strategy is through the Sustainability Action Plan and Key Performance Indicators for each theme will drive the delivery of the strategy and the action plan. The Action Plan is drawn up annually, based on the objectives identified in the strategy. Delivery of the action plan is overseen by the Sustainability Group and ultimately the Asset and Development Committee and Board with an update on delivery of the Action Plan being provided on a quarterly basis. Relevant information is provided to colleagues, customers and other stakeholders through a variety of communication channels and summarised annually in the publication of our Environmental, Social and Governance (ESG) Report.





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