

MATERIAL ISSUE	OBJECTIVE	TIMELINE	TARGET TYPE	MEASURES OF SUCCESS	STATUS
			Material Value	Indicative but not exhaustive	RAG
Climate Change Mitigation and Energy Efficiency	Review of the Decarbonisation Roadmap	Q3 22/23	High Priority	KPIs / Index such as kWh/m2	Completed
	Sign off and adopt Decarbonisation Roadmap and Action Plan	Q3 22/23	High Priority		Completed
	Decarbonisation Roadmap Progress	Q3 24/25	High Priority		In progress – off track
	Progress to 2030 reduction target	Q3 24/25	High Priority		In progress – off track
Procurement and capital expenditure	Create business case for building internal capacity to review and consult on public sector procurement frameworks.	Q4 23/24	High Priority	The creation of internal capacity to review and consult on public sector procurement frameworks.	In progress – on track
	Review top areas of spend & undertake a decomposition analysis. Profile influenceable spend in the next 1-5 years.	Q4 23/24	High Priority	The key attributors to your procurement emissions are identified and a plan is in place to address them where possible.	In progress – on track
	Map your supply chains and engage with most significant suppliers. Consider the quick win solutions such as encouraging them to switch to a renewable tariff if they have not already done so.	TBA	High Priority	Regular communication with suppliers.	In progress – off track
	Improve centralised procurement so that there is greater oversight and control. Review existing procurement strategy, incl: weighting method; and approach for considering environmental and social value.	Q3 24/25	High Priority	Material impact/influence on the types of goods and services you are procuring. A clear idea on what your procuring and from whom and whether it aligns with your wider environmental and social objectives.	In progress – on track
	Set minimum standards for all contractors to meet. Request evidence of their targets and the environmental management systems they use.	Q3 24/25	High Priority	Regular and accurate supplier reporting which meets your standards.	In progress – on track
	Maintain a schedule that details contract renewal dates to ensure there is sufficient time to negotiate new contracts with your requirements.	On-going	High Priority	Regularly updated schedule which details contract expiry dates.	In progress – on track
	Act on Whole Life Carbon Assessments for construction leading to lower embodied carbon.	Q3 24/25	High Priority	Evidence based construction and investment decisions driving your housing programme.	In progress – on track
Building energy	Continue roll out of smart meters.	Q3 25/26	High Priority	Smart meters installed across all your properties.	In progress – on track
	Ensure that the systems already in place are working as effectively as possible and could look to build on the work being done to address emissions associated with energy consumption.	Q4 24/25	High Priority	Real time feedback that systems are operating as intended (smart monitoring).	Completed
	Deliver education programme for site managers.	Q1 24/25	High Priority	Carbon training programme in place for all site managers.	In progress – on track
	Integrate energy performance/demand into the assessment for upgrades of properties.	Q1 24/25	High Priority	Data backed upgrade programme for housing stock.	In progress – off track
	Improving properties: insulation, smart sensors, boiler upgrades, LED lighting installation.	On-going	High Priority	Minimum EPC standards which go beyond government requirements. All gas boilers removed ahead of government schedule. Established insulation programme for all properties.	In progress – off track
	Establish a Corporate Power Purchase Agreement with a renewable energy producer.	On-going	High Priority	Established corporate Power Purchase Agreement with a renewable energy producer.	Completed
	Install alternatives to gas heating such as ASHPs and GSHPs and facilitate the installation of more PV.	On-going	High Priority	PV and heat pumps installed across all your properties.	In progress – on track
	Procure 100% renewable gas (RGGO certification)	On-going	High Priority	Maintain RGGO backed gas contracts.	Completed
	Work with employees to ensure that this does not displace too much office energy use to the home setting.	Q1 24/25	High Priority	Training programme in place for employees on how to minimise their emissions at home.	In progress – on track
Company fleet and business travel	Undertake a scoping assessment on the opportunities and possibilities for installing EV facilities.	Q4 23/24	High Priority	All possibilities for installing EV charging facilities are identified.	In progress – on track
	Conduct pilot scheme which convert a handful of your fleet to EVs to determine the practicality of using them daily.	Q4 23/24	High Priority	The possibility of converting your entire fleet to EV has been scoped.	In progress – on track
	Improve monitoring of travel claims through the expenses system.	Q4 23/24	High Priority	An expense system which monitors distance, vehicle and fuel type.	In progress – on track
	Work with the fleet supplier to identify other ways that emissions can be reduced through effective management of the fleet and drivers (e.g., training on economic driving).	Q4 23/24	High Priority	Training programme in place for employees on how to minimise their emissions while driving.	In progress – off track

	Review requirements on the type of vehicle that mileage can be claimed for.	Q4 23/24	High Priority	Established scheme that rewards employees who drive low-emission vehicles or take public transport for business travel.	In progress – off track
Commuting	Introduce green travel policy to promote alternatives (e.g., Energy Saving Trust's Sustainable Travel Hierarchy).	Q4 23/24	Medium Priority	More whg employees cycling or walking to work. Increased use of public transport and car sharing. Use of digital communication to avoid unnecessary car journeys.	In progress – on track
	When assessing the viability of converting your fleet to EVs, use your findings to help support your employees who plan to install charging points at their homes.	Q3 23/24	Medium Priority	Employees are well informed on how they can install EV charging points at home.	In progress – on track
	Implement a salary sacrifice scheme for colleagues to purchase EVs.	Q3 23/24	Medium Priority	A scheme which sees a greater uptake of EVs by whg employees.	Completed
Waste and water	Improve signage in offices to improve the level of waste segregation.	Q3 23/24	Medium Priority	Effective waste segregation system in place in all offices.	In progress – off track
	Undertake a waste audit to assess volumes and types of waste generated.	Q3 23/24	Medium Priority	Waste production is monitored regularly.	In progress – on track
	Undertake a review of the water bills to assess which properties are consuming a lot.	Q3 23/24	Medium Priority	Water consumption is monitored regularly. Water reduction targets are set and achieved.	In progress – off track
	Review waste contracts and consolidate them.	Q3 23/24	Medium Priority	Establish waste contracts that ensure effective management of waste through a minimal carbon process.	In progress – on track
	Set a zero waste to landfill target across whg.	Q3 23/24	Medium Priority	Zero waste sent to landfill.	In progress – on track
Sustainability Strategy objectives – Environment					
Circular Economy	Develop and implement Minimum Circular Economy Standards in the design and construction process	Q3 23/24	High Priority	Amend Employer Requirements to include these standards – monitor progress	In progress – on track
	Working with local partners, introduce Re-use Schemes such as Library of Things to residents	Q3 23/24	High Priority	Think of projects, run workshops / Scheme launching events. Measure participation levels	In progress – on track
	Organise activities and create educational materials to promote re-use and recycling of resources and increase awareness	Q3 23/24	High Priority	Comms campaigns, events/workshops, engage with residents that can act as resident eco-champions, measure changes in each waste stream quantities and in behaviour	In progress – on track
Biodiversity	Develop a Green Spaces strategy addressing both development and existing stock, covering biodiversity enhancement, open spaces access and engagement of local residents with nature	Q4 25/26	High Priority	Board to approve Green Spaces Strategy	In progress – on track
	Ensure new developments come with a biodiversity net gain and investigate opportunities to enhance biodiversity in the existing stock	Q1 24/25	High Priority	% of compliance with biodiversity net gain planning requirements	In progress – on track
Climate Change Adaptation and Resilience	Undertake physical climate change risk resilience and adaptation modelling and assessment for all new developments and the existing stock, e.g. flooding, subsidence	Q3 24/25	Medium Priority	% of high risk stock assessed for climate resilience	In progress – on track
Sustainable Building Design	Develop a Sustainable Design brief to ensure all new homes meet minimum design requirements factoring in passive design principles, low / zero energy technologies, specification of reduced water sanitaryware, rainwater / greywater opportunities etc. to create healthy and efficient homes	Q3 22/23	Medium Priority	Ensure this will be reflected into the Employment Requirements, to monitor progress and check on contractors undertaking works	Completed
	Work together with and lobby local authority partners to influence and improve waste management practices and recycling services	Q3 22/23	Medium Priority	Comms campaigns, events/workshops, engage with residents that can act as resident eco-champions, measure changes in each waste stream quantities and in behaviour	In progress – on track

Waste Management	Engage local partners to promote awareness among residents on how to treat the different waste streams	Q3 22/23	Medium Priority	Comms campaigns, events/workshops, engage with residents that can act as resident eco-champions, measure changes in each waste stream quantities and in behaviour	In progress – on track
	Set space and accessibility to all types of bins for all people within the Minimum Design Brief	Q3 22/23	Medium Priority	Ensure accessibility and existence of all types of bins and get info on quantities per waste stream	Completed
Renewable Energy	Procure 100% renewable electricity (REGO certification)	On-going	Medium Priority	% of electricity supplied by RES	Completed
	Explore opportunities to use renewable / low energy technologies in all existing and new homes. Link with the minimum requirements of the Sustainable Design Brief	Q3 22/23	Medium Priority	Look for BAT, incorporate within the Employment Requirements the need to install or consider to install renewable / low energy tech when it becomes available – look or hybrid systems and measure via dedicated KPIs how efficient these will be in both operation and emission reduction	Completed
Embodied Carbon	Begin to reporting emissions associated with embodied carbon in line with recognised methodology (i.e. One Click LCA)	Q3 24/25	Low Priority – Big Impact to business success	Review the already commenced embodied carbon assessment of traditional masonry, steel and timber frame, so that to inform assessments on future construction types	In progress – on track
Fire Risk Assessment	Understanding the potential of a fire risk to all assets and delivering a comprehensive risk assessment framework to mitigate any such occurrence	On-going	Low Priority – Big Impact to business success	Regular review of the Fire Risk Assessment and of any accident / incident to eliminate or minimise recurrence	In progress – on track
Sustainability Strategy objectives – Social					
Community & Tenant Engagement	Establish a Residents Sustainability Forum	Q3 23/24	High Priority	This can be part of the portal the residents are using and can be inclusive of an environmental awareness calendar informing residents about important dates and initiatives, various health and wellbeing events/offers and possibly articles on Environmental and Social Sustainability	In progress – on track
	Introduce a Residents Sustainability Ambassadors Scheme	Q3 23/24	High Priority	Identify the residents with an interest to contribute, deliver a dedicated sustainability training and set actions via the form of events, workshops and initiatives	In progress – on track
Anti-social Behaviour and designing out crime	Pilot a multi-agency hub approach to address issues around crime and Anti-social Behaviour.	Q3 23/24	High Priority	Customer satisfaction survey	Completed
	Introduce a Dedicated Neighbourhood Officer per group of properties.	Q3 23/24	High Priority	Number of Community Housing Officers introduced	Completed
Placemaking & Social Infrastructure	Integrating and utilising outdoor green spaces and dedicated areas across residential developments to promote health & wellbeing / exercise for tenants	Q3 24/25	Medium Priority	Green spaces mapping and review of their usage – Link with HFactor programme	In progress – on track
Local Skills and Employment	Invest in local communities via educating our people, strengthening their skills and increase employability	Q3 24/25	Medium Priority	Number of residents participating or referred in these schemes	In progress – on track
Building Health and Wellbeing	Incorporate health and well-being minimum requirement into sustainable design brief e.g., minimum daylight requirements	Q3 22/23	Medium Priority	Amend Employer Requirements to include these standards so far as is practicable	Completed
	Conduct a high level strategic WELL or FITWEL certification gap analysis and determine applicability and appropriateness	Q3 23/24	Medium Priority	The GAP analysis will inform the required updates to Employers Requirements and Design Brief	In progress – on track

Health & Safety	Continue to implement a rigorous health and safety policy to ensure all homes provide a safe environment for residents with a continuous review by the Audit and Assurance Committee	On-going	Low Priority - Big Impact to business success	Regular reviews of Risk Assessments and Policies - check with RIDDOR	In progress - on track
Equality, Diversity & Inclusion	Maintaining coverage on ED&I by the Governance and Remuneration Committee to ensure promotion both within the organisation and wider portfolio	On-going	Low Priority - Big Impact to business success	Dedicated KPIs - updates on progress via the Annual Report	In progress - on track
Sustainability Strategy objectives - Governance					
Regulatory Compliance	Review of Sustainability Regulation to be formally added under the regulatory committee	Q3 22/23	High Priority	Board ratified annual regulatory compliance review	Completed
Sustainable Finance	Identify ESG metrics used in assessing finance from our investors and ensure we meet all requirements e.g. annual investor survey on sustainability	Q3 22/23	High Priority	Annual investor survey	Completed
	Form and introduce a Sustainable Finance Framework i.e. actively seek investment from like minded investors who share sustainability priorities with whg	Q4 25/26	High Priority	Public issue of a Sustainable Finance Framework	Not due
Sustainable Procurement	Develop a group wide procurement strategy to include sustainability considerations and a group wide Sustainable Procurement Policy	Q4 24/25	High Priority	GEEXEC to approve a ne Sustainable Procurement Strategy and Policy	Not due
Benchmarks & Building Certifications	Explore Home Quality Mark (HQM) assessment opportunities and establishing an appropriate minimum target to be achieved	Q2 24/25	Medium Priority	Establish the target first and then achieve the set target	Not due
Disclosure & Transparency	Annually disclose our Sustainability performance including reporting on Scope 1 and 2 emissions as a minimum	Q3 22/23	Medium Priority	Annual Sustainability Report	Completed
Alignment to ESG Standards	Align ESG approach to the 'Good Economy Sustainability Reporting Standard for Social Housing'	Q3 22/23	Low Priority - Big Impact to business success	Annual Sustainability Report aligned to the Sustainability Reporting Standard for Social Housing	Completed