



**Alliance Homes**  
**Sustainability Strategy**  
**2025-2028**



I'm proud to introduce this new sustainability strategy and within it, our vision to build a green and ethical future. Co-created with customers and colleagues, it marks a milestone in our journey to being an environmentally conscious organisation.

As a social housing provider with over 7,000 homes and nearly 10,000 customers, we take our environmental responsibilities seriously. We have an important role to play in supporting how the climate crisis is tackled, with actions that directly align with our strategic ambitions.

The strategy builds on our solid foundations and the steps we've already taken to build a more sustainable business. It brings together initiatives from across the organisation and sets out clear actions for the next three years as we work to achieve our long-term goal of being net zero by 2050.

Our customers are at the heart of this strategy, so we will involve them in the changes we make and create solutions that work for them. By taking these steps, we will improve the energy efficiency of our homes, reduce household bills, tackle fuel poverty, become a more efficient organisation and build stronger communities that have the resilience to meet the impacts of climate change.

We know that achieving a low-carbon future means making significant changes to how we work. It requires collaboration, innovation and long-term commitment. We'll work closely with customers, partners and stakeholders to create positive, lasting change for current and future generations.

This is just the beginning. We're excited to share this strategy with you and showcase the work we're doing to deliver our sustainability aspirations. Together, we will build a greener, more sustainable future.

A handwritten signature in black ink, appearing to read 'Iain Lock'.

**Iain Lock**  
Chief Operating Officer

## Our sustainability journey

This strategy reinforces our commitment to our sustainability ambitions of achieving net zero and creating an environment that will enable our customers to live more sustainable lifestyles. We will review and refresh our strategy every three years to allow us to accommodate any changes in statutory and regulatory requirements.

Much of our initial work over the next few years will be focused on improving data collection across the organisation to develop our baseline carbon footprint. Having a better understanding of the sources of emissions will enable us to use data to make more informed decisions and make more targeted efforts to decarbonise our organisation and homes. This data will be used in creating a carbon reduction plan in the first year of this strategy to effectively target our emission hotspots.

In order to support the delivery of this strategy, we will have an annual action plan that highlights key priorities. Our cross-departmental sustainability group will be responsible for delivery and providing regular updates to our Senior Leadership Team and Board on progress.

Transparency will be key to our efforts, and we plan to share our progress regularly. Sustainability for Housing's ESG reporting standard provides the format to regularly share progress with our stakeholders and remain accountable to our commitment to be a green and ethical organisation.



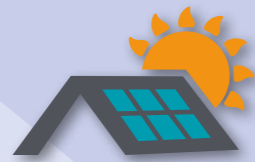
# Our roadmap to 2050

## 2012

- Added solar PV panels to our head office to complement the rain water harvesting and solar thermal heating.

## 2011

- Began installing solar PV panels on homes



## 2015

- 2,000th solar panel installation to our homes.



## 2021

Began retrofitting homes through the Green Homes Grant Local Authority Delivery (LAD) scheme.

## 2022

- Achieved Shift Bronze accreditation



## 2023

- Launched the Home Energy Advice Team, providing advice across North Somerset.
- Warmer, Greener Living retrofit scheme is launched to engage customers and deliver retrofit improvements to more homes.



## 2025-2028

- Agree our approach to the phase out of gas boilers.
- Deliver sustainability engagement strategies for both our customers and our colleagues.
- All land-led new developments will have a minimum EPC rating of A.
- 94% of our homes will have a minimum EPC rating of C.
- Develop carbon reduction plan approved by Board.



## 2024

- Recruited Sustainability Manager and Retrofit Project Manager



## 2030

- All homes will achieve EPC C where possible.
- Attain SHIFT Gold accreditation.



## 2050

- All our homes will be net zero.
- All of our offices and operations will be net zero.
- We will have a fleet of vehicles that are all low carbon.

# Our vision for 2050

**Net zero organisation – across our offices, operations and homes**



**Our customers live in warm, energy efficient homes**



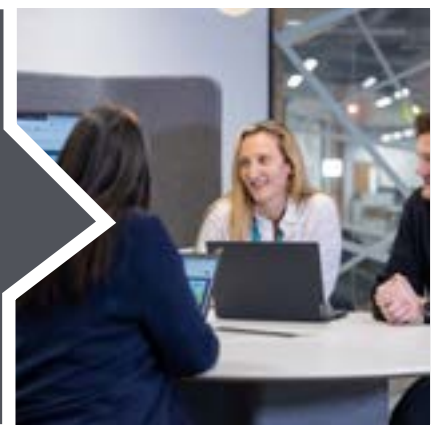
**Supporting biodiversity on our land and providing access to green spaces to our customers**



**Create an enabling environment to encourage customers to make choices to reduce their environmental impact**



**Colleagues are taking actions within their roles to reduce environmental impact**



**Increased resilience to local impacts of climate change**



**Sustainability considerations are included as part of the development of all policies, procedures and initiatives**



# Key themes in sustainability strategy

Our 2025-28 sustainability strategy includes actions across various themes.









Installing higher levels of loft insulation

## Retrofitting our existing homes

We're committed to improving the energy efficiency of our existing housing stock as part of our sustainability journey. Our goal is to create warm, safe homes that provide a comfortable living environment for our customers. By retrofitting our homes we will reduce carbon emissions, tackle fuel poverty, and lower household energy bills.

During the life of this strategy, we will focus our efforts on the, approximately, 800 homes that are under EPC (Energy Performance Certificate) C. Through our Warmer, Greener Living project, we've delivered over 600 energy efficiency improvements over the last few years and we're making great progress on bringing all homes up to minimum EPC rating of C by 2030, a key milestone in our drive to improve comfort and reduce energy bills for our customers.

Over the next few years, we'll continue to prioritise fabric improvements (e.g. loft insulation, cavity wall insulation) to reduce heat loss, while we develop our approach for transitioning to low-carbon heating systems as part of our longer-term plan.

Engaging with customers early in the process is a crucial part of a successful retrofit strategy. We aim to maximise customer uptake and ensure a smooth and successful retrofit programme that benefits everyone. As we ramp up our retrofit delivery, we will actively communicate the benefits of retrofit work to customers, addressing any concerns and helping them understand how the improvements can reduce energy costs and increase comfort. This engagement will build on the work that our Home Energy Advice Team (HEAT) are doing to help our customers save money on their home energy bills.



As we make further progress towards 2050, we'll develop our approach to phasing out fossil fuel heating systems in favour of more sustainable, low-carbon alternatives. This change will play a pivotal role in reducing the carbon footprint of our homes, contributing to the wider environmental goals of the region and the country.

Installing cavity wall insulation

Beads for cavity wall insulation

## 2025-28 Strategy actions

- By 2028, 94% of our housing stock will be EPC C or higher.
- Develop a plan to phase out the installation of fossil fuel heating systems.
- Review our current communal heating systems to consider future plans and the integration of low carbon heating systems.
- Develop a customer engagement strategy for retrofit delivery.



## Building new, sustainable homes

Alliance Homes has made a commitment to delivering 2,000 affordable new homes by 2033 that not only meet the growing demand for quality housing but also align with our sustainability goals.

Our aim is to create homes that are environmentally responsible as well as cost-effective for our customers, helping to reduce their energy bills while ensuring a comfortable and sustainable living environment.

To achieve our energy efficiency ambitions, we're no longer installing gas heating systems in any of our new build properties but prioritising low-carbon, energy-efficient heating solutions such as air-source heat pumps alongside other sustainable technologies. This shift is part of our broader commitment to phase out fossil fuels across our housing stock and reduce our carbon footprint.

Our commitment to building homes to high energy performance standards is also about creating long-term value for our customers. By ensuring our homes are as energy efficient as possible from the outset, we're reducing the likelihood of upgrades or retrofitting work being required in the future.

### 2025-28 Strategy actions

- All section 106 developments will be EPC B minimum.
- On our grant-funded (land-led) developments, we will aim for EPC A.
- Explore the feasibility of delivering Biodiversity Net Gain internally and with external partners.

Our transition to low carbon technology and different building standards such as Passivhaus is not only a learning curve for us, but for our customers as well. As part of our engagement with customers, we want to ensure we're providing everyone with skills and resources to understand how to use the low carbon technologies in their new build home. In Autumn 2024, we began a 12-month research project with Bristol-based charity Centre for Sustainable Energy (CSE) to provide advice to customers on how to use their low carbon technology efficiently. The research helps to increase our understanding of the impact of the different technologies on comfort and energy efficiency to inform decisions for future developments.

Our newest Passivhaus development in Nailsea is one example of the highly energy efficient standard we've built in the last few years. The site has 52 homes with efficient mechanical ventilation heat recovery (MVHR) systems and solar photovoltaic (PV), as well as being wrapped in high-performing insulation to provide a warm and comfortable space for our customers with low energy bills.



Passivhaus bungalow at Elmgrove

## Sustainable communities

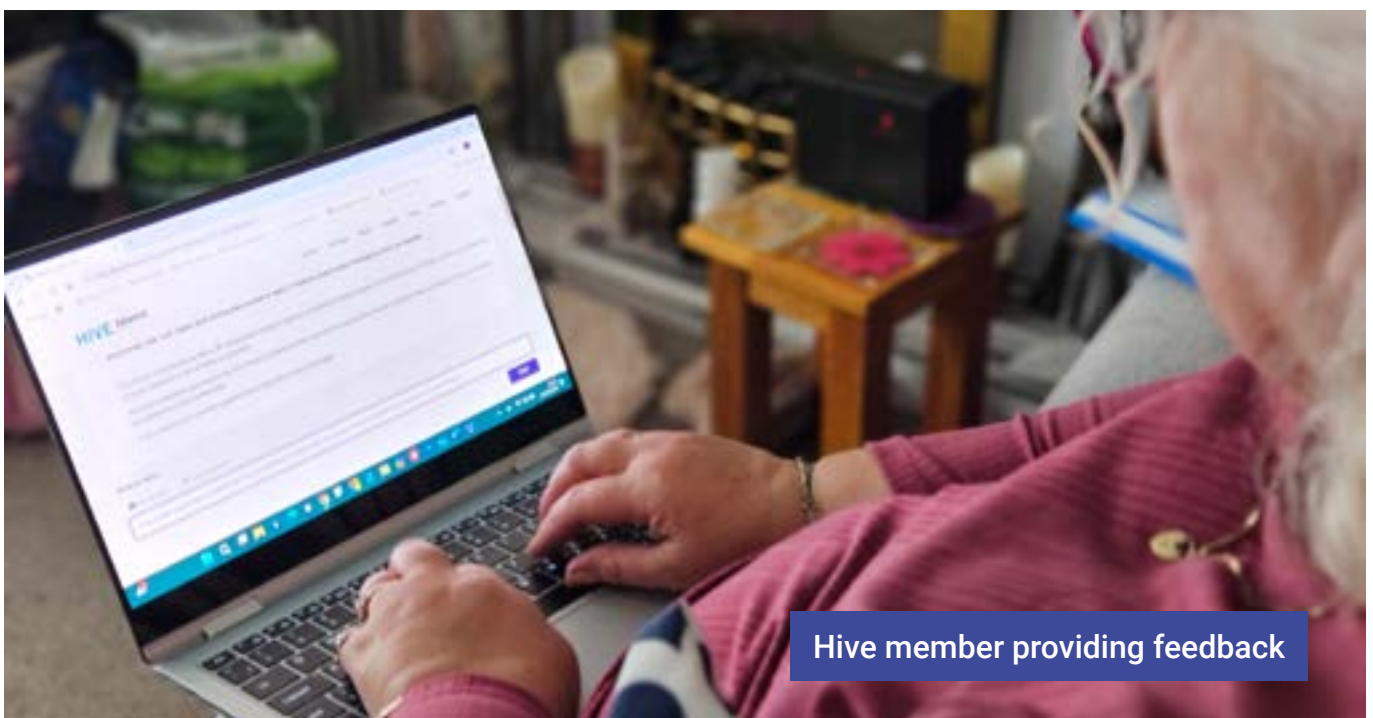
As part of our overarching sustainability strategy, encouraging our customers to adopt sustainable behaviours is essential to achieving long-term, meaningful change. While we're taking significant steps to improve the energy efficiency of our homes and reduce our overall carbon footprint, we recognise that we have an opportunity to encourage more sustainable behaviours in our communities. We're therefore committed to fostering an environment that empowers and motivates our customers to live more sustainably, not only within their homes but also in their daily lives.

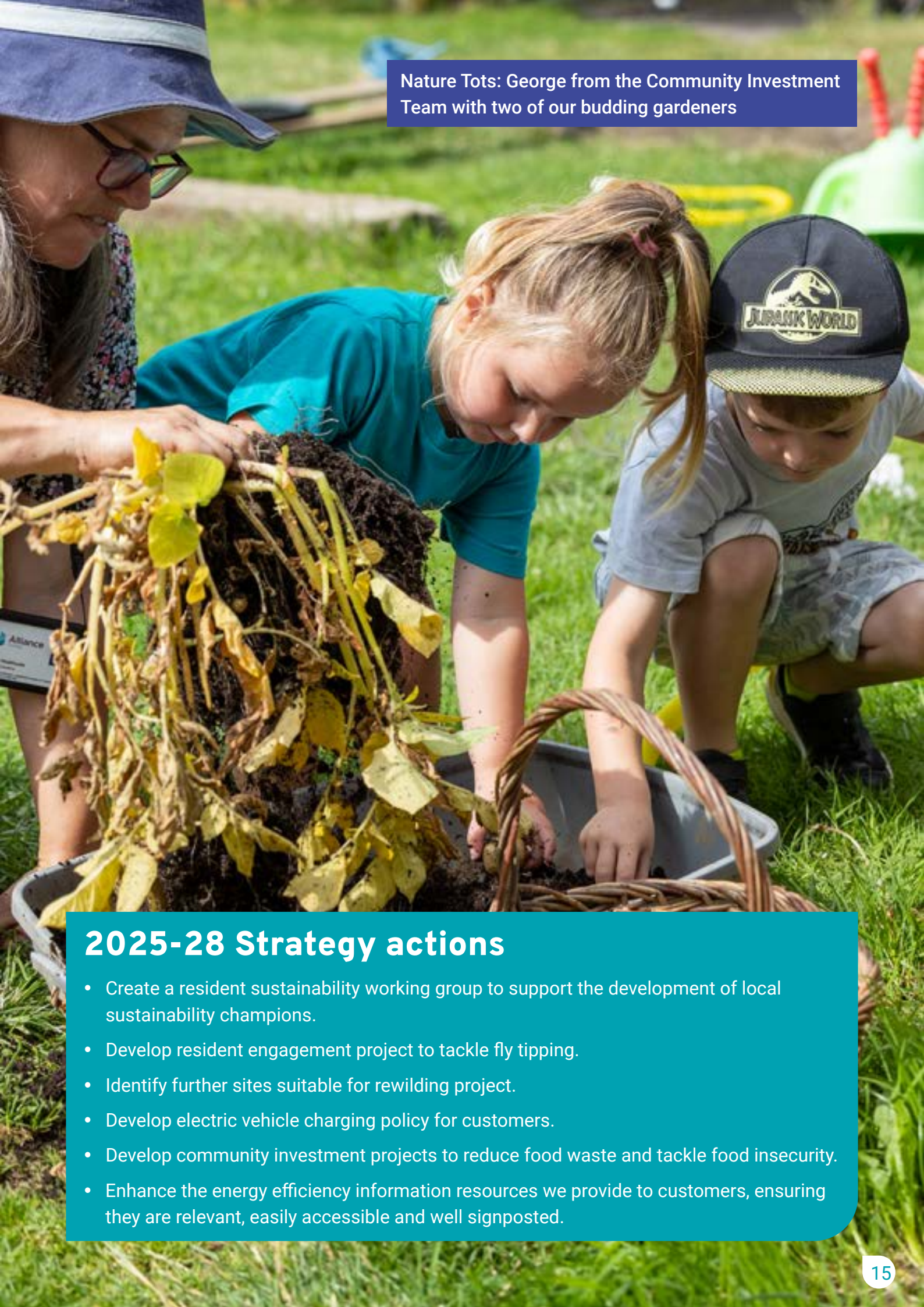
Our Community Investment Team currently engages with our customers through various local projects such as the Growing Together programme. It provides a safe, enclosed, tranquil setting for community-led and facilitator-led activities, including practical volunteering, community gardening and food distribution across local communities. This provides an opportunity for our customers to connect with others in their community and develop gardening skills.

Thanks to HIVE (our online customer engagement platform) and our Customer Feedback Panel, we know that our customers are interested in learning about ways they can reduce their environmental impact, whether that's by growing their own food or reducing their energy consumption at home.

We currently support a range of community food projects which help to reduce food waste and tackle food insecurity. In partnership with local agencies we run a range of complimentary activities for customers and the wider community to grow, cook and eat good food.

We will work with customers and communities to create an environment that enables them to make more sustainable choices. We will create a resident working group dedicated to sustainability. This group will act as a space for co-creating ideas and providing feedback on local sustainability projects. By involving customers directly in sustainability efforts, we can ensure initiatives are relevant, accessible and tailored to their needs and interests.





Nature Tots: George from the Community Investment Team with two of our budding gardeners

## 2025-28 Strategy actions

- Create a resident sustainability working group to support the development of local sustainability champions.
- Develop resident engagement project to tackle fly tipping.
- Identify further sites suitable for rewilding project.
- Develop electric vehicle charging policy for customers.
- Develop community investment projects to reduce food waste and tackle food insecurity.
- Enhance the energy efficiency information resources we provide to customers, ensuring they are relevant, easily accessible and well signposted.

# Sustainable operations, offices and community hubs

We will continue to make progress on the decarbonisation of our workplaces and operations. By making improvements to the energy efficiency of our buildings, reducing our waste and adopting greener, more efficient practices across our operations we will create financial benefits as well as sustainability benefits.

To do this we will develop a better understanding of the data regarding our energy usage and waste management streams. Through the adoption of a data-driven approach we will pinpoint opportunities for improvement, allowing us to implement targeted measures that will have the most significant impact.

## 2025-28 Strategy actions

- Improve efficiency of scheduling and diagnostic tools for repairs service to reduce travel distances for operatives.
- Electric vehicle (EV) fleet pilot.
- Develop our strategy for the transition to low carbon vehicles.
- Improve waste data quality following the appointment of new waste management provider.
- Improve data quality of recycling for offices and community hubs.
- Remove gas boilers at Martingale Way office.
- Install energy monitoring devices at our offices in Portishead and Weston-super-Mare and identify opportunities for energy reduction.
- Install EV charge points at both office sites.
- Review of materials, consumables and equipment used in offices and community hubs.
- Eliminate single use plastics in our offices.



# Colleague engagement

Bringing our colleagues along on our sustainability journey is crucial to ensuring we create a collective sense of ownership and purpose across the whole organisation.

Having colleagues who understand how they can contribute to achieving our sustainability goals is essential to the success of our strategy. We will embed sustainability into the core of the organisation, making it an integral part of daily operations. We will engage colleagues at all levels and foster a culture where achieving our sustainability goals is a shared objective.

We know through our colleague group, Your Voice, that colleagues want to engage in sustainable behaviours at work and in the office. As part of the rollout of the strategy, the Sustainability Team will attend team meetings across the organisation and highlight potential actions that would support the success of the strategy.

Additionally, encouraging our colleagues to adopt more sustainable behaviours at work and in their personal lives is essential to driving the change we need to achieve a low carbon future.

We will inform and train our colleagues so they can be part of this strategy as we go forward. We will share details of our sustainability initiatives across the organisation, enabling employees in all teams to see how their actions can support our wider goals. We will also upskill our colleagues so we have the expertise necessary to support us on our transition.



## 2025-28 Strategy actions

- Roll out appropriate e-learning courses and Learning Boosts on sustainability to increase awareness and understanding.
- Employee 'roadshow' at team meetings across the organisation to promote the strategy and its relevance for each team.
- Explore potential for electric vehicle salary sacrifice scheme.
- Update Travel Principles page on Home to include sustainable travel options (public transport, car sharing).
- Increase internal and external communications on sustainability initiatives.
- Determine colleague training needs and provide upskilling opportunities to ensure we have the skills and expertise for the transition to low carbon technology in our homes.



# Climate resilience

The impact of climate change means in order to be sustainable into the future, we need to be resilient to those impacts. As a housing association committed to the long-term safety and wellbeing of our customers, we will take the steps to build climate resilience into our communities and our wider organisational strategy.

Based on Government modelling and our operating region, we recognise and understand our vulnerability to flooding. Identifying mitigating actions and enhancing our operational response will be considered within our Sustainability Strategy, alongside our Asset Management Strategy and Business Continuity Plan.

We will engage with local and regional partners to achieve this. We'll work closely with North Somerset Council, the Environment Agency and other stakeholders to align our initiatives with regional climate adaptation plans, share knowledge and stay informed about local flood risk assessments and climate resilience initiatives.

As part of our work over the next few years, we'll develop our approach to reduce overheating in our homes and identify technologies that enable our customers to be comfortable in their home.

By regularly reviewing and adapting our climate resilience measures, we aim to create safer, more sustainable communities that are better prepared for the challenges of a changing climate.

## 2025-28 Strategy actions

- Identify approach to reduce overheating in homes.
- Identify and engage with key strategic partners on climate resilience.
- Install mirrored film on windows on Martingale Way that reflects 70% of sunlight and provides some privacy.
- Use GIS mapping to identify risks and develop mitigating actions.





Passivhaus home at Elmgrove

## Finance

As part of our sustainability and wider Environmental, Social and Governance (ESG) journey, we understand how finance can help drive us to make further change and support wider benefits for our customers and communities. We're committed to integrating sustainability into our financial strategy, ensuring our investments, borrowing decisions and long-term financial planning align with both environmental and social goals.

Going forward, we will consider sustainability links in our approach to financing and investment. This includes evaluating ESG factors associated with all major investment and borrowing decisions. By aligning ourselves with green and ethical finance principles, we aim to promote sustainable outcomes while maintaining financial health. Where possible, future financing will embed sustainability performance targets that drive positive ESG actions in return for improved financial terms.

### 2025-28 Strategy actions

- Quarterly review to consider mainstream and sustainability fund opportunities.
- Green and ethical aspects will be considered in key borrowing and investment decisions.

## Procurement and supply chain

As we progress further on our sustainability journey and take steps to reduce our carbon emissions, we recognise the impact that our suppliers and contractors have in supporting our sustainability and wider Environmental, Social & Governance ambitions. We wish to use our buying power to work with organisations that will support us on our sustainability journey and provide support to our communities.

Currently, where appropriate, we include social value considerations in our procurement processes for goods, services and works. Our procurement process evaluates not only the commitments suppliers are willing to make but also the methods and responsibilities for delivering those commitments.

We will take further steps to incorporate sustainability into our tender process and into our contract management framework with our existing contractors and suppliers. We want to ensure that we are working with those that support sustainability and are taking strides to reduce their environmental impact.

### 2025-28 Strategy actions

- Develop suite of sustainability questions that can be incorporated into tenders, where appropriate.
- Identify opportunity within the contract management framework to include sustainability improvements and future carbon emissions reporting with existing and future suppliers.
- Develop tender specifications that include usage of sustainable materials/products alongside standard products.





Solar panels in Winscombe



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