

St Leger Homes of Doncaster

Environmental Strategy

January 2025 – January 2028

Introduction and Purpose

This three-year strategy sets out our vision and ambitions for reducing the environmental impacts of the City of Doncaster Council's social housing portfolio as well as those arising from St Leger's operations and business activities and is a key step in our long-term ambitions to achieve carbon neutrality. It outlines our key environmental priorities, how we intend to achieve these priorities, and the results we aim to deliver for the benefit of tenants, residents, and wider Doncaster community as well as contributing towards mitigating the global challenges faced by climate change.

In developing this strategy, we have considered our statutory and regulatory obligations, taken on board positive practice within the social housing sector, considered anticipated forthcoming policy changes and requirements, and most importantly listened to and taken on board what matters and is most important to our tenants.

Strategy Outcomes and Commitments

Our vision is to make our homes more energy efficient and on our transition to net zero carbon, reduce the risk of fuel poverty. We want to operate as a responsible business with excellent and continuously improving environmental practices, policies and procedures.

The following sections of the strategy layout our rationale for change and our commitments for improvement as we strive for greater sustainability. These are grouped into the following areas:

- Managed Properties
- Operations
- Biodiversity and Ecology
- Climate Change Adaptation
- Raising Awareness

Managed Properties

Existing Housing Stock:

In line with St Leger’s previous Environmental and City of Doncaster’s strategic objectives our target remains to achieve 100% of all properties being EPC C rated or better by 2030 and housing stock to be carbon neutral by 2040.

Achieving EPC C

The below table outlines our annual targets to achieve 100% of all properties being EPC C rated or higher by 2030.

Financial Year	Properties to be worked on	Total at EPC C by end of year	% of properties at EPC C
2025/26	600	11,584	58.20%
2026/27	1,955	13,539	68.02%
2027/28	1,955	15,494	77.85%
2028/29	1,954	17,448	87.67%
2029/30	1,954	19,402	97.49%
2030/31	500	19,902	100%
Total	8,918		

Table: Target for properties to achieve EPC C up to 2030

While continuing to target difficult to treat properties, such as those with restrictions i.e. due to conservation or Planning limitations, or non-traditional properties with design constraints we will also focus on developing a plan for the high proportion of borderline C properties that may require very minor intervention to achieve a C rating. We will utilise the recently implemented *Parity Projects* platform for undertaking detailed analysis using latest asset data and develop efficient and cost-effective plans for up-rating these properties.

As the accuracy of rdSAP calculations is dependent on our stock condition data being both accurate and comprehensive, we aim that 100% of properties will have received a physical stock condition survey within a 5-year window by the end of the strategy period. This is critical to understanding improvement measures required and associated financial costs.

Expanding on our current performance indicator, measuring percentage of properties above achieving EPC C or above we will also formalise the monitoring and target setting of supplementary metrics which offer greater visibility of our performance in improving energy performance of our stock and ensure. This will ensure we capture the impact of outlying properties on overall performance and quantify our actual impacts. We propose to expand our current performance indicator (PI) monitoring to include:

- Average EPC rating across stock

- Number of properties D or below
- Number of SAP points gained per year
- CO2 emissions / kWh consumption reductions (per SAP estimates)

We will also review the specification for replacement building elements that have an impact on energy performance and ultimately SAP score as well as water consumption, including boilers, windows, doors, toilets, taps, showers.

Our Stock

During the strategy period we will undertake detailed design surveys across the stock to identify technical suitability for zero carbon measures in different building archetypes with all archetypes surveyed and modelled.

We recognise that, owing to the diversity of our customers, that there is no one size fits all solution when considering options for energy efficiency and low carbon enhancements to our properties. Implementing solutions which consider the needs of individuals and proactively seeking their opinions and feedback is critical to avoid imposing solutions which run the risk of being unsuitable for their needs or increasing the possibility of higher utilities bills. We will make tenant feedback a key factor of this strategy and identify opportunities to involve tenants wherever suitable. We will also, where delivering pilot programmes or trials, ensure that we cover a cross section of our customer base to gain insight into the suitability of measures across demographics.

Owing to our diversity across both properties and tenants we will undertake monitoring and survey mix of properties across various types and demographics to better understand the real-life use and performance of our properties. EPC and SAP calculations while very useful are based on high level assumptions but fail to take into account many real life variables; this data could be used to complement, corroborate or disprove SAP data and assumptions and gain a better understanding of the real impact of our properties while identify limiting factors prior to large scale roll out new technologies.

Net Zero Carbon Planning

Our approach to retrofitting and implanting energy efficiency measures to ultimately achieve net zero carbon remains in line with our previous strategy, adopting a three-stage plan to decarbonise housing stock, which would reduce carbon production to an estimated 10,075 tonnes per annum, which represents an 86% reduction, relative to 2005 levels.

Stage 1 Reduction of Energy Demand – Fabric First Improvements 2021 to 2035/40

Reducing heat demand will require upgrading building insulation and the introduction of improved air tightness and ventilation. In most cases it will be necessary to insulate the whole building envelope including walls, roofs, windows and doors. Ventilation systems will be required to minimise any condensation/mould arising from sealing up the building. Within this stage we will ensure that all homes below EPC are upgraded to the C standard by 2030.

Stage 2 Technological Solutions to Building Services 2030 to 2045

The removal of fossil fuel appliances and the introduction of electric heating and hot water forms the next stage of the strategy, most likely through the introduction of air source and ground source heat pumps. Other forms of low carbon heating, such as hydrogen may be an alternative to gas but presently the technology is not as advanced as the electric options proposed. Nevertheless, this is something we will keep under review over the coming years. While role out of stage two measures on mass are expected following this strategy period, we have commenced installation as part of pilot schemes and will continue this across the next three years.

Stage 3 Achieving Net Zero Carbon 2040 or 2050

This stage involves the introduction of low and zero carbon renewable technology to homes in order to offset residual carbon based upon known decarbonisation rates of the electric grid. Following implementation of stages 1 and 2 and depending on archetype, in the region of 40% - 60% of future energy consumption and residual CO2 emissions comes from hot water generation and the use of solar thermal hot water systems where practicable would help mitigate this. The strategy assumes the BEIS projections for a fully decarbonised electricity grid will be achieved by 2050. If that is the case stages 1 and 2 will be sufficient to get the housing stock to net zero by stages 1 and 2 alone. However, if we are to decarbonise by 2040, in line with City of Doncaster Council's climate emergency declaration then we will need to adopt other measures to offset residual CO2 emissions. These could include:

- Installing renewables such as solar PV, including battery storage.
- Installing solar hot water heating.
- Community solar PV and community wind farms.
- Tree planting to offset carbon.

Recent stock condition survey reporting estimates expenditure of £1.433bn in the next 30 years will be required to maintain decency and achieve net zero carbon (£72k per property). Alone, net zero carbon elements are estimated to be on average £23k per property; however, as this is based on historic cost information, we expect it is likely very much understated.

Planned Works Through Strategy Period:

Gain Share – deep retrofit of 21 properties works to commence summer 2025.

City of Doncaster Council have secured funding through the South Yorkshire Mayoral authority to deliver a pilot project to deep-retrofit 21 properties across the borough. This will be subject to extensive monitoring prior to, during and post completion to understand the impact of the works on building performance, tenant comfort and the internal environment amongst others. Properties have been selected and monitoring commenced with delivery of the works through 2025 and monitoring and reporting to conclude by year end 2026.

SHDF Wave 3 – retrofit of 519 properties including fabric improvements and renewables.

City of Doncaster Council have submitted a bid for funding from the third wave of the Social Housing Decarbonisation Fund, for energy efficiency improvements to 519 properties. This includes:

- External wall insulation and associated works at Woodlands model Village.
- Building fabric improvements and installation of Solar PV at selected properties in Conisborough, Denaby Main, Edlington, Cantley and Bentley.

Works planned to 200+ properties in Stainforth for external wall insulation and associate works. Investigation is ongoing to determine the scope of works due to varying condition of existing properties and degrees of thermal improvement works having been undertaken previously. Where these listed properties are deemed to meet EPC C and have received prior insulation the money may be diverted for investment elsewhere in below EPC C stock.

High Rise Heating Feasibility:

- We are part way through delivering a feasibility study of the replacement of heating systems at the 3 high rise blocks at Intake (Westminster House, Shaftsbury House and Lonsdale House). This will look at all practical solutions for new low carbon heating systems and arrive at a concept design which along with delivery costs and associated risks.

New builds

Subject to planning consent, during the strategy's lifespan CDC are to provide up to 118 new build properties across Doncaster with a further 39 programmed via Section 106 agreements with various private developers.

These properties will be the first to be gas free, with homes built to the latest building standards, delivering high levels of in-built insulation, air source heat pumps coupled with electric vehicle charging points and addressing matters such as storm water management as required on a site-by-site basis.

Recently completed new build homes are delivering EPC ratings of A and B and are the exemplar properties within our stock for energy efficiency and thermal comfort.

CDC'S new build sites are all designed with bio-diversity net gain in mind, both to minimise the impact on the pre-existing land and to ensure that they demonstrate the highest standards possible for new homes in Doncaster.

Non-Dwelling Existing Properties

St Leger also manage a significant number of properties further the circa 20'000 dwellings discussed previously these include:

- o 273 garage sites, incorporating 1,085 garages and 703 plots.
- o 51 communal halls and community houses.
- o 94 shops across 21 locations.
- o 3 x Gypsy & Traveller Sites
- o 1 x New Age Traveller Site
- o 3 x Residential Sites

As part of this strategy, we will commit to reviewing the environmental impact of these properties within the strategy window and report on high level opportunities for improvement measures.

Dwelling Acquisitions

St Leger actively procure new properties to help meet local need. Market factors and high demand stifle opportunities to be selective with acquisitions when looking at energy performance at the point of purchase or in implementing improvement measures prior to letting, however we will commit to reviewing the voids and acquisitions processes to determine opportunities to improve energy efficiency in newly purchased dwellings as part of this strategy. This offers potential to reduce future disruption to tenants and minimise retrofit costs once properties are in use.

Operations

Although managing the environmental impact of our business operations and properties represents a smaller portion of our total impact compared to emissions from our housing stock, it is still crucial. Throughout the strategy period we will focus on our impact arising from the following:

Travel

Emissions from our fleet and business travel contribute significantly to air pollution and greenhouse gas emissions. Based on recent calculations, St Leger is responsible for approximately 950 tonnes of CO2 emissions annually from the direct use of its company vehicles and business mileage. We will continue to implement measures to reduce our impact from travel such as; working with City of Doncaster Council to develop strategies for the transition to electric vehicles within our fleet, identifying opportunities to further enhance our digital offer making it easier for things to be done online thereby reducing the need for travel and continuous review of our use dynamic resource scheduling to make repair works as efficient as possible.

Our Buildings:

Calculations estimate that utilities use across St Leger's offices corresponds to approximately 185 tonnes of CO2 per year. Compared to other social housing providers, our emissions of 30 kg of CO2 per square meter, per year are around the sector average. As part of this strategy, we will carry out a comprehensive review of energy use within our buildings. This review will examine operational impacts, building fabric, and building services.

The goal is to produce a proposed list of improvements, which can then form an action plan for reducing energy use. It is essential that this review considers variable conditions such as operational hours, the number of building users, and the activities undertaken which will build on our understanding of how our buildings are used and perform from the previous strategy. By addressing these factors, we aim to develop a more effective and contextually relevant strategy for reducing the impact of our buildings.

Waste

Effective waste management and adherence to the waste hierarchy—reduce, re-use, recycle, recovery, and dispose—significantly mitigate environmental impact by minimizing landfill use and conserving resources. We will build on our previous efforts to divert waste from landfill focussing on the reduction of waste while also looking to improve our re-use and recycling rates.

We will continue to monitor waste both in-house and through our supply chain,

To achieve this, we will conduct a comprehensive waste audit to identify all waste streams across the business, both inhouse and via our supply chain partners. Based on the findings, we will implement an action plan with ambitious targets.

A substantial portion of our waste is generated from house clearances when tenants move out of properties. Addressing this will be a key focus of our strategy; a review of the voids process will be undertaken with aim of reducing the amount of waste St Leger must dispose of.

Supply Chain and Procurement

Managing our supply chain’s environmental performance is essential, as our impact extends far beyond in-house operations.

We will build on our previous strategy by clearly defining sustainability aspirations for goods and services procured to support and deliver SLHD’s operations. This comprehensive review will consider factors such as packaging waste, delivery methods, certifications and standards, disposal considerations, and local sourcing. We will review current performance against these aspirations and set targets for improvements.

Biodiversity and Ecology

Green spaces and biodiversity are vital for health and wellbeing, helping to improve air quality, manage flooding, and cool our communities during heatwaves. St Leger is responsible for approximately 1,250 hectares, with an estimated 7% of this land is protected, including areas of trees and woodland. In line with our previous strategy, we will continue to target our goal for 19% of housing land to be protected by 2043, and we are committed to increasing protected areas for both environmental and community benefit. Working with Doncaster Council, we are conducting tree surveys and using tools like satellite imaging to establish a baseline of protected areas. With this baseline in place, we’ll launch initiatives to increase green space biomass through wildlife planting and encourage residents to enhance biodiversity in their own gardens, helping us reach the 19% protected land target by 2043.

Climate Change Adaptation:

It is widely anticipated that climate change will increase risks associated with overheating and flooding due to rising temperatures, more intense heatwaves, and heavier rainfall. It is crucial to address these challenges to ensure the safety and well-being of our tenants.

Doncaster is among the top ten cities in the UK most at risk from flash floods. The city includes areas with varying flood risks, from very low to high. Taking proactive measures is essential to mitigate these risks, especially as climate change impacts are likely to increase in the future. Those most vulnerable to the impacts of climate change include the elderly, young children, and individuals with pre-existing health conditions; adapting our housing stock is a key step to withstand these changes and is vital for protecting these at-risk groups.

Location of homes at postcode level showing the river and coastal flooding risk.

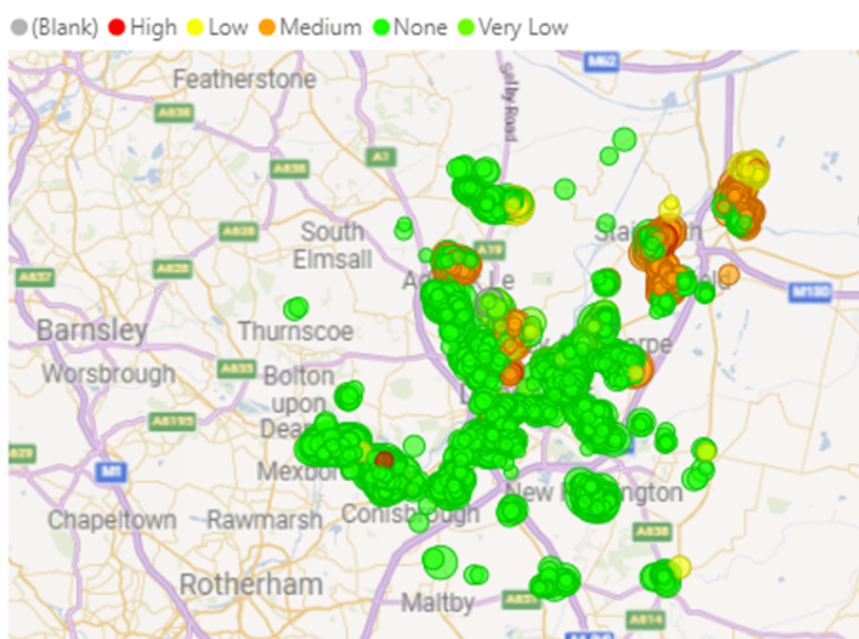


Table showing floor risk across St Leger Managed Properties

We will continue as per the previous strategy to provide advice for tenants aiming to ensure our homes at high or medium risk of flooding are signed up to early flood alerts. We will make climate change adaptation a key consideration when planning future retrofit works; this is already happening as part of the Gainshare deep retrofit pilot where improved rainwater goods and solar transmittance properties of replacement glazing are being explored. Further to this, homes identified at high risk of overheating should be surveyed, and adequate ventilation measures should be installed if not already present.

Awareness and Engagement:

Our future strategy will prioritize engaging residents to educate them on how they can save energy and money. As we transition each home to net zero, we will clearly communicate and highlight the benefits of this change. By broadening our engagement efforts during improvement works and pilot projects, we will ensure a diverse range of residents are included. This approach will help them understand and benefit from these innovations while providing us with valuable feedback.

We will continue our collaborative approach with customers and staff to promote positive environmental practices. For our customers, we will focus on cost-saving measures like reducing energy and water consumption, while expanding initiatives to encourage re-use and recycling. We will maintain active engagement within communities through initiatives such as Environmental Pride, community estate walks, and litter picking projects and look for new and innovative ways to broaden expand our reach. Additionally, we will continue to contact tenants through social media, House Proud, and our website.

During regular home visits, including annual gas safety checks and tenancy support visits, we will provide energy-saving advice, reinforcing our commitment to energy efficiency. We will also sustain our partnership with residents to reduce fly-tipping across our estates, recognizing the importance of maintaining clean, visually appealing spaces for all.

Potential Risks to the successful delivery of this strategy

The risks that could prevent the successful delivery of this ambitious strategy are:

- Changing policy and legislation
There are further legislative, and policy changes expected during the lifetime of this strategy, including the introduction of Awaab's Law and the roll out of 'Decent Homes 2'. The final detail of both is still to be confirmed, but their implementation could potentially require the re-allocation of investment resources to meet the new requirements.

We will continue to monitor these developments and will review and update our approach as needed as requirements are clarified and confirmed. Any fundamental changes to our investment plans will be shared with and agreed by City of Doncaster Council and will be openly communicated with tenants.

- Affordability

The ambition to achieve net zero carbon by 2040 (local ambition) or even 2050 (national ambition) is currently not affordable without significant changes to the existing funding regime. We will continue to work in partnership with the Council to access external funding opportunities when they arise to maximise our resources and investment.

We must also identify any added lifecycle costs of new technology or altered components such as solar panel inverter or panel replacements, render repairs and repainting, increased

maintenance costs, increased call outs for repairs / faults / user error. This will be reviewed as part of this strategy.

- Capacity and Resources

As we approach twenty years since the last decent homes programme commenced, some asset components, in particular kitchens, will be reaching the end of their expected lifespan. This will potentially lead to a peak in required investment delivery, potentially placing pressure on both in-house and contractor resources to deliver increased volumes of investment in comparison with recent years.

To mitigate against this risk, work is already underway to bolster contractor resources and increase available capacity to carry out increased volumes of work. Additionally, a review of internal resources and capacity will be undertaken to ensure there is the ability within St Leger Homes to meet the expected increased volume of work.

Capacity to service new technology, such as low carbon heating, in our dwellings is a significant future risk given current skilled resource across the sector not being in line with future demand. While this is not an imminent risk we must plan for this transition to ensure future installations can be effectively maintained.

- Managing Expectations

Quite rightly, our tenants have high expectations in relation to the condition of their homes and the investment that is required to maintain good, decent, modern housing. As part of this, our tenants expect that investment will be delivered in a timely manner, and that their individual homes will be prioritised. Our aging stock where many components such as roofs are all coming to the end of their expected life at the same time, alongside key changes in national policy, for example on building safety, means that there can often be a conflict in priorities and insufficient resources to deliver all priorities at the same time. This can lead to tenants becoming dissatisfied at the need to wait for some improvements to take place.

To help manage expectations, during this strategy period, more work will be undertaken to ensure investment programmes are better publicised through digital channels to ensure there is greater transparency of where investment is being made and why.

- Longer-term sustainability

In comparison with other parts of the country, Doncaster has relatively low housing market values. Equally, a large proportion of the current housing stock is over 60 years old. With inflationary pressures, undertaking investment in any property has become increasingly expensive, even more so for older properties. Given the desire to achieve EPC C alongside decarbonising the housing stock longer term, investment costs are anticipated to be exceptionally high to achieve this, and in many cases could come close or even exceed property values. It is likely that for some properties, it will not be possible to retrofit and achieve EPC C. There is therefore a question about the longer-term viability of some of the current housing stock and whether alternate uses, or demolition and re-provision would be more appropriate than investing in stock which is not sustainable.

To mitigate against this, we will embark upon active asset management using specialised software to assess the sustainability of the housing stock. Using both financial and social indicator data, an assessment of each property will be undertaken, and properties RAG rated accordingly. Those properties falling into the red category will be considered for more detailed options appraisal prior to large scale investment decisions being made. This will ensure that investment is only being made to stock that has longer-term sustainability.

- Aging housing stock

Over half of the existing housing stock is more than 60 years old. The majority of these properties still have the original roofs, paths and potentially internal wall finishes. This presents an investment challenge as these components approach the end of their expected lifespan in a relatively short period of time.

To mitigate against this risk, we will continue to use the intelligence and data gathered from stock condition surveys, along with repairs data and customer feedback, to inform and prioritise future investment. This will ensure that investment is prioritised for the properties and components in most need on a 'just in time' basis.

- Non-traditional housing stock

Just under 15% of the current housing stock is of 'non-traditional' construction. This can present additional investment challenges and may impact upon the ability to achieve EPC C and decarbonisation in the longer-term. Many non-traditional properties have known structural defects that can be complex and expensive to resolve.

To mitigate against this risk, we will continue to undertake ongoing stock condition surveys to monitor and understand the condition of all properties, and track changes over time. This will enable early intervention should issues arise. Where required, the services of qualified structural engineers will be utilised, and structural remediation will continue to form an integral part of our investment programme to safeguard this type of housing. Consideration of the longer-term future of non-traditionally constructed homes will also be factored into our approach to active asset management and sustainability modelling, as covered earlier.

- Suitability of Retrofitted Technology for Tenants

We recognise that the introduction of new technology in homes will invariably alter the way tenants heat, ventilate and consume utilities. For many this will be significant and may present issues with affordability and useability. We will work with tenants through pilot schemes to ensure we capture risks associated with implementing energy saving measures, creating a risk register for alteration measures which will quantify level of risk associated with each and mitigations that can be put in place and ultimate feasibility, identifying scenarios where measures are and are not suitable.

Governance, Monitoring and Review

Our Board will retain oversight and responsibility for ensuring the continued effective delivery of this strategy. Through the management agreement they will be accountable to the City of Doncaster Council for the successful achievement of the ambition and targets as set out in this strategy.

Our Board will provide ongoing scrutiny and challenge through their existing governance framework and committee structures.

City of Doncaster Council will provide direction on the strategy, and ensure ongoing monitoring, scrutiny and challenge through the existing established governance framework.

Ongoing monitoring and progress reviews will be achieved through the provision of regular updates as follows:

When	What	Who
Quarterly (After each Q)	Progress against the performance indicators contained within this strategy.	St Leger Homes Building Safety Committee City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (December)	Progress against the Environmental Strategy Action Plan.	St Leger Homes Board City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (October / November)	Summary of findings from latest stock condition surveys	St Leger Homes Board City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (February/March)	Annual Planned Investment Programme (Forward Look)	St Leger Homes Executive Management Team City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (May)	Annual Planned Investment Programme (End of year review)	St Leger Homes Executive Management Team City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group).

Appendix 1: Year One Environmental Strategy Action Plan

ASSET MANAGEMENT PRIORITY	ACTION TO BE TAKEN	AS A RESULT WE WILL	TIMESCALE	LEAD OFFICER
Managed Properties	Implement energy performance improvements to 600 properties, currently rated below EPC C to achieve a C rating.	Have a delivery plan in place for achieving EPC C rating for borderline C rated properties.	Dec-25	Head of Asset Mgt.
Managed Properties	Develop a plan for the high proportion of borderline C properties that may require very minor intervention to achieve a C rating.	Have a delivery plan in place for achieving EPC C rating for borderline C rated properties.	Apr-25	Env. & Sustainability Mgr.
Managed Properties	<p>Formalise the monitoring and target setting of supplementary metrics which offer greater visibility of our performance in improving energy performance of our stock to ensure we capture the impact of outlying properties on overall performance and quantify our actual impacts.</p> <ul style="list-style-type: none"> - Average EPC rating across stock - Number of properties D or below - Total number of SAP points gained in period. - CO2 emissions / kWh consumption reductions (per SAP estimates) 	Report quarterly on new performance indicators to provide greater visibility on our overall performance relating to energy efficiency and overall impact of our housing stock.	Apr-25	Env. & Sustainability Mgr.

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Managed Properties	Review the specification for replacement building elements that have an impact on energy performance and ultimately SAP score as well as water consumption, including boilers, windows, doors, toilets, taps, showers.	Have a clear understanding of the suitability of our current building element specifications in the context of achieving our long term energy performance targets and have recommendations for improvements where necessary.	Dec-25	Head of Asset Mgt.
Managed Properties	Undertake monitoring and survey mix of properties across various types and demographics to better understand the real-life use and performance of our properties to complement, corroborate or disprove SAP data and assumptions and gain a better understanding of the real impact of our properties while identify limiting factors prior to large scale roll out new technologies.	Have plan in place for the commencement of monitoring of properties to understand real life energy performance of our housing stock.	Dec-25	Env. & Sustainability Mgr.
Managed Properties	Complete 5,500 stock condition surveys.	Bring the % of stock that has received a physical survey in the last 5 years to 92%.	Aug-25	Head of Asset Mgt.
Managed Properties	Deliver Gainshare deep-retrofit project across 21 properties across the borough; monitoring commenced 2024 with delivery of the works through 2025 and monitoring and reporting to conclude by year end 2026.	Have 21 properties having received deep retrofit energy improvement measures allowing us to monitor real life performance of dwellings pre and post works and having a better understanding of the practical implications of delivering these works for consideration when rolling out at scale.	Dec-25	Env. & Sustainability Mgr.

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Managed Properties	<p>Programme and commenced delivery of retrofit measures to 519 properties utilising SHDF Wave 3 funding including fabric improvements and renewables. Works to encompass</p> <ul style="list-style-type: none"> - External wall insulation and associated works at Woodlands model Village. - Building fabric improvements and installation of Solar PV at selected properties in Conisborough, Denaby Main, Edlington, Cantley and Bentley. 	Have identified properties to receive works in year one of the strategy; planned and delivered works.	Dec-25	Head of Asset Mgt.
Managed Properties	<p>Conclude feasibility study of the replacement of heating systems at the 3 high rise blocks at Intake (Westminster House, Shaftsbury House and Lonsdale House) looking at all practical solutions for new low carbon heating systems and arrive at a concept design which along with delivery costs and associated risks.</p>	Concluded feasibility and concept design to be inform future decisions on heating replacement.	Jun-25	Env. & Sustainability Mgr.
Managed Properties	<p>Create a risk register for retrofit measures which will quantify level of risk associated with each and mitigations that can be put in place and ultimate feasibility, identifying scenarios where measures are and are not suitable.</p>	Have a risk register in place for continuous use through the strategy period, to understand the feasibility of energy performance improvement measures.	Apr-25	Env. & Sustainability Mgr.
Managed Properties	<p>Review the voids and acquisitions processes to determine opportunities to improve energy efficiency in newly purchased dwellings in order to reduce future disruption to tenants and minimise retrofit costs once properties are in use.</p>	Have determined opportunities to improve energy efficiency in newly purchased dwellings in order to reduce future disruption to tenants and minimise retrofit costs once properties are in use.	Dec-25	Director of Property Services
Operations	<p>Review fleet and business mileage and action plan to reduce impacts.</p>	Understand opportunities and have plan in place to reduce the impact from our fleet and business mileage related emissions.	Dec-25	Env. & Sustainability Mgr.

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Operations	Conduct a comprehensive waste audit to identify all waste streams across the business, both inhouse and via our supply chain partners. Based on the findings, we will implement an action plan and target setting.	Have waste audit completed, targets set, action plan in place and implemented.	Oct-25	Env. & Sustainability Mgr.
Operations	Review of the voids process will be undertaken with aim of reducing the amount of waste St Leger must dispose of from house clearances.	Have reviewed the voids process and identified opportunities to reduce waste.	Nov-25	Head of Repairs and Maintenance
Operations	We will build on our previous strategy by clearly defining sustainability aspirations for goods and services procured to support and deliver SLHD's operations. This comprehensive review will consider factors such as packaging waste, delivery methods, certifications and standards, disposal considerations, and local sourcing. We will review current performance against these aspirations and set targets for improvements.	Have gained greater understanding of the impact of our supply chain and purchasing choices.	Dec-25	Env. & Sustainability Mgr.
Biodiversity	Develop strategy to reach the target of 19% protected green space by 2043.	Programme in place to improve biodiversity to 19% of land total by 2043 including tree planting in partnership with the Council.	Dec-25	Env. & Sustainability Mgr.

Appendix 2: Supporting Strategies

This strategy will complement and support our existing policies and strategies which include:

- Asset Management Strategy
- Repairs and Maintenance Policy
- Damp and Mould Policy
- Tenant Voice Strategy
- Mechanical Policy
- Driving Policy
- Housing Management Policy
- Stock Management / Stores Materials Policy
- Solid Fuel Policy

Appendix 3: Our Assets and Our Tenants

Our Assets

The UK housing sector contributes significantly to the country’s total CO2 emissions. Recent data shows that residential buildings account for approximately **20%** of the UK’s total greenhouse gas emissions. This includes emissions from heating, electricity use, and other energy-related activities within homes. This substantial contribution highlights the importance of improving energy efficiency and reducing carbon emissions in the sector to meet the UK’s overall climate targets.

Tenure Type	Mean EPC Score	EPC Band
Social Rented	70	C
Privately Rented	66	D
Owner-Occupied	64	D

Table: mean EPC score for UK properties by tenure.

Social housing generally outperforms the rest of the housing sector as a whole in relation to energy performance, however there is still much work to do to ultimately achieve the government’s target of all social housing being EPC C rated by 2030 and net zero carbon by 2050 (where the total amount of carbon emissions produced by the housing stock and operations is balanced by the amount of carbon removed from the atmosphere).

St Leger manages a diverse portfolio of approximately 20,000 dwellings on behalf of City of Doncaster Council; this corresponds to our most significant environmental impact as a business. The table below shows estimated CO2 emissions of 51,846 tonnes per year (based on rdSAP data); this is roughly equivalent to 130million miles of driving in an average petrol car. The table below shows the distribution of Carbon emissions per dwelling and total for all stock (estimated based on SAP calculations).

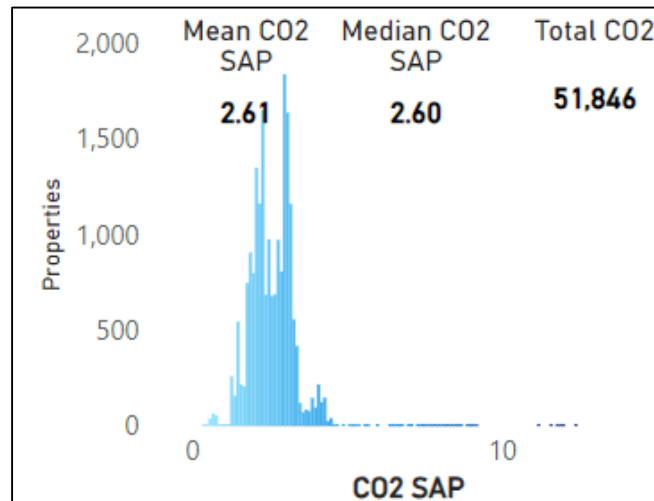


Table: Estimated CO2 emissions from St Leger Housing Stock per year

When compared with the sector average SAP score of 70 St Leger is slightly behind on 69, while we have an EPC above C rate of 55.2% compared to 64% average across the sector. A significant number of our properties, however, are considered borderline with 3,250 just 1 point away from C rating and 7,800 within 5 points:

Points From SAP C	Number of Properties	Percentage of Stock
1	3,250	16%
2	5,560	28%
3	6,680	34%
4	7,600	38%
5	7,800	39%

Table: borderline EPC C property analysis

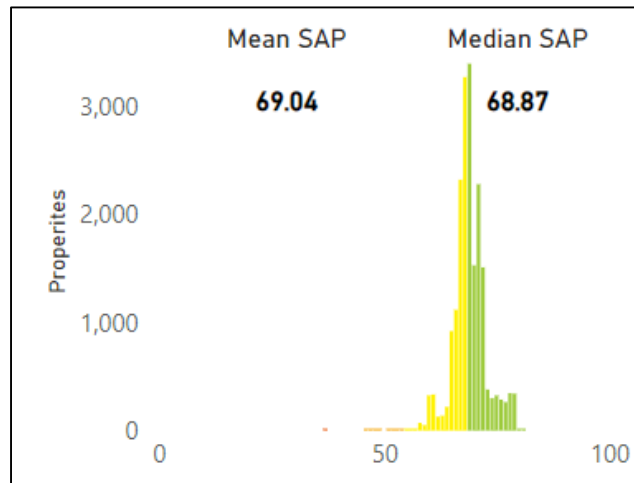


Table: Current SAP score distribution and average values.

The diversity of our housing stock presents many challenges in delivering a cohesive strategy to achieve EPC and net zero targets. As well as having a wide range of dwelling types, a significant portion of our properties are of non-traditional construction (14%) with 16 different non-traditional construction types. Property age is also a considerable factor with a range of over 100 years and some 54% now being over 60 years in age, with considerable variation in key factors affecting energy performance being present.

Property Type	Bedroom Number							Total
	0	1	2	3	4	5	6	
BEDSIT	32							32
BUNGALOW		3,274	2,602	68	2			5,946
FLAT/MAISONETTE		1,743	1,657	318	11			3,729
HOUSE		8	1,993	7,810	383	3	3	10,200
Total	32	5,025	6,252	8,196	396	3	3	19,907

Table: summary of all St Leger Dwelling Types

Non-Traditional Construction Type	Number of Properties
Myton	134
Dorman Long	95
<u>Bisf</u>	119
Wimpey 1	779
<u>Easiform</u>	240
Tower Block	590
Hawksley	5
Airey	241
Swedish Timber	11
<u>Tarran</u>	94
Reema	256
<u>Unitys</u>	108
Spooner	79
Cross Wall	27
Trust steel	48
Parkinson	39
Grand Total	2,865

Table: Summary of all St Leger non-traditional construction types.

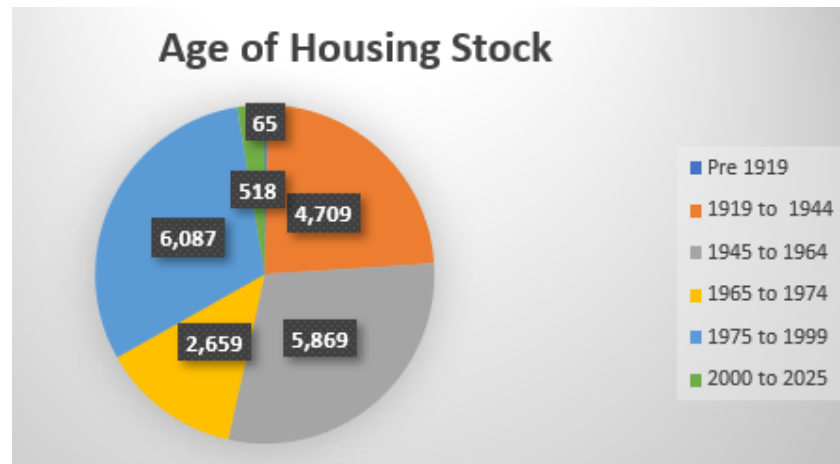


Table: Age distribution of St Leger Housing Stock

Our Tenants

As well as the diversity of our stock we must be conscious of our tenants and their individual needs. Our current customer profile is summarised below:

- 19.41% of our tenants report they have a disability.
- 8.66% of our tenants are Minority Ethnic.
- 1.13% of our tenants identify as LGBTQ.
- 5.87% of our tenants report they have mental health needs.
- 1.98% of our tenants report they have communication needs.

We have tenants ranging from 18 to 102 years old. The breakdown across different age groups is as follows:

Age Bracket	% of tenants
18-24	1.87%
25-34	11.58%
35-44	18.22%
45-54	16.69%
55-59	9.67%
60-64	10.04%
65-74	16.18%
75+	15.75%

After seeking feedback from our tenants, we know they highly value energy efficiency enhancements to their homes. From the feedback given improved insulation was the top priority closely followed by solar panels and battery storage, while window and door replacements are seen as important also. Low carbon heating and vehicle charging points were deemed a lower priority when compared to other measures.