



Interim Sustainability Strategy 2018-2025

This interim strategy will be going out for consultation across the organisation during 2018. A final version of the strategy will be made available to the public when the consultation is completed.

1 Introduction

1.1 Sustainability, for the purposes of this strategy, is the environmental, social and economic resilience that we bring to communities, individuals and assets.

1.2 Sustainability is an important part of Catalyst's strategic approach. Supported by a range of strategies, policies and action plans, Catalyst has embraced the need for change and set itself key targets to build low carbon homes, reduce its carbon emissions, implement waste management strategies, engage with its supply chain, increase awareness and promote sustainable behavior change.

1.3 This strategy sets out our aspiration to combine and develop our approach to environmental, social and economic sustainability, known as the three pillars of sustainability.

1.4 There are three key areas of focus for this strategy: sustainable homes, sustainable communities and sustainable business.

1.5 Catalyst has already carried out the following **achievements**:

Sustainable Homes

- won recognition for the sustainability of new properties such as The Greenways and Kingsgate
- won recognition for the retrofitting of older properties to the highest standards such as the Reading Refurbishment scheme
- participated in cutting edge research into low carbon heat networks and the business case for retrofit

Sustainable Communities

- socially we have led community development through the work of Catalyst Gateway, such as the community garden at Westcott Park and the Love Havelock programme
- delivered energy saving training to frontline workers and residents and identified energy savings for our residents


Sustainable Business

- became one of the first housing associations to achieve Gold status in the independent Sustainable Homes Index for Tomorrow (SHIFT) Awards in 2012.
- awarded 2016 SHIFT Sustainable Housing Provider of the Year

- 1.6 Sustainability at Catalyst will require strong commitment from the leadership and the involvement of all staff across the organisation, lead by a well-resourced Sustainability team. To make a difference sustainability needs to be embedded into the corporate strategy and become part of the DNA of the organisation's culture – an integrated sustainability strategy. Such a mind shift will enable Catalyst to become a leading example for sustainable building, an efficient and resourceful business and a desirable employer for attracting high quality staff.

2 Our vision and the outcomes we are looking for

- 2.1 Catalyst's **vision** is to build sustainable homes, create sustainable communities and become a sustainable business. Our homes will be desirable, comfortable and affordable with little or no net energy demand. They will be situated in great places to live where resilient communities enable residents to lead happy, healthy and sustainable lifestyles free from fuel poverty. Our business will have reduced its overall carbon footprint in line with the 2015 Paris Climate Agreement and will provide a workplace where staff lead happy, healthy and sustainable lifestyles. Catalyst will aim to retain its SHIFT (Sustainable Homes Index for Tomorrow) Gold status and work towards achieving SHIFT Platinum by 2021.
- 2.2 Catalyst understands the importance of monitoring and evaluating our progress towards achieving our vision. To achieve this the Sustainability team will record, gather, analyse and evaluate a range of data and performance indicators and will produce an annual Sustainability report to review progress. Catalyst is also committed to external accreditation methods for reviewing our sustainability performance and is currently signed up to SHIFT for this purpose. SHIFT provides a clear benchmark of our progress against sustainability against other SHIFT landlords and house builders within the housing sector.
- 2.3 Catalyst will use the One Planet Living sustainability principles to help deliver our Sustainability Strategy and support awareness raising and sustainability thinking across the organisation. One Planet Living is a holistic and accessible framework consisting of 10 core principles (see diagram below) that clearly encompasses all three pillars of sustainability. Using the One Planet Living principles will make sustainability relevant and bring it alive for all staff thereby motivating them to support the delivery of the Sustainability Strategy.

	Health and happiness Encouraging active, sociable, meaningful lives to promote good health and well being		Local and sustainable food Supporting sustainable and humane farming, promoting access to healthy, low impact, local, seasonal and organic diets and reducing food waste
	Equity and local economy Creating bioregional economies that support equity and diverse local employment and international fair trade		Sustainable materials Using sustainable and healthy products, such as those with low embodied energy, sourced locally, made from renewable or waste resources
	Culture and community Respecting and reviving local identity, wisdom and culture; encouraging the involvement of people in shaping their community and creating a new culture of sustainability		Sustainable transport Reducing the need to travel, and encouraging low and zero carbon modes of transport to reduce emissions
	Land use and wildlife Protecting and restoring biodiversity and creating new natural habitats through good land use and integration into the built environment		Zero waste Reducing waste, reusing where possible, and ultimately sending zero waste to landfill
	Sustainable water Using water efficiently in buildings, farming and manufacturing. Designing to avoid local issues such as flooding, drought and water course pollution		Zero carbon Making buildings energy efficient and delivering all energy with renewable technologies

One Planet Living – the ten principles

Sustainability Objectives

SUSTAINABILITY VISION	SUSTAINABILITY OBJECTIVES	CORPORATE STRATEGIC PRIORITIES
Sustainable Homes		
create zero carbon (energy neutral), resource-efficient, future-proofed homes that are desirable and affordable for our customers	<ol style="list-style-type: none"> 1. build low energy or zero carbon, resource efficient and resilient homes for all of our new build developments 2. Monitor the environmental impact of the build process for our new developments 3. use sustainable, renewable, recyclable and ethical materials 4. pioneer low carbon and innovative sustainable technologies and approaches for new and existing schemes 5. invest in a clear programme to improve our existing stock to eradicate poor energy performance, fuel poverty and increase water efficiency 	<p>Providing more quality homes and great places to live</p> <p>Excellent customer experience every time</p>
Sustainable Communities		
build great places and communities that are resilient and enable our residents to lead happy,	<ol style="list-style-type: none"> 1. provide great places and secure and resilient communities for our customers to live in 2. Increase our service to our customers to alleviate fuel poverty and water poverty 	<p>Providing more quality homes and great places to live</p>

healthy and sustainable lives	3. help our customers reduce their ecological footprint	Excellent customer experience every time
Sustainable Business		
become a leading and award-winning sustainable business with a workplace where our staff lead happy, healthy and sustainable lives	<ol style="list-style-type: none"> 1. become recognised as a leading sustainable business 2. identify cost saving measures for the organisation through resource efficiency and waste reduction 3. reduce our carbon emissions in line with UK government targets and the 2015 Paris Climate Agreement 4. engage all staff in the delivery of our sustainability objectives 	<p>Great people, great place to work</p> <p>High business performance</p>

3 Purpose of the Strategy

- 3.1 The aim of this strategy is to facilitate a holistic approach to sustainability that links and develops our existing good work. Sustainability underlies much of our vision and purpose as a social landlord and this strategy will help to define Catalyst’s own sustainability vision and how it relates to our corporate objectives. This will be achieved through the setting and monitoring of targets and an action plan.
- 3.2 This Sustainability Strategy directly links to our corporate strategic priorities of:
 - Excellent customer experience every time
 - Providing more homes and great places
 - High business performance
 - Great people, great place to work
- 3.3 The Sustainability Strategy will also link in with other strategies and frameworks including:
 - Digital Strategy
 - Procurement Strategy
 - Customer Services Strategy
 - Financial Inclusion Strategy
 - Asset Management Strategy
 - Development Strategy
 - Neighborhood Strategy
 - Investment Strategy
- 3.4 To ensure sustainability impacts across the organisation and across our communities will require the involvement of all departments and all teams. The Sustainability Team will provide support and assistance to help all staff deliver our sustainability objectives.
- 3.5 A detailed action plan will accompanied this Strategy. All departments are invited to participate in developing and reviewing this strategy. The Property and Growth

Department will ensure that this Strategy and its action plan are delivered, updating actions, where appropriate, to meet emerging needs and requirements.

- 3.6 This Strategy will be reviewed and fully evaluated in 2021 and updated as required. The Strategy can be extended beyond 2025 until a new Sustainability Strategy has been developed.