

Housing and Property Climate Statement

2025-2028



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1. Introduction

Lancaster City Council is pleased to launch this Housing and Property Climate Statement 2025-2028. This new three-year Climate Statement highlights the Council's vision to work towards being net zero by 2030 and includes our ambitious targets and strategic aims.

Whilst we recognise that achieving the net zero target will require action across a range of issues, this Climate Statement will have an initial focus on a fabric-first approach to improving thermal comfort of council properties. This will allow time for developments in other workstreams to take place, ready to feed into this statement's review process.

The time for debate on the science behind climate change has long since passed, as has the time for arguments on whether to act. In this Climate Statement we will build on the Council's excellent record to date in tackling climate change, as demonstrated by the Council topping the Climate Emergency UK's leaderboard for district councils (October 2023), in an assessment of the actions being taken to achieve net zero. We will continue this success by committing to long-term strategic aims in tackling climate change across our housing and property portfolio.

As a Council we will use our core strength as a regionally connected and socially committed player to galvanise our own efforts and the efforts of our staff, partners, tenants, contractors, and property users, to work towards achieving our target to be net zero (scope 1 emissions) by 2030.

In addition to this, "We will ensure that any new homes and properties we build will be energy efficient and are built with high quality construction methods and designed in accordance with our local plan".

1.1 Strategic Vision

The Council's Corporate Plan 2024-2027 sets out four principles as the cornerstone of the work that we do:

- A Sustainable District
- An Inclusive and Prosperous Local Economy
- Happy and Healthy Communities
- A Cooperative, Kind and Responsible Council.

Within the Plan, one of the core themes is 'Action on the Climate Emergency: taking action to meet the challenges of the climate emergency.' On 30th January 2019, the council declared a climate emergency. The Council Plan sets out the following ambitions so that we take action to meet the challenges of the climate emergency.

- **Carbon zero** - Net zero carbon by 2030 while supporting other individuals, businesses, and organisations across the district to reach the same goal.
- **Sustainable energy** - Increasing the amount of sustainable energy produced in the district and decreasing the district's energy use.
- **Climate resilience** - Supporting our communities to be resilient to flooding and adapt to the wider effects of climate change.
- **Ecology and biodiversity** - Increasing biodiversity, protect our district's unique ecology and ensure the habitat provided for wildlife is maintained.
- **Reduced waste** - Moving towards zero residual waste to landfill and incineration.
- **Low carbon and active transport** - Transitioning to an accessible and inclusive low-carbon and active transport system.

This Housing and Property Climate Statement supports the delivery of our Council Plan 2024-27, and its supplementary action plans: Fully costed fleet decarbonisation program, Building Energy Decarbonisation Plan, People's Jury recommendations and forthcoming Climate Action Plan. It also supports many of the cross-cutting strategic aims within our Homes Strategy 2020-25, Council Housing Asset Management Strategy 2022-2027, and Council Asset Management Strategy 2022-2027. Combined, they provide a comprehensive framework. The strategic aims within each will guide our efforts to enhance the energy efficiency of our homes and properties to support our residents and to reduce our CO2 emissions.

1.2 Emissions Scope

This report references Scope 1, 2 and 3 emissions. For clarity, these are defined as follows:

Scope	Description
1	Gas consumption for the council's corporate properties Gas consumption for the council's commercial properties* Gas consumption for the council's housing properties* Liquid fuel for vehicles
2	Electricity consumption for the council's corporate properties Electricity consumption for the council's housing properties* Electricity consumption for the council's commercial properties*
3	Electricity and gas consumption for council owned properties where the meter is registered in the tenant's name

*Only where the utility meter is registered to Lancaster City Council

1.3 Net Zero (Scope 1 Emissions) by 2030 - Liquid Fuel & Natural Gas

In 2019, we set the target to cut our greenhouse gas emissions and achieve net zero for Scope 1 emissions by 2030. We are first eliminating our Scope 1 emissions as they directly stem from fossil fuel combustion which we directly control. The scope 1 emissions we are focused on initially come from liquid fuel and natural gas use. We are working on reducing our Scope 2 emissions, for example those coming from purchased electricity, and we are quantifying our Scope 3 emissions. The Climate Change Act commits the United Kingdom to reducing all scopes of its greenhouse gas emissions 100% by 2020 against from 1990 levels. This requires a 68% reduction in greenhouse gas emissions by 2030 following the Committee on Climate Change's 6th Carbon Budget. **To achieve net zero, significant investment will be required in the coming years.**

Achieving the target will require dedicated internal resource and significant long-term planning. The council's Building Energy Decarbonisation Plan (BEDP) sets out the costs, timeline and shift in energy use needed across all Scope 1 buildings and the council's 10-year fleet electrification programme provides funding to decarbonise the fleet.

This document sets out the start of our journey to net zero for our housing, commercial, and corporate buildings as well as our mission to transition our fleet to electric vehicles.

1.4 Housing and Property Stock

As the primary provider of social rented housing in the district, we own, manage, and maintain 3,816 council homes spread across Lancaster, Morecambe, Heysham, Carnforth, and the rural villages. This extensive housing stock serves diverse needs, encompassing general housing, family accommodation and independent living schemes for older individuals.

In addition to this, we have 134 communal blocks serving a portion of our housing stock, and a further 162 corporate, public, and commercial properties within our portfolio.

1.5 Energy Usage and the Cost of Living

Housing residents and property users have experienced a considerable surge in energy costs prompting an expectation that we will implement measures to enhance the energy efficiency of homes and properties.

The proactive approach we will continue to take within this Climate Statement will seek to alleviate the financial strain on residents and users, by ensuring homes and properties are more affordable to heat.

1.6 Carbon Footprint/22/23 Baseline - Scopes 1 - 3

The following summarises the baseline position for our Scope, 1, 2 and 3 emissions with further details of the properties energy usage provided in the Appendix.

Emissions Scope	Emission (tCO2e)
Scope 1	Natural Gas: 1,335 Liquid Fuel / Fleet: 1,234 tCO2e
Scope 2	0% tCO2e due to REGO-backed electricity tariff
Scope 3	Information not available

We recognise the public sector are faced with several significant challenges amid this backdrop, including navigating the demands of key central government decarbonisation legislation and the economic challenges which underscore the importance of reducing energy bills for residents and users, while ensuring the long-term sustainability of homes and properties.

2. Achievement to Date

To support our commitment to achieving net zero by 2030, it is important to recognise the work already done to address the climate emergency, particularly in the last 5 years, since the declaration of our climate emergency in 2019. Those specifically referenced underneath relate to Housing and Property:

- £6.8M PSDS funding for Salt Ayre Leisure Centre inc. 1.3MW solar array on disused landfill site next door – PSDS funding.
- £1M PSDS funding to deliver fabric upgrades across 10 corporate buildings, incl. BMS upgrades, secondary glazing, pipework insulation, BMS upgrades and Solar PV at City Lab.
- £1.9M PSDS funding secured to decarbonise Williamson Park, The Storey and City Lab.
- Electric Car Club Scheme which has shifted 62% of casual, personal business mileage onto EV’s. In addition, cars are also offered to the public.

2.1 Heat Networks

We have completed a study to look at the feasibility of whether decarbonised heat networks could support our residents and local businesses. We have been a pilot for Heat Network Zoning and are working closely with DESNZ on shaping this for our district. Further work will be done to explore the best ways of incorporating heat networks into local heat decarbonisation.

2.2 Energy Efficiency

We have improved the energy efficiency of many of our existing homes and properties. The Council is in year 4 (2024-25) of an 8-year programme of 'fabric first' led energy improvement works across our Council stock. The goal of this project is to raise the energy performance rating of all Council Housing properties to a minimum 'C' rating by 2030.

2.3 External Funding for Hard-to-Treat Homes

Lancaster City Council is a member of the Cosy Homes in Lancashire Affordable Warmth Scheme set up by the Lancashire Local Authorities in 2013. Together we bid for funding and have delivered the following schemes across Lancashire: - LAD1b - £2.85m; LAD2 - £22.8m; HUG1 - £1.63m; HUG2 - £41m (ongoing); SHDF Wave 1 - £1.2m; SHDF Wave 2.1 - £5.6m (ongoing); Affordable Warmth Funding from Lancashire County Council - £1m each year (funding distributed between the 12 District Authorities); Lancaster City Council also has the provision of £300,000pa for energy efficiency works within its budgets for energy efficiency measures within its own Council housing stock.

We have secured Social Housing Decarbonisation Fund (SHDF) wave 2.1 funding to the value of £600,000, which we will match fund with a further £600,000 to deliver energy improvements to eighty-four of our hardest to treat homes.

We have spent £8.7M in Public Sector Decarbonisation Scheme (PSDS) funding since 2021 to decarbonise the heating systems across the council's own buildings to address Scope 1 emissions.

2.4 Fleet Electrification Programme

We commissioned our fleet electrification programme. Based on the current 10-year programme around 70% of the council's fleet will be EV by 2030.

2.5 Electric Vehicle Charging Points

We have established several Electric Vehicle charging points, including delivering charging points directly on council housing estates.

2.6 Awards

The Council has received multiple awards during the past 4 years, which demonstrate our commitment to the climate agenda. We were recognised by 'Climate Emergency UK award' in 2023 for being the highest scoring council for actions taken to achieve net zero.

Lancaster City Council were awarded the top prize in APSE's 'Best Climate Action or Decarbonisation Initiative' category for the Salt Ayre energy efficiency project.

We were awarded 'Council of the Year' at the Northwest Energy Efficiency Awards 2021 for the work carried out on our housing stock, particularly in respect of renewable heating and solar installations.

In addition to these we have been award Top District Authority, Landlord of the Year, Scheme of the Year and recently we have been shortlisted for the Northwest Energy Efficiency Awards in 2024. This is not an exhaustive list.

2.7 Resources

We have employed additional specialist resources to assist with our programme of activity. This includes an Energy Advice Officer, Energy Retrofit Technical Officer in the Home Improvement Agency, and we have delivered grant funding for homeowners to improve the energy efficiency in their homes. We also adopted the Minimum Energy Efficiency Standard (MEES) project in Housing Standards.

3. Energy Efficiency and Decarbonisation

We will follow the key guidance that is available to inform the approach we will take in reducing energy consumption, improving the energy efficiency of our homes and properties, and in delivering decarbonisation.

3.1 Approach to Improving Energy Efficiency and Decarbonising Homes

The energy efficiency and decarbonisation of homes can be improved in several ways. This can be via incremental measures or a whole house retrofit. Measures can range from enhancing the building's fabric, upgrading to a more energy efficient heating system, and installing smart energy controls, which inherently can affect a resident's energy use behaviour and their overall consumption of energy.

3.2 Approach to Improving Energy Efficiency and Decarbonising Other Properties

It is important for us to consider when decarbonising properties, that efforts are made to reduce energy consumption of properties, prior to introducing low carbon technologies such as heat pumps or photovoltaic panels.

As part of this Climate Statement, we will apply the principles of **REDUCE**, **RENEW** and **ACHIEVE** to the housing stock, and to corporate, public, or commercial properties, as shown.

- 3.2.1 **REDUCE** – we will reduce energy demand and consumption through fabric and system improvements, and through close consultation with residents and property users to affect positive behaviour change.
- 3.2.2 **RENEW** – we will invest in renewable technologies where this is the most appropriate intervention.
- 3.2.3 **ACHIEVE** – our actions to reduce and renew will contribute to our performance target, which is to reduce emissions and be net zero by 2030.

3.3 What will this Mean in Terms of Actions?

Moving away from reliance on burning of fossil fuels is a key priority. We will continue to explore new technologies and where appropriate these will be used in lieu of gas fired boilers.

Where a heating plant is replaced, smart controls will be installed to optimise performance and allow remote visibility of energy consumption.

Replacement of non-LED (light emitting diode) lighting will be prioritised across the housing and property stock.

We will take a 'fabric first' approach, with priority given to the homes and properties in poorer condition and with significant portions of single glazing and/or those without adequate cavity wall and loft insulation.

4. Strategic Aims

4.1 Discovery Phase - Data and Information

Year one (2025/26) of this Climate Statement will act as a 'discovery phase', where we will gather improved data and information on our homes, and on our corporate, public, and commercial properties, so we are better informed to take actions in years two (2026/27) through to five (2029/30) that will contribute to our ambitious aim to be net zero by 2030.

4.2 Housing Stock

For our housing stock we have the following strategic aims:

4.2.1 We will ensure all our homes reach an energy performance certificate (EPC) level of B and C or better (A or B) by 2030, as mandated by Central Government.

4.2.2 We will have an energy performance certificate for all the housing stock by September 2024.

We recognise the pivotal role of accurate energy data and therefore the necessity for more precise and current information. We will establish how many of our existing homes currently have an EPC. Thereafter we will continue with our programme of EPC surveys to all remaining homes which do not currently have an EPC, between January 2024 and September 2024, so we understand how many of our homes (in total) do not currently meet an EPC band C or better.

4.2.3 We will have full stock condition survey information for all the housing stock by September 2024.

We recognise the pivotal role of accurate stock condition data and therefore the necessity for more precise and current information. As part of our Asset Management Strategy 2022, we set a target to complete a new stock condition survey to 100% of all housing stock by 30th September 2024. At the time of producing this Climate Statement, we have completed more than 88% of the surveys, with the remaining 12% of surveys due to be completed through 2025.

We recognise that there will be difficult choices to be made when developing our long-term energy efficiency and planned investment programmes. The programme will need to be smoothed over a 5-year period, and it will be subject to prioritisation.

Maintaining the safety and well-being of our residents will remain our number one priority, i.e. carrying out all safety inspections and associated works and maintaining the decent homes standard for all our homes. This will then be followed by investment decisions that will support our overall objective of ensuring all homes achieve an EPC rating of Band C or better.

4.2.4 We will develop a new 5-year energy efficiency and planned investment programme for the period 2025-2030.

We will develop a new 5-year energy efficiency and planned investment programme for the period April 2026 to March 2031, using the data and analysis from the stock condition surveys and energy performance certificates. This programme needs to support the aim to make all homes EPC band C or better by 2030.

This 5-year programme will incorporate the ongoing programme to refurbish and retrofit 150 homes in the most urgent need of improvement.

This programme will help residents save energy costs, as well as reduce carbon emissions generated, by 30% per household each year. The improvement works include full plastering and decoration, the installation of new bathrooms and kitchens, 'A' rated windows, boilers, a new central heating system, and the removal of inefficient gas and electric fires. Homes will also benefit from insulation works, composite front and back doors and LED lightbulbs throughout.

To ensure residents achieve the full benefit from the measures, they are offered 'top tips' on how to use their heating systems effectively and other actions they can take to reduce their energy bills and carbon emissions.

These 150 homes are programmed between 2025 and 2028. We are working with Lancaster University to measure and report on these energy improvements.

4.2.5 We will pro-actively evaluate those homes that may not be able to reach an EPC Band C level, through our approach to active asset management.

Acknowledging the need to have a more targeted approach to asset management, we have committed to carrying out a more comprehensive evaluation of our housing portfolio through an 'active asset management' evaluation tool. This will enable us to carry out a grading exercise across all our homes, to allow for more informed decision-making on how best to invest in our homes.

We accept that we have a diverse and ageing housing stock, with more than 1,000 of our homes built before 1945 requiring significant investment. In addition to essential component replacements such as new bathrooms and kitchens, a profound requirement exists for other internal improvements, including plastering and joinery work. Despite this our commitment will extend beyond mere functionality, as we will aim to create environmentally sustainable living spaces that reduce the financial burden on our residents and meet or exceed the Decent Homes Standard.

For those homes that cannot achieve an EPC band C rating or better, through an appropriate level of investment (£40k+), we will carry out an options appraisal to determine whether to retain and invest, convert, or change the use of, or dispose of and sell them. We are committed to retaining as many hard-to-treat homes as is possible, given the acute need for social housing within our communities and neighbourhoods, so those that are considered for disposal will be by exception with funds directly going back to increasing the housing stock.

4.2.6 From April 2025, we will ensure all void properties which have an EPC band of D to G, are subject to an option appraisal prior to any further investment being considered.

As part of our ongoing programme of 'active asset management' evaluation, we will assess all vacant homes from April 2025 which have an EPC band of D to G. This is to ensure we can bring the home up to an EPC band C or better, as part of our 5-year energy efficiency and planned improvement programme.

Again, for those homes that cannot achieve an EPC band C rating or better, through an appropriate level of investment (£40k+), we will carry out an options appraisal to determine whether to retain and invest, convert, or change the use of, or dispose of and sell them. We are committed to retaining as many hard-to-treat homes as is possible, given the acute need for social housing within our communities and neighbourhoods, so those that are considered for disposal will be by exception with funds directly going back to increasing the housing stock.

4.2.7 We will use the SHDF wave 2.1 funding and our internal match funding, to complete the works required to the eighty-four hardest to treat homes by 31st March 2025.

We have invested significantly in our housing stock in recent years. However, despite this we still have more than nine hundred hard to treat homes to address.

We will use the SHDF wave 2.1 funding and our own match funding to carry out a programme of energy efficiency works required to the eighty-four hardest to treat homes by 31st March 2025.

We will model the finance required (as part of the new 5-year energy efficiency and planned investment programme) to treat the remaining hard to treat properties (circa 800+). We will carry out an option appraisal on homes where this is required to determine whether to retain and invest, convert, or change the use of, or dispose of and sell them. We are committed to retaining as many hard-to-treat homes as is possible, given the acute need for social housing within our communities and neighbourhoods, so those that are con-sidered for disposal will be by exception with funds directly going back to increasing the housing stock.

4.2.8 We will actively seek further funding from the social housing decarbonisation fund (now Warm Homes), along with any other sources of external funding which may become available during the life of this Climate Statement.

To support the above 5-year programme we will actively seek further funding which become available for us to bid for during the life of this Climate Statement.

4.2.9 New Build Homes

Any new homes we build will be energy efficient, built using modern methods of construction and aligned to our local plan (Council standards). We will aim to build ultra-low carbon homes as part of our identified housing and regeneration priorities.

Any new homes built must meet an EPC band B or better, with the scope to increase to band A through future investment.

Any new homes acquired must meet an EPC band C or be capable of meeting an EPC band C through a fundable retrofit programme.

4.3 Corporate, Public and Commerical Properties

For our corporate, public, and commercial properties we have the following strategic aims:

4.3.1 We will deliver the existing decarbonisation plan for the following eighteen properties by 2030:

We have an established and detailed plan agreed and in progress to decarbonise eighteen of our gas emitting corporate, public, and commercial properties. This project will see £15m invested into significantly reducing the carbon emissions from these properties. Emissions at the start of the project were measured at 1,727 tonnes. These emissions will reduce to forty-seven tonnes on completion of the programme.

Corporate

- Lancaster Town Hall
- Morecambe Town Hall
- Lancaster City Museum
- Lancaster Maritime Museum
- Williamson Park
- White Lund Depot

Commercial

- The Platform
- The Storey
- City Lab
- Palatine Hall
- Ryelands House
- Old Mans Rest

Residential

- Melling House
- Beck View
- Glebe Court
- Ripley Court
- Parkside Court
- Kingsway Court

Whilst residential properties are not eligible for PSDS funding, we will seek out other funding sources to support delivery.

We have a further 162 corporate, public, and commercial properties which will be subject to further evaluation, so we can assess how best to improve the energy efficiency of these properties.

4.3.2 We will therefore commission property surveys and energy performance certificates (EPCs) and/or display energy certificates (DECs) of these remaining corporate, public, or commercial properties.

During 2024/2025 we have commissioned property surveys and are now seeking energy performance certificates (EPCs) and/or display energy certificates (DECs) of all remaining corporate, public, or commercial properties.

For public properties with a total useful area greater than 250m² that provide a public service to frequently visited by the public, a display energy certificate (DEC) will be required. This measures the actual energy used within that property in the previous year.

4.3.3 We will develop a new 5-year energy efficiency and planned investment programme for the period 2025-2030.

We will develop a new 5-year energy efficiency and planned investment programme for the period April 2025 to March 2030, using the data and analysis from the property surveys and energy performance certificates and/or display energy certificates.

4.3.4 We will actively seek further funding from the public sector decarbonisation scheme, along with any other sources of external funding which may become available during the life of this Climate Statement.

To support the above 5-year programme we will actively seek further funding from the public sector decarbonisation scheme where funds become available for us to bid for. We will also explore any other sources of external funding which may become available during the life of this Climate Statement.

5.3.5 We will pro-actively evaluate those properties that may not be able to reach an EPC Band C level, through our approach to active asset management.

Acknowledging the need to have a more targeted approach to asset management, we have committed to carrying out a more comprehensive evaluation of our housing portfolio through an 'active asset management' evaluation tool. We will carry out a similar exercise on our corporate, public, and commercial property portfolio.

For those properties that cannot achieve an EPC band C rating or better, through an appropriate level of investment, we will carry out an options appraisal to determine whether to retain and invest, convert, change the use of, or dispose of and sell them (subject to the properties status (i.e. is it a heritage property, listed property or in a conservation area). We are committed to retaining as many properties as is possible, so those that are considered for disposal will be by exception.

4.4 We will explore the possibility of installing Integrated Energy Systems where feasible and where it is affordable to do so.

Using the findings from our decarbonised heat networks study, we will develop site-based/estate-based energy strategies where this is feasible. From this, we will deliver new integrated energy systems on new estates and where possible on existing estates.

These strategies are likely to interconnect with the aims for both our homes and other properties.

4.5 Re-Draft the Asset Management Strategy 2022-27

We will re-draft the current Asset Management Strategy 2022-2027 to incorporate corporate, public, and commercial properties to ensure we have a joined-up approach to decision-making and delivery and that we have visibility of our aims and achievements across both the housing and property portfolios.

5. Stakeholder Engagement

5.1 Residents and Property Users

Being resident focussed is a fundamental responsibility throughout the Council. Feedback from our residents consistently underscores that their foremost concerns are the maintenance, improvement, safety, and affordability of their home.

At the core of our pursuit for sustainability and the reduction of our environmental impact will be our 'Residents' Voice' approach. Key decisions relating to our homes and properties will actively incorporate the views and perspectives of our residents and property users.

We therefore pledge to engage in ongoing consultation with residents and property users. In conjunction with the Local Area Action Plan we will continue to develop and strengthen our approach to resident engagement, as we recognise the need to support our residents in both reducing their consumption of energy and in implementing changes in behaviour that will support this Climate Statement.

Following the completion of environmental projects, retrofit initiatives, investment works and communal/building upgrades, we will consistently capture data on resident and property users' satisfaction, which will play a key role in shaping and optimising the resources available to deliver this Climate Statement.

We will build on the work of our existing Climate Energy Champions and our Energy Support Officer. As part of this, we will explore the financial feasibility of employing an additional Energy Support Officer to strengthen the vital work being done to support residents.

5.2 Staff

We will continue to develop our people and their skills, through on-going training, education, and upskilling. This will ensure we have the right people, processes, and systems in place to deliver this Climate Statement.



6. Organisational Overview Wide Impacts - Fleet, Corporate Assets, Supply Chain

Whilst this Climate Statement focuses on our housing stock and other properties, decisions made in relation to this strategy, must be considered and taken in conjunction with other Council departments, who in turn will be delivering projects and initiatives to support the council's net zero target for 2030. These will include but not be limited to many of the initiatives outlined in Section 2 of this Climate Statement.

7. Governance, Review, Measures and Reporting

The overall Governance arrangements for this Housing and Property Climate Statement will be encompassed within our existing framework.

The Cabinet and Leadership Team will have overall governance responsibility for ensuring this Climate Statement is fully implemented to ensure the strategic aims are delivered. They will also ensure all activity to deliver the strategic aims are in full compliance with regulation, legislation, and approved codes of practice.

7.1 Energy Consumption

We will undertake a new baseline assessment of energy consumption within our homes and property portfolio, to update the previous figures from 2015-2020. This will take place in year one of this Climate Statement.

Thereafter, we will do this on an annual basis throughout the life of the Climate Statement, to monitor progress towards our net zero 2030 target.

7.2 Homes and Properties with Band C EPC or Better

We will continue to invest in those homes which are not currently at an EPC Band C. We will track the number of homes and properties in Band C or better and those in Band D or worse on a quarterly basis to ensure the number of homes with an EPC Band C continues to improve.



8. Risks/Challenges

We recognise and acknowledge that there are many risks and challenges that we will face during the life of this Climate Statement, any of which, could prevent us from achieving our strategic aim to be net zero by 2030. We have listed the most significant risks below. We will continue to assess these risks and mitigate them in a proactive way, where we can either influence or control the outcome.

8.1 Financial

- Financial capacity of the Council in current circumstances.
- Availability of external funding.
- Loss of Renewable Heat Incentive (RHI), Feed in Tariff (FIT) and not being able to pursue funding through the Social Housing Decarbonisation Fund (SHDF) wave 2.2.
- Cost of switching to heat pumps, and other forms of renewable heating.

8.2 Co-ordination of Strategies

Ensuring strategies align to avoid duplication and ensure there is a joined-up approach to the delivery of net zero by 2030 – Corporate Plan, Housing Strategy, Asset Management Strategy, Housing and Property Climate Statement – and other council strategies. The Cabinet and Leadership Team will ensure that strategies are co-ordinated and that there is a joined-up approach through operational delivery.

8.3 Data/Stock

- Stock condition survey data not fully completed
- Energy performance certificate data not completed by September 2024
- Limited data available on corporate, public, and commercial properties – not easy to extract or analysis to accurately inform decision making
- Condition and age of some of the existing homes and properties. Circa 1,000 homes built before 1945, with major investment required on them. For the corporate, public, and commercial properties, issues with dealing with listed/heritage properties, and conservation.

8.4 People, Capacity and Skills

- Shortage in people, capacity, and skills to deliver, within our internal teams, through local contractors and within our wider supply chain.
- Capacity of partners to support delivery, including The National Grid, Electricity Northwest, United Utilities, Ofgem and the Regulator.

8.5 Resident Engagement

- Gaining their buy-in.
- Refusal of works.
- Private sector – limited influence and control.

8.6 Political Uncertainty

- Government - recent change in policy direction and timeline for delivery.
- Unstable funding landscape due to changing political priorities.



9. Action Plan

Ref	Housing and Property Climate Action Plan 2025	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
	Discovery phase - we will gather improved data and information on our homes, and on our corporate, public, and commercial properties.								
	We will have an energy performance certificate for all homes by September 2025.								
	We will ensure all homes reach an energy performance certificate (EPC) level of Band C or better (A or B) by 2030.								
	We will have stock condition survey information for all homes by September 2025.								
	We will complete the work to the hardest to treat homes (84 identified in programme), using the £600k SHDF Wave funding and our match funding, together totalling £1.2m.								
	We will complete an options appraisal on the remaining 800 hard to treat homes, by September 2025.								
	We will develop a new 5-year energy efficiency and planned investment programme for the period 2025-2030 by September 2025.								
	From April 2025, we will deliver the 5-year energy efficiency and investment programme.								
	As part of this 5-year energy efficiency and investment programme we will continue with the programme to retrofit homes in most urgent need of improvement.								
	We will develop a methodology for evaluating homes that may not reach an EPC Band C level. This will provide an agreed approach on how these will be evaluated for either future investment, conversion, change of use or potential disposal.								
	From April 2025, we will proactively evaluate those homes that may not be able to reach an EPC Band C level, through our approach to active asset management.								
	We will develop a process for reviewing voids that do not meet EPC band C prior to letting. This will provide an agreed approach on how these will be evaluated for either future investment, conversion, change of use or potential disposal.								
	From April 2025, we will ensure all void properties which have an EPC band of D to G, are subject to an option appraisal prior to any further investment being considered.								
	We will use the SHDF funding and our own match funding, to complete the works required to the eighty-four hardest to treat homes by April 2025.								
	We will actively seek further funding from the social housing decarbonisation fund (SHDF), along with any other sources of external funding which may become available during the life of this Climate Action Plan.								
	New homes we build will be energy efficient, built using modern methods of construction and aligned to our local plan (Council standards). We will aim to build ultra-low carbon homes as part of our identified housing and regeneration priorities. New homes built will meet an EPC band B or better, with the scope to increase to band A through future investment. New homes acquired will meet an EPC band C or be capable of meeting an EPC band C through a fundable retrofit programme.								
	We will deliver the existing decarbonisation plan for the eighteen corporate properties by 2030.								

Ref	Housing and Property Climate Action Plan 2025	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
	We will commission property surveys and energy performance certificates (EPCs) and/or display energy certificates (DECs) for all remaining corporate, public, or commercial properties (circa 152), by April 2026.								
	We will actively seek further funding from the public sector decarbonisation scheme (PSDS), along with any other sources of external funding which may become available during the life of this Climate Statement.								
	We will explore the possibility of installing integrated energy systems where feasible and where it is affordable to do so.								
	We will re-draft the current Asset Management Strategy 2022-2027 to incorporate corporate, public, and commercial properties to ensure we have a joined-up approach to decision-making and delivery and that we have visibility of our aims and achievements across both the housing and property portfolios.								
	We will undertake a baseline assessment of greenhouse gas emissions of our homes and property portfolio – to update the previous figures from 2018-19.								
	Key decisions relating to our homes and properties will actively incorporate the views and perspectives of our residents and property users.								
	We will continue to develop and strengthen our approach to resident engagement, as we recognise the need to support our residents in both reducing their consumption of energy and in implementing changes in behaviour that will support this Climate Statement.								
	Following the completion of environmental projects, retrofit initiatives, investment works and communal/building upgrades, we will consistently capture data on resident and property users' satisfaction, which will play a key role in shaping and optimising the resources available to deliver this Climate Statement.								
	We will explore the financial feasibility of employing an additional Energy Support Officer to strengthen the vital work being done to support residents.								
	We will continue to develop our people and their skills, through on-going training, education, and upskilling. This will ensure we have the right people, processes, and systems in place to deliver this Climate Statement.								
	We will increase customer's awareness of environmental issues and encourage behaviour change. Develop financial inclusion strategy supporting residents who experience fuel poverty.								
	We will review energy contracts to ensure that they offer the best value for our needs.								