



Cymoedd i'r Arfordir
Valleys to Coast

Safe and Happy Sustainable Future Strategy 2022–2027

Owner:

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Accountable Lead:

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Strategy Control

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Introduction

Purpose

This strategy sets out how we will improve our sustainability performance and reduce our carbon footprint over the next five years. It will help us work towards achieving carbon neutrality and our sustainability commitments. Acting now not only demonstrates our dedication to sustainability, it also ensures we have time to prepare for and implement the transformational changes needed to deliver net zero carbon emissions for our organisation, homes and communities. It will help ensure our customers are resilient to the impacts of climate change and help avoid any climate related risks that could impact the way we operate and the service we provide. Keeping our homes resilient and adaptable to climate change will help ensure we meet our requirements within the Renting Homes Wales Act (RHA) and Welsh Housing Quality Standard (WHQS) by ensuring our homes are fit for human habitation and in a good state of repair.

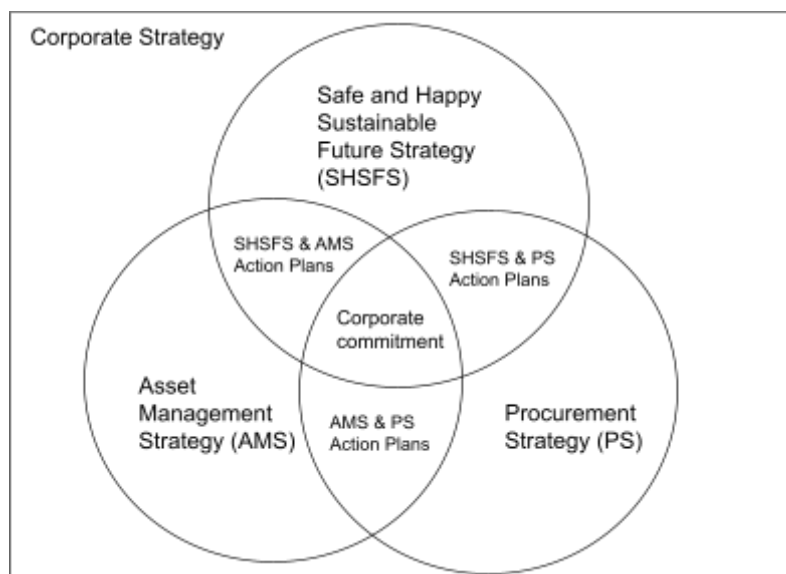
Whilst this strategy defines our sustainability approach, its realisation is dependent on the alignment and successful delivery of other key strategies including development, asset management, thriving communities, and customer¹ and community engagement. The diagram below illustrates how this strategy is supported.

¹ This strategy uses the language “customer” but it is noted that these terms will become “contract-holders” post RHA implementation.

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Corporate commitment: “We will move towards becoming a carbon neutral organisation by 2030 through developing a robust action plan and sustainability strategy to reduce the environmental impact of our organisation and homes, whilst regenerating our local communities to build a better Bridgend and Wales”

Vision

Our vision is to build a better Bridgend and Wales and our purpose is to provide homes and places where people feel safe and happy. To help achieve this, our 2021 – 2031 Corporate Strategy makes a commitment for Valleys to Coast to become carbon neutral by 2030. Our Safe and Happy Sustainable Future Strategy is our vision to achieve our corporate sustainability commitment and proposes the actions necessary to help us work towards carbon neutrality by 2030. We will monitor our progress and report back to the Board annually.

We believe our strategic commitment demonstrates our dedication to our customers, communities and future generations to deliver multiple environmental, social and economic benefits helping our communities successfully adapt to the challenges of climate change. It is important that we holistically consider our carbon reduction approach to ensure that



we achieve a 'just transition' despite the urgent need to decarbonise our economy.

Values

Our values to “value people”, “think differently” and “courage to see things through” are fundamental in helping us deliver our net zero carbon commitment. The transformational changes needed over the next decade will only be possible with our colleagues fully supporting and upholding these values.

Current Position

Policy Background

There is a growing acknowledgement for the need to act urgently to reduce carbon emissions and limit further global warming and the associated environmental impacts. Global initiatives are focused on limiting warming to well below 2°C, preferably 1.5°C aligning to the pledges of the 2015 Paris Agreement.

In 2019, Wales was the first country in the world to declare a climate emergency. In the same year, the UK also became the first major economy to legislate to achieve net zero carbon emissions by 2050. The Welsh Government has set its own targets for Wales based on the latest climate science and recommendations of the Climate Change Committee (CCC). Wales has the requirement for a 63% reduction of emissions against the 1990 baseline by 2030, an 89% reduction by 2040 and at least 100% reduction (net zero) by 2050.

The emissions from residential buildings account for around 8% of Welsh emissions. The social housing sector has the ability to manage stock on behalf of their customers and the opportunity to lead the way in retrofitting



low carbon homes. Valleys to Coast acknowledges the need to take action on climate change and the role we can play in reducing emissions from the housing sector. We have a responsibility to create fair policies, develop the skills and secure funding to ensure sustainable improvements won't penalise the poorest households. We will work with the Welsh Government, stakeholders, partners, academia and sector experts to understand and apply best practice, so the actions we take to decarbonise do not undermine our approach to deliver wider economic and social benefits.

Progress

Over the last 12 months, significant progress has been made to better understand our environmental responsibilities and how we contribute towards wider sustainable development within the framework of the Well-being of Future Generations Act (WFGA). Cynnal Cymru, an external consultant who specialises in sustainable development, has supported Valleys to Coast in creating our sustainable development concept which centres around four overarching pillars:

Pillar	Description	Lead
Decarbonisation	stopping carbon dioxide emissions going to atmosphere by phasing out fossil fuels	Corporate Director of Housing, Communities and Customers
Resource Efficiency (zero waste)	not producing any waste so everything is reused or recycled	Director of Finance
Biodiversity (ecological resilience)	all living things and how they affect and interact with each other; reversing the crisis in nature	Corporate Director of People, Culture and OD
Climate Change Adaptation	altering our behaviour, systems and ways of living to prepare for and adjust to the current effects of climate change and its predicted future impacts	Corporate Director of Development and Growth



A member of our senior leadership team will lead each pillar with support from the Sustainability Manager and Safety, Health and Environmental Partner to ensure the necessary actions are agreed, developed, monitored and reported. A diagram to illustrate this process is shown within the [Governance](#) section below.

With the support of Cynnal Cymru and the Carbon Trust, we have gained a better understanding of our carbon footprint and began to integrate sustainability into our culture by engaging our Board, leadership and management teams:

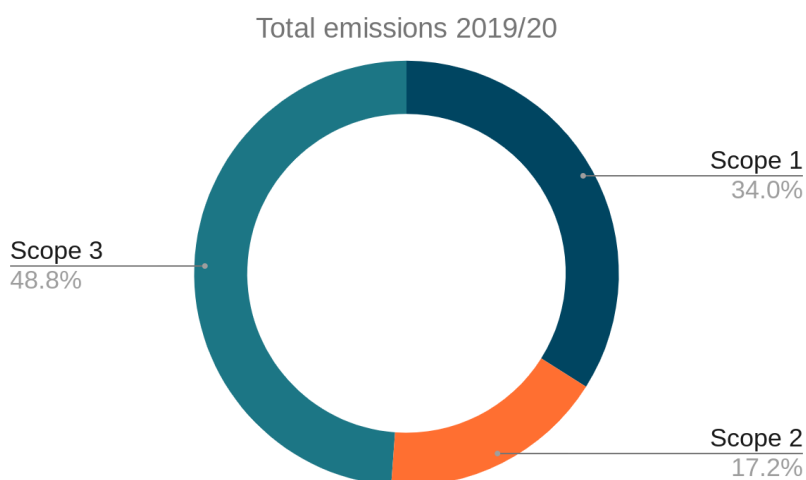
- **June 2021** – Valleys to Coast created our first carbon footprint
- **October 2021** – we successfully ran an environmental workshop with our Board and Leadership Team
- **February 2022** – an ecological assessment of our green space was undertaken to identify opportunities to improve biodiversity and absorb carbon emissions
- **March 2022** – we ran an environmental workshop with our management team
- **May 2022** – Valleys to Coast supported Bridgend College by hosting the “Homes and Places Village” at their Our Future Festival which focused solely on sustainability
- **June 2022** – completion of our organisation wide environmental review to identify priority areas for our Safe and Happy Sustainable Future Strategy (Appendix 1)
- **July 2022** – Leadership Team approval to strive for Green Dragon Level 5 environmental management system
- **August 2022** – Environmental update presented to our Development and Assets Committee
- **September 2022** – Workshop with our Leadership Team to agree leads for each pillar and suggest SMART actions for our Safe and Happy Sustainable Future Strategy
- **September 2022** – Formal collaboration with Bridgend County Borough Council’s Climate Change Response Manager and Decarbonisation Programme Manager.



Valleys to Coast will continue to monitor and review our progress in line with our sustainability commitments. A formal annual review will be undertaken and progress updates will be provided to our leadership team and Board.

Performance

Valleys to Coast was supported by the Carbon Trust to create our first carbon footprint for the 2019/20 financial year to provide a baseline for comparison. Our footprint includes all three scopes of carbon emissions and was calculated as 28,295 tCO₂e. A breakdown of emissions is provided below:



*note housing energy consumption is included in scope 1 and 2.

Measuring our footprint has equipped us with a better understanding of the impact we are creating along with the challenges that lie ahead. The energy consumption of our housing stock calculates as 55% of our total footprint. Procurement of goods and services makes up around 40% of our emissions. These are two areas of priority for emissions reductions but we will work holistically to achieve reductions across all of our activities.



Risks and Opportunities

We recognise the need to assess climate risks as part of our risk management processes. Below are some of the key climate related risks and opportunities that have been identified. These have been considered against our strategic risk register and any risk mitigation has been documented²:

² It is noted that our risk register does not currently identify and mitigate our wider sustainability risks. An action is included in our Safe and Happy Sustainable Future Action Plan to address this.

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Impact	Risk	Opportunity	Risk Register Link
Political	<ul style="list-style-type: none"> Negative reputational impact with stakeholders, partners, the sector, peers and the supply chain Unprepared for policy changes 	<ul style="list-style-type: none"> Leading the way in response to climate policy Improved reputation with key stakeholders through showing commitment to sustainability 	<ul style="list-style-type: none"> Safe and Happy Homes - fit for purpose homes, carbon neutral 2030, future proofed new homes Safe and Happy Customers - customer voice, understanding customer needs Safe and Happy Colleagues - simplified and enhanced governance process
Financial	<ul style="list-style-type: none"> Penalties for non-compliance Additional costs from unexpected extreme weather related events Higher buildings insurance premiums High running costs of inefficient homes and increased risk of rent arrears Increased business costs for inefficient office and fleet Less attractive to investors 	<ul style="list-style-type: none"> Improved affordability for customers Reduced fuel poverty Operational savings through less waste and better management of resources Climate resilient office and residential buildings Ability to access growing ESG linked funding Increased local jobs and improved local economy through retrofit and low carbon construction 	<ul style="list-style-type: none"> Safe and Happy Customers - brilliant services, customer voice, understanding customer needs Safe and Happy Homes - fit for purpose homes, carbon neutral 2030, future proofed new homes Safe and Happy Colleagues - well designed colleague systems and technology, efficient and financially sustainable organisation Safe and Happy Places - add value to our communities, invest in our communities, use of local goods and services



Social	<ul style="list-style-type: none"> • Poor resident health and wellbeing – unable to adapt to future climate e.g. overheating, flooding • Low morale from colleagues 	<ul style="list-style-type: none"> • Meaningful engagement with customers on important issues • Improved wellbeing of customers with healthier, more efficient homes • Improved recruitment and retention of colleagues • Improved communities with low carbon infrastructure and lifestyle choices • Improved social value • Improved customer satisfaction 	<ul style="list-style-type: none"> • Safe and Happy Places – <i>add value to our communities, invest in our communities, use of local goods and services</i> • Safe and Happy Colleagues – <i>People Strategy that values and invests in our colleagues, well designed colleague systems and technology</i> • Safe and Happy Customers – <i>customer voice, understanding customer needs</i> • Safe and Happy Homes – <i>fit for purpose homes, future proofed new homes</i>
Environmental	<ul style="list-style-type: none"> • Contributing to climate change • Decline in ecological resilience • Responsible for resource depletion 	<ul style="list-style-type: none"> • Demonstrable positive contribution to help tackle climate change • Increased ecological resilience • Improved green spaces • Responsible circular resource use 	<ul style="list-style-type: none"> • Safe and Happy Customers – <i>customer voice, understanding customer needs</i> • Safe and Happy Homes – <i>fit for purpose homes, carbon neutral 2030, future proofed new homes</i> • Safe and Happy Colleagues – <i>efficient and financially sustainable organisation</i> • Safe and Happy Places – <i>add value to our communities, invest in our communities, use of local goods and services</i>



Issues Faced

Becoming a carbon neutral organisation will require significant investment and transformational change to move away from gas heating and change the way we operate our buildings. Some of the key issues we are likely to face are noted below:

- Skilled internal and external labour to build, maintain and improve low carbon homes across our supply chain
- More stringent energy efficiency standards for new developments and existing homes
- New and emerging technologies entering the market
- Environmental policy updates
- Lack of understanding of climate change across our organisation and communities
- Availability of funding

The risks from these issues will be mitigated through the SMART actions set below and operational activities to support them.

Customer's Voice

Engaging our key stakeholders and customers during the development of this strategy is important to ensure it is feasible, aligns to business priorities and is as impactful as possible. Our customer's needs and interests are vitally important to us and are a key requirement of the Welsh Government's Regulatory Framework for Housing Associations Registered in Wales.

A discussion was held with a small number of customers who had an interest in the environment. These customers were asked for their thoughts on our approach within the strategy. The general consensus was that the four pillars were broad enough to cover all of our environmental impact but the language used would need to be explained to customers or



simplified to increase the understanding of what we are trying to achieve. Our customers stressed the importance of getting the communication and engagement “right from the start” to get the buy-in and investment in sustainability initiatives. They agreed that it is important to communicate what Valleys to Coast are doing as well as asking customers to change their behaviours. To increase engagement they suggested using a variety of physical, digital and verbal methods and taking the opportunity to link the messaging with other themes that appeal to people such as money saving, health and wellbeing opportunities etc.

Separate engagement was held at Llys Cenfig sheltered scheme, during engagement events, and included for feedback from calls received at the Hub. This engagement was held to gain an understanding of what our customers thought about some of the more technical terms used within the strategy. It was noted that these terms are not common knowledge and further work is needed to increase customer and community understanding of such terms. Without understanding the strategy and what it means, it will be difficult to engage our customers in any related discussions.

It is recognised that the energy from our housing stock is a significant proportion of our carbon footprint. Customer engagement and buy-in will be essential to help reduce these emissions because we can only influence their reduction and not control it. Customer engagement around this strategy has been limited, but all feedback has been noted and will be enacted upon following the approval of this strategy. This forms the basis of our engagement SMART action below.

The next 5 years

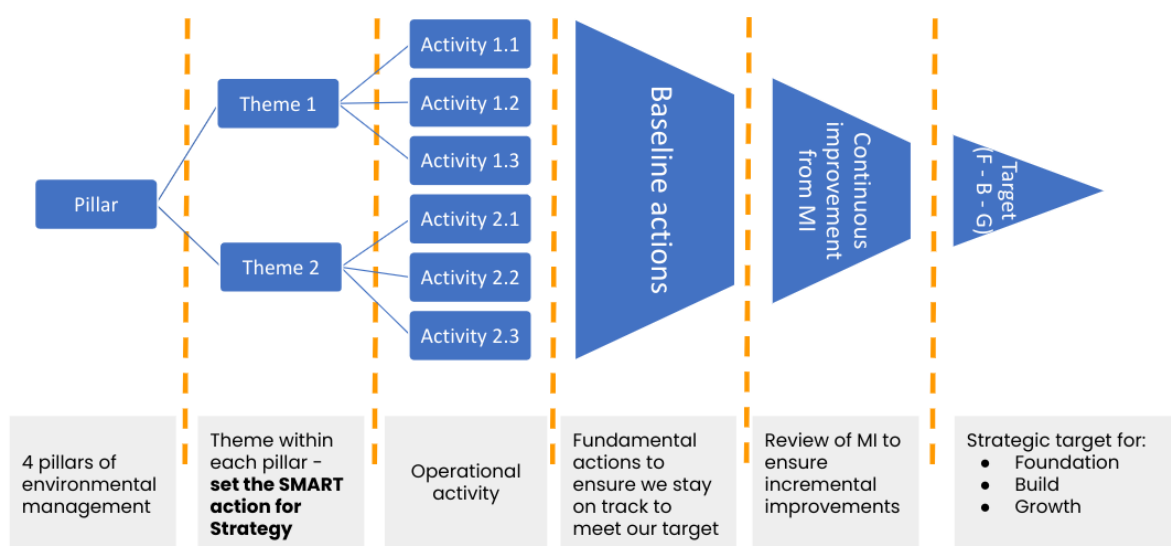
Turning strategic thinking into action is essential. Valleys to Coast has already delivered a range of solutions to help decarbonise our housing stock. Our approach over the next 5 years will be holistic; considering the sustainable development of our organisation and housing stock, using the



four pillars as our key areas of focus to achieve sustainability improvements. We recognise there are interdependencies between each pillar and that we cannot achieve our ambition alone. Therefore we will work cohesively and collaboratively with our partners, colleagues and customers to align with the WFGA five ways of working and tackling the long term challenges we are facing. We also acknowledge that climate change solutions will mature and evolve over time so we must be able to flex our approach as needed.

Our Four Pillars

To help us achieve our sustainability improvements, we have adopted the following tool:



Each pillar has been split into two themes and SMART³ actions have been developed in consultation with our senior leadership team as outlined below. Strategic targets will be set for foundation, build and growth phases of this strategy. To achieve these, a broad range of operational activities and relevant baseline actions will be completed. Management Information

³ We are still developing our processes to accurately measure these. Therefore some of our SMART targets are estimated at this stage.

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will be used to monitor progress and ensure we are achieving our desired outcomes and continually improving. Progress updates will be provided as documented within the [Monitoring](#) section.

Decarbonisation

1. Travel

Specific	Measurable	Achievable	Realistic	Timebound
Reduce the carbon emissions of our organisational travel by 20% by March 23. Investigate opportunities to reduce this further for FY 23/24	tCO ₂ e from travel	Investigate smart scheduling and smarter working techniques Consider low carbon travel facilities, encouragement and rewards, including investigating methods to support colleagues to reduce grey fleet mileage and switch to EV through salary sacrifice, pool cars etc Promote car sharing for business travel	Smart scheduling is already being considered Commuting data will be gathered through environmental training in 2022	March 23



2. Energy and Carbon

Specific	Measurable	Achievable	Realistic	Timebound
Reduce the carbon impact from our organisational energy use by 20%	tCO ₂ e from electricity and gas	Install energy efficiency measures	Batteries and lighting upgrades will be installed at our sheltered schemes as part of ORP	March 23
Create the process to measure the decarbonisation of our homes in terms of potential operational energy ⁴		Engage with colleagues and customers to be more energy conscious	Engagement is planned	
		Record EPC changes in real-time	Monitoring of our organisational energy is readily available	
			Discussions held on recording EPC changes	
Create our decarbonisation plan ⁵ for our homes (as set out in our Asset Management Strategy 2020-2025).	Energy Performance KPI's reported to Performance Exec on monthly basis. Decarbonisation plan to be presented to the Board in 2022/23.	2023/24 budget includes resources for an additional Lifespan Carbon in Homes module.	The draft Welsh Government WHQS 2.0 includes a requirement for homes to be EPC band A/RdSAP +91 points by 2033.	Plan presented to Board in Q4 2022/23.

⁴ Potential operational energy is the potential energy use of a property as suggested by its EPC rating.

⁵The SMART action is an update on the action set out in the 2020 - 2025 Asset Management Strategy on the basis that we are anticipating the introduction of WHQS2 2023 onwards..

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Resource Efficiency

1. Procurement

Specific	Measurable	Achievable	Realistic	Timebound
Carry out all short term recommendations of the 2022 WRAP report Work with our top 10 carbon intensive suppliers to identify more accurate emissions factors	Actions within WRAP report. Carbon emissions factors for top 10 suppliers	Procurement team work collaboratively to achieve these actions Meet with top 10 suppliers to discuss their carbon footprints	WRAP have identified appropriate actions for Valleys to Coast and suggested reasonable timeframes for these to be completed	March 25

2. Circular Economy

Specific	Measurable	Achievable	Realistic	Timebound
Collate all organisational waste data and identify opportunities to reduce waste through reuse, repair and donation	tCO ₂ e from all waste captured No of items reused, repaired or donated	Create a process for waste management to enable data collection, collation and monitoring Engage with colleagues on the waste hierarchy	Waste data quality is being improved Engagement is planned	March 23



Biodiversity

1. Green and grey space

Specific	Measurable	Achievable	Realistic	Timebound
Work with our partners, communities and customers to create a plan for our priority green and grey space to maximise their environmental, social and economic benefit	Green and grey space action plan created	Review the results of our ecosystems assessment Work with BCBC and other external partners to identify priority green and grey space across Bridgend	Excellent relationships have already been built with BCBC and our communities to enhance our green spaces	March 24

2. Offsetting

Specific	Measurable	Achievable	Realistic	Timebound
Develop our understanding of offsetting and the opportunities it provides to reduce our emissions to zero ⁶	tCO ₂ e available to offset using our green and grey space	Survey our estate and keep informed of best practice Link with community enterprises including Down To Zero to undertake a feasibility study and help assess the opportunity	Excellent relationships have been built with BCBC Engagement with Down to Zero has been made	March 27

⁶We acknowledge that even once we have reduced our emissions as far as possible, there will still be residual carbon. Offsetting would only be implemented as a last resort.

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Climate Change Adaptation

1. Culture and Innovation

Specific	Measurable	Achievable	Realistic	Timebound
Develop an environmentally conscious culture Consider future generations in our decision making	No of colleagues who have completed environmental training No of colleagues who have completed environmental induction No of business cases, plans and strategies with environmental assessment included	Develop our colleagues environmental skills and knowledge Include environmental assessments in all business cases, plans and strategies	Environmental inductions have begun Environmental training is due to be completed this year Document templates could be reviewed	March 24

2. Engagement

Specific	Measurable	Achievable	Realistic	Timebound
Ensure there is a customer and colleague voice for all sustainability decisions Strong communication plan for external stakeholders	No of attendees in each group No of environmental communication messages	Set up engagement groups for each pillar Comms are planned	Leaders for each pillar have now been agreed. They will chair the groups Safe and Happy Sustainable Future communication campaign has begun	March 23



Each SMART action will have a broad range of operational activities to support its achievement. A number of these operational activities have been compiled within our action plan which is subject to ongoing development. A selection of example actions have been provided below:

Pillar	Pillar Lead	Theme	Operational Activity	Accountable Lead	Accountable Director
Biodiversity	Liz Downie	Green space	Review grounds maintenance contract to reduce mowing, consider fencing and pathways for biodiversity	Jonathan Luxton	Darrin Davies
Biodiversity	Liz Downie	Carbon Offsetting	Arrange community tree planting and consider the opportunity for this to be a regular event led by customers, supported by Valleys to Coast. Promote community ownership of tree planting. Support green shoots in the community	Alice Milanese	Darrin Davies
Climate Change Adaptation	Darrin Davies	Culture and Innovation	Create process to collect, report and monitor environmental data	Alice Milanese	Darrin Davies
Climate Change Adaptation	Darrin Davies	Engagement	Undertake customer engagement to understand travel habits and how this could be changed to low carbon travel	Kirsty Walton	Emma Howells
Decarbonisation	Emma Howells	Energy and carbon	Review current processes to purchase utilities	Robyn Hughes	David Clapham
Decarbonisation	Emma Howells	Travel	Identify and trial new ways to reduce business travel e.g. scheduling of all services and meetings – synchronising diaries, encourage active travel, bike storage and facilities	Darren Hackett	Liz Downie
Resource Efficiency	David Clapham	Procurement	Work with key suppliers to understand their emissions and opportunities to reduce them	Robyn Hughes	David Clapham
Resource Efficiency	David Clapham	Circular Economy	Review current waste management procedures and identify opportunities to reduce waste, repair items and donate to charity e.g. voids, food waste caddies in office	Paula Terrett	Darrin Davies

Environmental Management System (EMS)

An EMS is a framework to help organisations achieve their environmental goals through consistent review, evaluation, and improvement of its environmental performance by using a Plan, Do, Check Act approach. It is a proactive approach to increase the operating efficiency of an organisation and reduce environmental risks. There are a number of externally certified EMS's including ISO 14001 and Green Dragon. Valleys to Coast had operated an externally certified Green Dragon EMS for a number of years prior to the pandemic but our certification was paused over the last year. Our leadership team has now approved the reinstatement of our Green Dragon EMS.



Green Dragon

Green Dragon is a Welsh Standard and is comprised of five levels of environmental management:

1. Commitment to Environmental Management
2. Understanding of Environmental Responsibilities
3. Managing Environmental Impacts
4. Environmental Management Programme
5. Continual Environmental Improvement

It was agreed that to meet the sustainability commitment of our corporate strategy, Green Dragon Level 5 should be sought. Green Dragon will be the framework enabling us to work simultaneously through the actions within each pillar, monitoring our progress and maintaining continuous improvement. Working holistically across our four pillars within the framework of Green Dragon will enable us to remain on track to achieve carbon neutrality.

The journey

People and Skills

Many Valleys to Coast colleagues are passionate about tackling climate change and providing safe and happy homes for our customers. We have colleagues across the organisation with knowledge and expertise to help support the delivery of this strategy. We recognise the need to invest in learning and development to increase the shared understanding of the challenge ahead along with specific skills needed in the different areas of our organisation e.g. our trades team will need to learn how to install and maintain low carbon technologies, our finance team will need to develop sustainability reporting methods. This people and skills requirement forms the basis for our culture and innovation SMART action above.



With the buy-in of colleagues across the organisation, the operational activities within our action plan will be met with current resources. However, noting the evolution of climate change solutions and legislative requirements, we will continue to review resources to ensure we can achieve our sustainability commitments.

Funding

Significant funding will be required to achieve our net zero carbon commitment. Decarbonisation of our housing stock is predicted to cost around £28,000 per home. Our approach to funding this will be outlined in our decarbonisation action plan which forms part of our Asset Management Strategy. It is recognised that decarbonisation of the home is fundamental to this strategy and therefore an action is included within our energy and carbon SMART action above.

Investment for wider sustainability measures will be needed but the value of such investment is not yet known. As we begin our journey to net zero, we will better understand our impact and the opportunities available to us to reduce our emissions, whilst realising wider environmental, social and economic benefits. Therefore financial modelling will be undertaken at a later date as we start working through the action plan. We will do all we can to identify grants and external funding opportunities. To date we have secured external grants and funding for energy efficiency through the Local Authority and ORP. We have also secured no-cost consultancy from WRAP Cymru and over 300 trees at no cost from the Woodland Trust. Previously we used to use Grant finder as a method of identifying funding. We will review the benefit of this tool and consider its reinstatement.

Through adopting and embedding our EMS, opportunities to improve the efficiency of our operations will be identified which will help realise cost savings. We will identify external funding and grants as priority, but investment from the organisation will also be required to help us reduce our environmental impact. It is proposed that invest-to-save methodology is considered for each of the actions in our Safe and Happy Sustainable

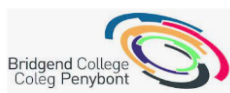


Future action plan. Failure to invest will increase the political, financial, social and environmental risks identified in this strategy.

Partnerships

We cannot reach our target of net zero carbon alone. We will need to work with partners to help secure funding and align priorities and ways of working to help achieve our outcomes sooner. We will work collaboratively across our organisation to ensure sustainability is embedded in our culture. We will ensure our sustainability actions and ambitions are communicated to our stakeholders and provide customers with the opportunity to influence our strategic decision-making and shape the delivery of our services.

We already work closely with a number of strategic partners through the Art of the Possible and our broad operational activities as illustrated below. The Art of the Possible is a group of organisations who operate across Bridgend focused on working collaboratively to build a better Bridgend that is healthier, happier, greener, more attractive and inclusive. We will continue to build on our strong relationships to deliver multiple environmental, social and economic benefits helping our communities successfully adapt to the challenges of climate change.

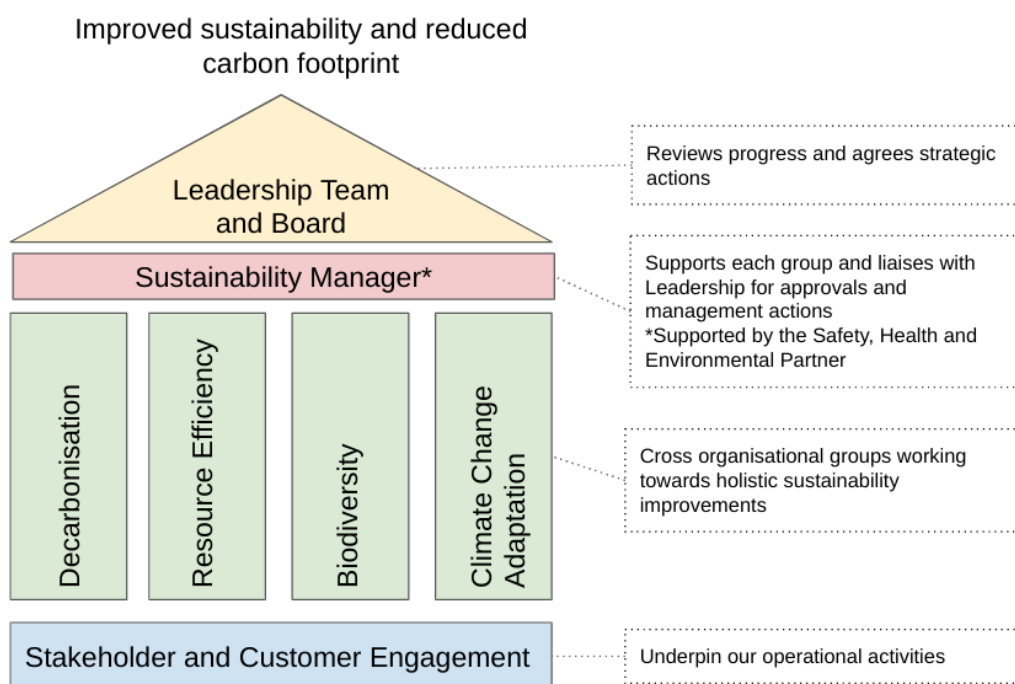




Governance

Integrating climate related issues into strategic and financial decision making at Board and senior leadership level is key to ensuring sufficient action is taken to reduce the risks of climate change. Our Development and Asset Committee will be responsible for monitoring progress and providing the Board with assurance against this strategy bi-annually. The Board will be presented with an annual progress update.

To ensure we create holistic sustainability improvements across the organisation, our four pillars are led by a member of the senior leadership team who will Chair a working group for each pillar. The pillar working groups will be cross-organisational groups of colleagues who will be responsible for identifying and implementing actions to support this strategy. The Sustainability Manager will attend all working groups and support each Chair to agree and develop the sustainability actions needed across the organisation. The Safety, Health and Environmental Partner will support the Sustainability Manager with monitoring and reporting progress. Stakeholder and customer engagement will be crucial to the success of this strategy. We recognise its importance and will ensure it underpins our operational activities to support this strategy. A diagram to illustrate the governance process for this strategy is provided below:



Equality Impact Assessment

An equality impact assessment has been undertaken to assess the impact this strategy may have on different groups of people. The findings of this assessment are documented in the table below. The mitigation measures suggested will be considered upon the approval of this strategy and during the planning of each operational activity we undertake to support this strategy.



Protected Characteristic	Potential effect	Mitigation measures
Age Disability Race Welsh Language Socio-economic inequality	Stakeholder and customer engagement will be crucial to the success of the strategy. Our ambitions and intentions will need to be understood and accessible to all ages, cultures and abilities. Some unfamiliar terms are used within the strategy which may make the strategy more difficult to understand	Consider the formatting of information/comms for various age groups Explore a variety of appropriate communication channels, infographics and pictures could be used Consider introducing an easy read version of the strategy
Age Disability Sex Gender reassignment Race Religion/belief Sexual Orientation Pregnancy/Maternity Welsh Language Socio-economic inequality	Customers and stakeholder engagement will underpin all operational activities that support this strategy through engagement groups and communication. Engagement and activities should be accessible to all	Consider the format of our pillar groups i.e. the venue, accessibility, formatting of information/comms, inclusive language, cultural awareness and visual representations Ensure the venue/event location is accessible, is adaptable for all needs e.g learning challenges, appropriate tools
Welsh Language	The strategy is written in the English language which is not everyone's first language. Welsh speakers may prefer to have a Welsh version available. Due to the unfamiliar terms used, there may be difficulty understanding the strategy	Consider translation for the strategy and sustainability communication messages for events and activities
Socio-economic inequality	People may not have the means to access this strategy digitally	In person sessions could be delivered in our communities Hard copies could be provided upon request

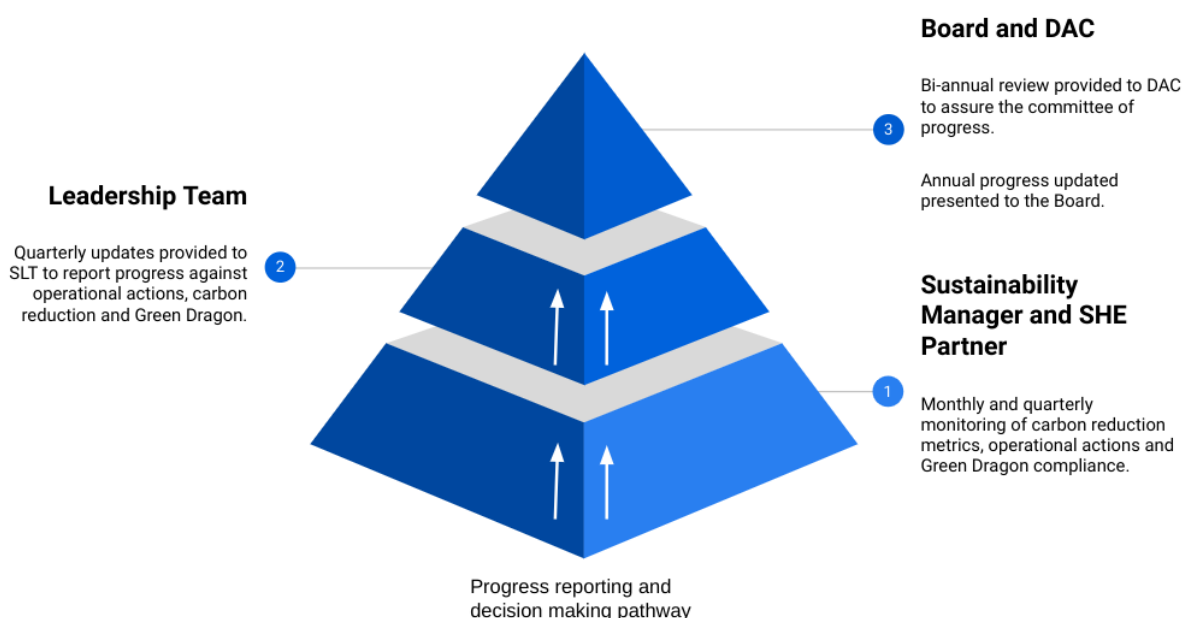


Monitoring

Valleys to Coast will continue to monitor and review our progress in line with our sustainability commitments. Quarterly updates will be provided to our leadership team, bi-annual reviews will be presented to DAC and our Board will be updated annually.

Operational and Strategic Key Performance Indicators will be used to monitor carbon reduction progress and progress made towards our operational action plan will be recorded quarterly. This will form part of the quarterly leadership update.

We will report internally and externally on an annual basis to demonstrate our sustainability progress to our stakeholders, customers and colleagues.





Bibliography

Below is a list of the related documents that support this strategy:

- [Environmental Review](#)
- [2022 WRAP Report](#)
- [Safe and Happy Sustainable Future Action Plan](#)