

Heat Network Management & Operation Policy

Policy name	Heat Network Management & Operation Policy
Effective from	February 2026
Effective to	February 2027
Approved by	Property Operations Committee
Date approved	10 th February 2026
Policy owner/department	Director of Asset and Growth
Policy author	Heat Network and Energy Lead
Version number	1.1

Version Control

Version	Date	Changes	Reason for the changes	Approver
1.0	18/12/25			Director of Asset and Growth
1.1	10/02/26	More detail on tariff setting and how customers will be charged	Feedback from residents at Customer Connect Panel	Director of Asset and Growth

The YHG Plan	
<i>Please indicate where the policy aligns with the YHG Plan</i>	
Passionate people <input type="checkbox"/>	Efficient business <input checked="" type="checkbox"/>
Safe buildings <input checked="" type="checkbox"/>	Viability <input checked="" type="checkbox"/>
Safe environment <input type="checkbox"/>	Advocating <input checked="" type="checkbox"/>
Secure and connected <input type="checkbox"/>	Working in Partnership <input type="checkbox"/>
	Growth <input type="checkbox"/>

Relevant National Standards or Regulation	<ul style="list-style-type: none"> • The Heat Network (Metering & Billing) Regulations 2020 • The Heat Network (Market Framework) Regulations 2025 • Decent Homes Standard 2006 • Housing Health & Safety Rating System (HHSRS) • The Heat Network Technical Assurance Scheme (HNTAS), incorporating Technical Standard 1 (TS1) (these remain in consultation as at 10/02/26) • The Heat Network Zoning Regulations • Ofgem Authorisation Conditions
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Relevant Legislation	<ul style="list-style-type: none"> • The Energy Act 2023 • The Landlord and Tenancy Act 1985 • The Energy Efficiency Directive 2012
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Partner Responsibilities	N/A
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1. Purpose of the Policy

This policy sets out how Your Housing Group will manage and operate heat networks in compliance with existing and new regulatory frameworks, to ensure safe, efficient and fair delivery of heating and hot water services to our customers, aligning with consumer protection and technical standards.

2. Scope of the Policy

This policy applies to all heat networks (excluding HMO's) owned, operated, or managed by Your Housing Group, including both communal heating and district heating systems.

It applies to all staff and contractors involved in the strategic planning and operational day-to-day management of heat networks across YHG's portfolio including those responsible for:

- Complaints & Customer Service
- Repair & Maintenance
- Charges, Billing & Finance
- Housing & Tenancy Management
- Sustainability
- Capital Investment
- Procurement of utilities
- Asset Management
- Risk Management

While the policy may not directly apply to staff whose roles are unrelated to the strategic and operational management of heat network systems, all colleagues are encouraged to familiarise themselves with this policy to support organisational compliance.

3. Definitions

Heat Network: A communal heating system which provides heating and/or hot water to multiple customers from a single central heat source.

Communal Heating: A heating system, supplying heat to numerous residences in one enclosed building.

District Heating: A heating system, supplying heat to residences in two or more separate buildings.

Heat Supplier: Your Housing Group, responsible for part of the heat network operation - including customer billing.

Heat Operator: Your Housing Group, responsible for all aspects of heat network operation, maintenance, and customer billing.

Metering Devices: consumption meters such as heat meters, heat cost allocators, or sub-meters that measure individual or building-level energy consumption accurately.

Building Classes (under 2020 HNMBR Amendments):

Viable: Buildings where metering is mandatory due to clear cost-effectiveness.

Open: Buildings requiring a cost-effectiveness assessment using OPSS-approved tools to determine if metering should be installed.

Exempt: Buildings where metering is not required, such as those with technical infeasibility.

Ofgem: The Office of Gas and Electricity Markets, serving as the heat networks regulator from 2025, enforcing rules on pricing, service quality, and consumer rights.

HNTAS: Heat Network Technical Assurance Scheme, a mandatory framework ensuring networks meet performance thresholds for reliability, efficiency, and safety.

TS1: Technical Standard (v1)

ESCO: Energy Services Company.

MID: The Metering Instruments Directive.

PSR: Priority Services Register.

HSA: Heat Supply Agreement.

GSoP: Guaranteed Standards of Performance.

4. Consultation

This policy has been developed in alignment with the Regulator of Social Housing (RSH) consumer standards, as heat networks directly affect customer services, billing, and living conditions. It supports:

- Transparency, Influence and Accountability Standard: through transparent billing and complaint handling.
- Safety and Quality Homes Standard: ensuring safe, reliable heating systems.
- Neighbourhood and Community Standard: recognising shared infrastructure impacts.
- Tenancy Standard: ensuring billing and service reliability support tenancy obligations.

Sector engagement on heat network regulation with the National Housing Federation (NHF), the Chartered Institute of Housing (CIH), and consultation

with our expert consultants, Chirpy Heat, has supported the policy drafting process, in particular the provisions on consumer protection, vulnerability, and alignment with RSH standards.

Consultation with customers, first at a meeting with Reeve Court residents on 19th December 2025, followed by a session with our Customer Connect Panel on 21st January 2026, provided feedback to strengthen the detail in the sections on tariff setting (6D) and customer billing (6E).

5. Background and Context

Heat networks have been identified as a key pillar of the UK's Net Zero strategy, with potential to deliver up to 20% of UK heat demand by 2050. Historically the sector has been largely unregulated, unlike gas and electricity, leading to high consumer costs, poor design and performance, and lack of transparency and consumer protection.

The Heat Network (Metering & Billing) Regulations 2014 introduced requirements for heat network suppliers and operators to install individual metering provision to dwellings where it is technically feasible and cost-effective to do so. It also mandated operators to submit 4-yearly registration/notifications of heat networks to The Office for Product Safety & Standards (OPSS). This was last submitted by YHG in 2022.

The Energy Act 2023 sets the foundation for a series of new and enhanced regulatory frameworks overseen by Ofgem, designed to protect consumers, increase operating efficiency, and improve system design.

From January 2026, The Heat Network (Market Framework) Regulations 2025 will come into effect which encompasses licensing and authorisation requirements for operators and suppliers, consumer protection measures such as billing transparency, complaints handling, and protection for vulnerable customers. In addition, the Heat Network Technical Assurance Scheme will introduce new minimum performance and design standards and codes of practice for new and existing heat networks. Under the Heat Network (Market Framework) Regulations, guaranteed standards of performance (GSoP) are set and regulated by Ofgem who will govern performance, supply and infrastructure reliability, and customer service requirements for heat network operators and suppliers.

Your Housing Group owns or manages 79 heat networks which provide heating and hot water to circa 3500 households. This policy has been developed in line with current and upcoming regulatory regimes to ensure YHG discharges its duties as an ESCO (Energy Services Company) compliantly, and fairly to its customers. It incorporates phased consumer protections, technical standards, and authorisation, and future zoning requirements.

In 2024 specialist consultants were commissioned by YHG to conduct a regulatory readiness review (Chirpy Heat) and identify any gaps in existing policy or areas for future focus. This policy has been drafted in response to their review and provides an overarching document covering the full impact that heat network regulation will have on all service areas across YHG.

6. Policy Detail

This policy governs the management and operation of all heat networks across YHG's portfolio, in line with regulatory requirements, best practice and our corporate values.

Regulation and policy requirements:

A. Heat Network (Metering & Billing) Regulations 2020

- i. **Duty to install meters** - Requires YHG to install meters, and bill customers based on actual consumption, dependent on the considered building class.
- ii. **Duty to notify** - Requires YHG to submit 4-yearly notifications detailing all heat networks, and their considered building class.

B. The Heat Network (Market Framework) Regulations 2025 - Guaranteed Standards of Performance (GSoP)

- i. **Customer Protection**
 - a) **Transparency of information** – Customers must receive clear, accurate and timely information about their heat supply, including tariffs, terms, and service standards.
 - b) **Fair Pricing** – Prices must be reasonable and reflect the cost of service. YHG must justify pricing structures, and ensure its approach is not exploitative.
 - c) **Metering and Billing** – Bills must be based on actual consumption. Customers should have access to accurate approved and compliant (MID) consumption meters, and fair billing practices. Payment options must be flexible, and accessible.
 - d) **Vulnerable customers** - Special protections for customers in vulnerable situations, Including priority services, tailored communication, and safeguards against disconnection.
 - e) **Complaints handling** - Clear, accessible complaints procedures, with timely resolution and escalation routes must be available. The Energy Ombudsman will be the route of escalation should complaints be unresolved after 8 weeks.

- f) **Step-in arrangements** - Ensures continuity of supply if YHG fails to provide a consistently compliant service. Ofgem may intervene to maintain service.
 - g) **Supply Reliability** – Maintain a reliable, continuous supply of heating and hot water, with adequate planned and reactive maintenance and repair provisions in place, to minimise service outages and emergencies.
 - h) **Data and reporting** - YHG must collect and report data on performance, pricing, and customer outcomes which supports transparency and regulatory oversight.
- ii. **Technical Standards (HNTAS, TS1) (Currently in consultation)**
- a) **Design Standards** – New and replaced heat networks must be designed and installed to enhanced design standards which focus on minimising heat losses, ensuring energy efficient distribution, and reduced carbon emissions.
 - b) **Performance Standards** – Heat networks must meet minimum performance standards including system efficiency, temperature control, energy losses, and carbon emissions.
 - c) **Installation and Commissioning Standards** - for quality assurance during build and commissioning phases. Includes flushing, pressure testing, and validation of controls – predominantly relevant to new developments and full system replacements.
 - d) **Metering and Monitoring Requirements** - for accurate heat metering and data collection. Real-time monitoring of system performance and fault detection.
 - e) **Maintenance and Operation** - Ongoing obligations for servicing, fault response, and system optimisation. Includes planned maintenance schedules and reactive repair protocols.
 - f) **Data Reporting and Compliance** - Regular submission of performance data to Ofgem. Includes audits, benchmarking, and compliance checks.
 - g) **Certification and Accreditation** - Networks must be certified under HNTAS to operate legally. Certification bodies will assess compliance with technical standards.
 - h) **Consumer Impact Metrics** - Monitoring of internal temperatures, hot water availability, and service interruptions. Ensures technical performance aligns with consumer experience.
 - i) **Decarbonisation and Efficiency Targets** - Encourages integration of low-carbon heat sources. Sets benchmarks for carbon intensity and futureproofing.

C. Customers in vulnerable circumstances

This policy sets out Your Housing Group’s approach to identifying and supporting customers in vulnerable circumstances who are connected to heat networks. It ensures compliance with Ofgem’s consumer protection requirements under the Heat Network (Market Framework) Regulations 2025.

Customers in vulnerable circumstances are defined by Ofgem as being when a consumer's personal circumstances and characteristics combine with aspects of the market to create situations where he or she is:

- Significantly less able than a typical domestic consumer to protect or represent his or her interests; and/or
- Significantly more likely than a typical domestic consumer to suffer detriment or that detriment is likely to be more substantial.

All YHG staff and contractors, regardless of their involvement in the day-to-day management and operation of heat networks must adhere to the **'Vulnerability Support for Customers, and Reasonable Adjustments Policy'**, the **'Welfare, Benefits & Debt Advice Policy'**, and the **'Safeguarding Policy'**, and report their concerns to the relevant team or escalation route. Where applicable, a report should be submitted in Datix.

If vulnerability will either impact the customers access to heat and hot water or is affected by the supply of heat and hot water to their property, adequate adjustments should be made to mitigate risk, and ensure sufficient service is provided.

All communication with vulnerable customers must be clear, accessible, and timely. Customers will be informed of their rights, tariff changes, and complaint processes in formats suited to their needs.

Key Actions and Procedures:

- Priority Services Register (PSR) ***See appendix 2: Priority Services Register Procedure.***
 - i. YHG must establish and maintain a PSR.
 - ii. Actively promote the PSR to customers.
 - iii. Keep the PSR up to date, with oversight and management.
 - iv. Provide priority support during emergencies and provide advance notice of planned outages.
 - v. Provide accessible communicate
 - vi. on including language support, and alternative formats.
- Additional Support Services -
 - i. Alternative and accessible payment and transaction methods, including 'pay as you go'
 - ii. Advice on reducing their energy consumption.
 - iii. Accessible billing and communication channels.
 - iv. Signposting to internal and external financial support services, and the Energy Ombudsman where applicable.

- Payment Difficulty Protections -
 - i. Offer repayment plans, and/or alternative payment options for customers struggling to pay bills.
 - ii. Prioritise customer welfare and safeguard against disconnection.

D. Tariff Setting and Review Procedure

This policy sets out Your Housing Group’s approach to setting and reviewing heat tariffs for heat network customers. It ensures compliance with the Heat Network (Market Framework) Regulations 2025 and the Heat Network (Metering and Billing) Regulations, while aligning with Ofgem’s fair pricing principles.

When Your Housing installs heat meters on its heat networks, customers will be billed using a heat tariff. These tariffs must be transparent, fair, and based on actual costs, while ensuring the recovery of operating expenses. All pricing should follow Ofgem’s fair pricing principles.

Heat tariffs generally include two types of costs:

- **Fixed costs** - These are predictable over a set period, typically a year. Examples include metering and billing charges, which are usually applied on a per-property annual basis and reviewed annually. Standing charges for fuel are also considered fixed.
- **Variable costs** - These fluctuate depending on usage. For instance, fuel consumption (such as gas) varies with factors like weather, occupancy, and individual demand. Because these costs cannot be accurately predicted at the start of the year, they require ongoing management.

In a similar way to traditional gas and electricity supplies, heat tariffs use a standing charge (pence/day) to recover fixed costs, and a unit rate (pence/kWh) to recover variable costs.

Tariffs for social housing customers must comply with all regulatory requirements. Ofgem expects providers to demonstrate affordability considerations and alignment with fair pricing principles.

Under the Heat Network (Market Framework) Regulations and the Heat Network (Metering and Billing) Regulations YHG can include reasonable and justifiable costs for operating the heat networks, notwithstanding legal provisions already in place in current legislation (e.g. Landlord & Tenant Act 1985). This includes:

- **Fuel and energy costs** – the base cost of purchasing the fuel that serves the heat network.

- **Operational maintenance costs** – routine servicing of plant and equipment, repairs and replacement of heat network infrastructure.
- **Metering and billing costs** - installation, maintenance and operation of heat meters, and billing administration and customer service.
- **Network Infrastructure costs** – pipework, Heat Interface Units (HIUs), pumps, and control systems, depreciation and lifecycle costs.
- **Compliance and regulatory costs** – costs associated with meeting Regulator requirements, reporting, and audits.
- **Reasonable overheads** – proportionate administrative costs which are directly linked to heat network operation.
- **Capital recovery** – recovery of investment in heat network assets, subject to a fair return benchmark.

Heat and utility tariffs may not be changed more than once in any six-month period, with no less than 31 days written notice prior to date of effect.

Heat tariffs will be set and reviewed by the Energy & Sustainability Team and the Finance Team.

Customers must receive clear, accessible information on tariffs, changes, and reasons for adjustments. Move-in literature and tenancy communications will include tariff details and fair pricing explanations.

Any changes to heat tariffs and included charges or fees will have consideration for any other relevant legislation or regulatory regime.

E. Billing, Income and Debt Recovery

This policy sets out Your Housing Group’s approach to billing, processing income, and recovering debt from customers who are connected to heat networks. It ensures compliance with Ofgem’s consumer protection requirements under the Heat Network Market Framework Regulations 2025.

It protects customers and YHG alike and includes customers paying for their heating and hot water through both Pay-As-You Go (PAYG) and credit billing.

YHG must have in place a structure clearly setting out the process each heat network customer needs to use to pay their bills and any other relevant costs, which is accompanied by a debt recovery process. This must be made available to customers, provided within the Move-in Literature, and throughout their tenancy.

Bills must be based on actual and not estimated consumption. Customers should have access to accurate approved and compliant (MID) consumption meters, and fair billing and pricing practices. Payment options must be flexible, and accessible.

Heat and utility tariffs can be changed no more than once in any six-month period, with no less than 31 days written notice prior to date of effect.

Key information on billing, included charges, and debt collection processes must be provided to customers who utilise heat networks, and the YHG website will include helpful information and signposting:

- Information on what to do if a customer falls or expects to fall into debt, including contact details for organisations that can support.
- Clearly outlined step-by-step process for recovering debt on both credit and PAYG billing.
- Information on how bills are calculated.

Aged or missed bills cannot be recovered after a period of 12 months, unless relating to debt which is under an agreed re-payment agreement, or if bills have been provided prior to the 12-month cut-off.

Billing, Income and debt recovery for heat networks must adhere to the **'Income Collection Policy'**, and the **'Debt Provision & Write Off Policy'**.

F. Complaints

This policy sets out Your Housing Group's approach to handling, and processing complaints and compensation related to heat networks. It ensures compliance with Ofgem's consumer protection requirements under the Heat Network (Market Framework) Regulations 2025 (Guaranteed Standards or Performance).

All complaints relating specifically to heat networks, including metering, billing, service reliability, or customer experience are handled in accordance with the 'Customer Feedback (Complaints) Policy'. This Heat Networks Policy provides additional, heat network-specific guidance for those customers. Customers are directed to refer to this document for information on raising heat-related concerns, while the overall complaints procedure, response times, and escalation routes (including to the Housing Ombudsman and Energy Ombudsman) remain governed by the **'Customer Feedback (Complaints) Policy'**.

Compensation for supply interruptions under GSoP currently do not apply to providers of social housing, but performance improvement plans are required.

Customers who wish to raise a concern or complaint relating to their heat network service, including billing accuracy, metering performance, service reliability, or customer service should follow the process below:

Stage 1 – Initial Complaint

- i. Customers should contact Your Housing Group's Customer Services via phone, email, or the online portal.
- ii. The complaint will be acknowledged within 5 working days.

- iii. A full response will be provided within 10 working days, where possible.
- iv. If further investigation is required, customers will be informed of the expected timescale and kept updated on progress.

Stage 2 – Escalation

- i. If the customer is dissatisfied with the outcome at Stage 1, they may request a review by a senior manager within Your Housing Group.
- ii. This escalation must be made within 20 working days of receiving the Stage 1 response.
- iii. A senior review will be completed within 20 working days, with written confirmation of the final internal decision.

Stage 3 – Independent Review and Ombudsman Referral

If the complaint remains unresolved after Your Housing Group’s internal process is complete, customers may escalate to the Energy Ombudsman (for complaints about metering, billing, or heat supply issues).

- i. Customers can also seek advice at any stage from the Heat Trust or Citizens Advice, who provide free, independent guidance on heat network issues.

All complaints are logged, monitored, and reported quarterly to ensure compliance with Ofgem requirements and Heat Network Technical Assurance Scheme (HNTAS) standards.

Complaints must be reviewed every 6 months, to ensure lessons are learnt, and that processes are efficient.

YHG must have in place a structure to clearly outline customer complaints procedure which is made available to customers, and **provided within the Move-in Literature**, and throughout their tenancy.

G. Heat Supply Agreement (HSA)

A Heat Supply Agreement is a formal contract between the heat supplier (YHG) and the customers/residents. Providing information on tariffs, contact information, quality of and guaranteed service standards, energy efficiency information and complaints and compensation process.

This policy sets out YHG’s requirements to provide contractual agreements with residents who utilise heat networks. It ensures compliance with Ofgem’s consumer protection requirements under the Heat Network Market Framework Regulations 2025.

All YHG customers who utilise heat networks must be provided with a contractual Heat Agreement, which must be signed by both parties. This protects both the customer, and YHG.

The Heat Agreement must be reviewed every 12 months by YHG and its legal panel, or if utility tariffs change - whichever comes first. A copy must be provided to the customer, and a signed copy received and recorded before any new tenancy begins and **should be included within the Move-in Literature**.

H. Customer Communications and Engagement

This policy sets out YHG's requirements to provide transparent, accurate, and regular communications with residents who utilise heat networks. It ensures compliance with Ofgem's consumer protection requirements under the Heat Network Market Framework Regulations 2025.

YHG must ensure that customers are contacted regularly, in line with regulatory requirements and best practice. Move-in literature, during tenancy, and Move-out Literature will be provided as a minimum.

Move-in Tenancy Communications

Transparent information to be provided to customers/residents when moving in which provides details of living on a heat network and how heating and hot water works. This will include:

- i. Contact details for YHG, including 24/7 emergency contact.
- ii. Details of the heating system and principal heat source.
- iii. Information on tariffs, pricing, billing frequency and breakdown of charges.
- iv. Explanation of how tariffs are calculated, including any fixed or variable costs.
- v. Confirmation of pre-move-in meter readings where applicable.
- vi. Heat Supply Agreement (signed copy recorded with Housing Management).
- vii. Third Party metering and billing provider 'welcome literature' and contact details.
- viii. Complaints procedure and details of The Energy Ombudsman and Citizens Advice.
- ix. Information relating to YHG's GSoP, expected levels of service, and what to do in the event of an emergency or outage.
- x. How to register to the Priority Services Register
- xi. Energy efficiency advice, and tips for using the heating system sustainably.
- xii. Guidance on the end of tenancy process.

During Tenancy Communications:

- i. During tenancy, authorisation standards will dictate elements surrounding bill transparency, price change notifications, heat supply contracts and back-billing. Consumers are to receive clear and

accurate billing to enable them to understand what they are paying and are likely to pay in the future. From the outset, consumers should be made aware of circumstances that would result in a change of what they pay for heating and hot water.

- ii. Customers must be provided with no less than 31 days' notice before any change to tariffs and charges.
- iii. Where required, signposting to external financial support services and Ombudsman should be provided.

End of Tenancy Communications

- i. Final meter readings, final customer bill.
- ii. Settlement including outstanding payments or any refunds due
- iii. Closure of a customer's account once tenancy comes to an end.

I. Customer Supply Continuity Plan & Step-In Arrangements

Step-in arrangements will be established for every heat network. In conjunction with this, a Customer Supply Continuity Plan (CSCP) will be implemented for each heat network. CSCPs illustrate that a clear and thoroughly prepared strategy exists for a possible exit from our Heat Network operation requirements. They outline the procedures for operating the heat network in the event that a third party must 'step in' to take on the operational responsibilities, thereby facilitating a seamless transition.

J. Regulator Reporting

We will provide essential data for anticipated reporting to Ofgem. The requirement is that crucial data areas and metrics are accessible, monitored, stored centrally, and that this information is easily available for reporting to Ofgem.

Information expected to be reported to Ofgem includes;

- i. General information
- ii. Financial data
- iii. Billing
- iv. Pricing and tariffs
- v. Complaints
- vi. Service interruptions
- vii. Guaranteed Services Payments (GSP)
- viii. Customer metrics
- ix. Suspension and resumption of supply

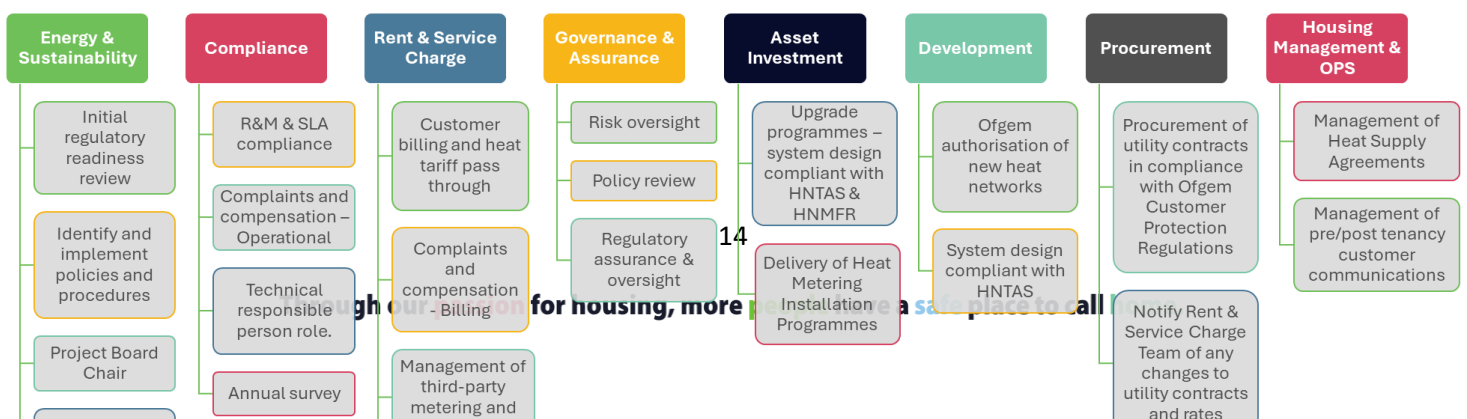
K. Data Review

The accuracy of data and reporting is anticipated to be a crucial component of this regulation. This will likely encompass:

- i. Ensuring meter read percentage is high (typically 95% or above).
- ii. Missing readings are minimised and resolved proactively.
- iii. Identification and reporting on potential vulnerable customers based on consumption, with a process in place to provide support
- iv. Gas and electricity suppliers are to attempt to read all meters at least once every 12-months: Ofgem is expected to mirror this in heat network regulation.

7. Responsibilities under this Policy

- i. **Group Board** – Approval of policy, compliance, risk and KPI oversight.
- ii. **Director of Asset and Growth:** Policy owner, operational & regulatory compliance leadership.
- iii. **Director of Risk, Assurance & Improvement** – Regulatory compliance for GDPR, and risk oversight & management.
- iv. **Director of Housing and Customer** – Regulatory compliance for customer communication and complaints.
- v. **Head of Asset Strategy** - Regulatory compliance and policy, auditing and regulator performance reporting, and heat tariff setting.
- vi. **Head of Compliance** - Regulatory compliance for repair & maintenance, SLA's, technical standards, and guaranteed standards of performance.
- vii. **Head Of Finance (Reporting & Controls)** - Regulatory compliance for billing, and fair pricing
- viii. **Head of Procurement** – Regulatory compliance for procurement of Group utilities.
- ix. **Head Of Customer Voice** - Customer engagement.
- x. **Head of Communications** – Customer communication.
- xi. **Head of Development** – Compliance with technical design standards and Regulator authorisation requirements for new heat networks.



8. Risk Management

Risks to the business of not following this policy may include regulatory fines, enforcement actions by Ofgem and/or OPSS, and The Energy Ombudsman, increased operational costs due to inefficient heating system performance, increased customer complaints and reputational damage.

Risks will be included in and monitored through the corporate risk register and overseen YHG's Governance Team, and the Group Board.

9. Data Protection, Record Storage and Retention

Where requirements involve processing, handling, storing, or sharing personal data including metering data, billing and financial data, and complaint records both internally, and externally, this will be carried out in compliance with the UK General Data Protection Regulations, the Data Protection Act 2018, and YHG's Data Protection Policy.

10. Equality and Diversity

This policy complies with the Equality Act 2010, ensuring equitable access to heating services and preventing discrimination based on protected characteristics.

In drafting this policy, YHG have regarded our public sector equality duties under Section 149 of the Equality Act 2010, namely the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Support for vulnerable customers includes accessible information, priority repairs, and affordability measures to mitigate fuel poverty.

A full Equality Impact Assessment (EIA) has been completed for this policy, resulting in enhancements for vulnerable customer support.

On request, YHG will provide translations of all its documents, policies and procedures in various languages and formats including electronic, braille, large print, and audio.

11. Communication

The policy will be communicated internally via the intranet (Youggle), emails, and team briefings. Externally, it can be provided to customers through tenancy packs, annual statements, and our website. Key rights, service standards, and contact points for queries should be clearly highlighted.

12. Learning and Development

Staff training will be needed on heat network regulations, metering procedures, consumer protections, and HNTAS compliance. This includes mandatory annual sessions for operations and billing staff, delivered via workshops, external providers and online modules on optimisation and customer engagement.

- Annual training delivered via workshops, online modules, or external sessions.
- Induction training for new staff within one month of appointment.
- Regular updates as regulations evolve, ensuring the organisation remains compliant and informed.

New hires in relevant roles will complete induction training within the first month.

We will keep abreast of developing regulatory requirements, adapting training where necessary, and we will closely monitor the availability of any grants or schemes offering external training to staff.

13. Performance Management of this Policy

KPIs that could be used to monitor performance against key requirements of this policy are listed below (with suggested targets and monitoring mechanisms):

- System efficiency ratio (target: >50%, monitored via monthly audits).
- Unplanned downtime (target: <2% annually, reported quarterly).
- Complaint resolution time (target: 95% within 20 days, tracked via CRM).
- Energy savings from optimisations (target: 20-60% gas reduction, annual review).
- Metering compliance rate (target: 100% in viable buildings, audited yearly).
- Customer satisfaction score (target: >85%, from annual surveys).

Results would be reported through existing internal performance management channels, and included in annual Ofgem submissions.

14. Review of this Policy

This policy will be reviewed annually or sooner if required by changes to legislation, regulation, best practice, or Group-wide policy reviews.

The Heat Network and Energy Lead is responsible for monitoring emerging regulatory updates – such as heat network zoning (2025–2026) or HNTAS revisions – and ensuring timely updates.

Customer feedback and the proposed Heat Network Regulation Social Housing Task Group will inform future revisions.

The Heat Network and Energy Lead, in collaboration with the Policy Owner, is responsible for updating the Policy.

Related Documents

Document Type	Name
Connected Policies and Procedures	<ul style="list-style-type: none"> • Vulnerability Support for Customers and Reasonable Adjustments Policy • Welfare Benefit & Debt Advice Policy • Safeguarding Policy • Income Collection Policy • Debt Provision and Write-Off Policy • Customer Feedback (Complaints) Policy • Equality Diversity & Inclusion Policy
Forms and Letters	<ul style="list-style-type: none"> • Draft YHG Tenancy Heat Agreement (awaiting branding and legal review) • Draft YHG Leaseholder Heat Agreement (awaiting branding and legal review) • Draft Move In & Move Out literature
Leaflets/Publicity Material	<ul style="list-style-type: none"> • Draft YHG Tenancy Further Information Leaflet • Draft YHG Leaseholder Further Information Leaflet
Training Materials Available	N/A
Intranet/ Website Page	N/A

