



"Offering our community more than a home"

Sustainability Policy/Strategy

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Relevant Clydebank HA Objectives

- To provide quality, affordable housing that meets the changing needs of our customers and to ensure fair access to housing within our area.
- To manage the houses provided, in a professional and cost effective manner, for the benefit of our local community and the environment.
- To provide a first class maintenance service which offers value for money and ensures the comfort and safety of our residents while achieving high levels of satisfaction?
- To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for physical and socio-economic regeneration in Clydebank.
- To ensure local decision-making and community control, we will encourage our tenants and other customers to influence our policy and participate in decisions, which may affect them.
- To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices.
- To promote social inclusion by applying principles of equality and diversity to everything we do.

Relevant Regulatory Standards:

- | | |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Standard 1 | The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users. |
| Standard 2 | The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities. |
| Standard 3 | The RSL manages its resources to ensure its financial wellbeing, while maintaining rents at a level that tenants can afford to pay. |
| Standard 4 | The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose. |

This policy can be made available on request in a variety of different formats, such as on audio CD, in large print and translated into other languages.

1.0 Aims & Objectives of the Sustainability Policy/Strategy

The Sustainability Policy is a key part of Clydebank Housing Association's Business Planning Framework and has relevance across all the activities of our business including development, housing management, maintenance, factoring and wider role activities. The overall aim of the Sustainability Policy is to provide a robust framework within which informed decisions can be made that ensure the long-term future of Clydebank Housing Association both from an organisational and community anchor perspective. Within this overall context, this Policy describes how we will integrate sustainability into our day-to-day activities and longer-term planning which will ensure that the outcomes from the association's activities remain positive for our customers and the wider community in which we operate.

This Policy should be read in conjunction with the Association's Development, Procurement, Repairs and Maintenance, Medical Adaptations, Wider Role and Tenancy Sustainment Policies and its Value for Money, Asset Management and Carbon Management Strategies.

Sustainability is most often defined as meeting the needs of the present without compromising the ability of future generations to meet theirs. It has three main pillars: economic, environmental, and social. For Clydebank Housing Association this means that our Sustainability Policy has to incorporate all these areas and therefore, to achieve this, our Sustainability Policy/Strategy is linked directly to these key elements as well as from an organisational perspective and action plans have been devised to set out our intentions associated with these elements.

Clydebank's approach to sustainability is underpinned by our vision and corporate values.

"Offering our community more than a home"

- **Respectful**- we will treat all our customers with courtesy and respect
- **Accountable** – we will be open, honest and approachable and act with the highest integrity at all times
- **Responsive and Informative** – we will listen, respond and inform through effective and timely communication
- **Professional** – we will ensure we have the appropriate skills and strive for excellence in all aspects of our service

2.0 Policy Principles

The following principles govern the operation of this Policy: -

The Management Committee, by formally approving the Policy accepts full responsibility for the Policy and ensuring its implementation.

The management and development of all services provided by Clydebank Housing Association will be designed to minimise any adverse impact of our business on the environment. We shall support and deliver services to improve the quality of life for individual customers and the communities in which we serve, without compromising the needs or aspirations of future generations.

Our buildings and associated infrastructure will be developed, improved and maintained to provide high quality living and working environments.

Our design brief for all new build and major repair and improvement works will include a requirement to design homes which optimise the use of finite natural resources, energy consumption and the production of waste and emissions. The will be designed in line with WDC's minimum design standards.

Methods of building construction and maintenance and procurement will be evaluated by assessing their impact and benefits in relation to sustainability objectives. Evaluation will take account of the whole life of properties including construction and decommissioning phases.

Clydebank HA will be open to introducing new technology, materials and ways of working to achieve sustainability objectives. The Association will seek to spread risks attached to new initiatives by adopting and evaluating a range of approaches when introducing novel or unproven methods.

3.0 Purpose of the Sustainability Policy for Clydebank HA

The core of our business is the provision and management and maintenance of affordable housing and ancillary services to our customers and other members of the community. This Policy/Strategy will set out how sustainability will underpin all the activities. It will also set out how sustainability will inform our governance structures and the financial standards which we apply to our business.

We aim to continually innovate to deliver optimum benefit to the local environment, society and economy and positively contribute to the achievement of local and national objectives with regards to sustainable development.

4.0 Key Influencing Factors

Given the range of our activities, it is clear that as an organisation, if we are to embrace and successfully embed sustainability into these core activities, issues of social, environmental, economic and organisational sustainability must be identified and tackled across all business areas. Outlined below are the key influencing factors in respect of **sustainability**.

4.1 Factor 1 - Environmental

- Wider Role Projects
- Energy Efficient Properties
- Waste Management

Recycling
CO2 Reduction
Environmental Awareness
High quality development (low costs for tenants)

Environmental sustainability will be promoted by:

- Continuing to engage in wider role projects, which will promote, educate and advise our customers and the wider communities as to the benefits of reducing their carbon footprint.
- Incorporating effective features in our design guides for any new building, repairs and refurbishment to reduce the use of finite natural resources, reduce energy consumption and reduce production of waste and emissions which are not amenable to reuse or recycling.
- Ensuring developments are sustainable. Construction methods and materials used will be considered and monitored in detail for each contract. Sustainability of development will also be assessed on long term demand for the type of property and by designing properties capable of adaptation to meet changing needs of users.
- High quality housing and environmental design to support places where people want to live.
- Improve the energy efficiency of our existing homes to meet the EESSH and EESSH2
- Ensure our new homes meet the highest standard of energy efficiency that can be afforded
- Work with our contractors to reduce waste and increase the use of recycled materials
- Improve the management of our asset base to ensure a greater focus on long-term sustainable investment in our properties
- Introduce where possible renewable energy projects to our new and existing properties including all our office/regeneration properties
- Maintaining and expansion of our CHP system at Radnor Park

Why this is important

As a business providing a variety of services, we have a carbon footprint and have identified the scale of that footprint in order that we can take appropriate action to reduce our damaging impact upon the environment as much as possible.

A major component of our business is housing construction and its maintenance. These processes are significant consumers of resources, which in turn contributes to the increases in co2 and climate change.

As an organisation, which is committed to sustainable development, we want to work with our contractors to reduce resource consumption during construction periods. To that end we will seek to reduce waste and increase the use of recycled materials in our projects.

Given the resources taken to construct a property it is imperative that the property is sustainable in the long term. To achieve this and to ensure we build on sustainable communities, once constructed, we will maintain our properties in the most efficient manner possible, with a greater focus on planned rather than reactive investment. Through the utilization of our asset management systems and monitoring of our strategy, we will plan, develop and maintain our properties with the objective of extracting the maximum usefulness from the resources employed.

See **Appendix 1** for the Association's Development and Maintenance Sustainability Policy.

4.2 Factor 2 - Economic

Wider Role Projects

Community Benefit

Buying Power

Collaborative Procurement

Support Local Economy

Economic sustainability will be promoted by:

- Continuing to work with key partners and engage in wider role projects, which will assist, support and signpost customers and the wider community to relevant services to enhance their economic chances in terms of education, training and work.
- Implementing a Procurement Strategy, which balances direct costs to Clydebank HA with costs to the wider community and to the environment (e.g. new heating system which will be affordable and energy efficient)
- Designing and evaluating new business opportunities according to sustainable criteria. (E.g. extension of CHP system)
- Promoting ethical and collaborative procurement
- Use of purchasing power to support local economy and enterprises
- Use our purchasing power to deliver community benefits
- Working with individuals' out with the social rented sector to facilitate wider economic benefits through our intervention in the owner occupied and private rented sectors.

Why this is important

Within West Dunbartonshire, we are a direct employer and a significant purchaser of goods and services. Where it is feasible and does not disadvantage our customer base we will utilise our purchasing power to deliver benefits to the wider community. We will also work in a collaborative manner with other local organisations in order to maximise the community benefits we can lever from our procurement.

We will also ensure that projects are procured in a manner, which does not

restrict the ability of local SME's to deliver our requirements.

Whilst our primary function is and will remain the social rented sector we will work with owners and private landlords to support them access grants which will upgrade their properties or make them more energy efficient which will contribute to the driving up of housing quality and the wider energy efficiency agenda in the West Dunbartonshire.

4.3 Factor 3 - Social

Wider Role Projects

Community Involvement

Affordable Warmth

Social Inclusion

Support the stability of communities and tenancies

Demonstrating commitment to corporate social responsibility in all our activities:

- Supporting charitable projects by our own employees and supporting external charities
- Supporting the work of our key partners who assist us in the delivery of our wider role activities
- Promoting inclusion in our services and communities
- Working to improve tenancy sustainment rates
- Significantly reduce, if not eliminate, fuel poverty amongst our tenants through appropriate capital investment programmes and advice
- Ensuring the implementation of our Asset Management Strategy
- Ensuring the implementation of our Value for Money Strategy
- A rigorous approach to tackling anti-social behaviour
- Improve the attractiveness of our estates
- Provide or facilitate access to advice to enhance financial inclusion
- Support practical measures to sustain tenancies
- Assist local communities to improve local environments and infrastructure
- Deliver well designed services which meet communities requirements
- Support staff in their efforts to support other local voluntary organisations
- Increase the range of service available to customers of our estate caretaking service

Why this is important

A key factor in our sustainability as a business will be our success in contributing to the creation and maintenance of sustainable communities in the localities in which we operate.

A commitment therefore to delivering excellent services, maximising the

use of precious resources and ensuring that our customers have safe, affordable, well maintained and well managed homes, located in a safe well maintained environment is paramount in achieving sustainable communities. We will also support a range of additional advice, facilitating access to support in terms of energy efficiency and financial inclusion, which can be critical in underpinning the sustainable tenancies upon which our sustainable business is built.

The overall purpose of this strategy is therefore to ensure an explicit link between sustainability between the 3 elements identified above and what we as an organisation do on the ground. We have therefore also identified the following organisational fundamentals in relation to sustainability: -

4.4 Factor 4 - Organisational

Influencing behaviours

New ways of working

Volunteering

Waste minimization – reduce, reuse, recycle

Financial efficiency

Organisational sustainability will be promoted by planned activities relating to:

- Ensure that the organisation has a clearly articulated strategy in place to support ongoing sustainability
- Becoming an exemplar within West Dunbartonshire in the promotion of sustainable objectives
- Minimising the impact of our business on the environment and be recognized as a socially responsible and ethical business
- Ensuring that the organisation remains on a stable financial footing
- Maximising grant income to support investments
- The delivery of our 5-year carbon management strategy action plan, which has already identified our organisational carbon footprint and the appropriate reduction methods we intend to adopt
- Energy use, generation and conservation
- Continue to raise awareness in respect of financial management
- Making effective use of information technology and reduce printing, physical files and stationery use
- Management of office space
- Sustainable business practices in all of our activities - reduce; re-use; recycle
- Equalities, and diversity
- Inclusion of economic benefits
- The commitment of our staff to embed sustainable practices in all we do
- Promotion of new ideas and innovation to improve our approach to

- sustainability and work with the SFHA Innovation Hub
- Identifying and publicising the benefits of sensible management of corporate resources
- Embracing and utilising new ways of working
- Managing our assets in a sustainably efficient manner

Why this is important

In order that we can deliver sustainable products and services we need a sustainable organisation. A key element of achieving that sustainability is strong, appropriate governance, which will be achieved by an ongoing commitment to ensuring that Board member knowledge; training, recruitment, selection and procedures are of the highest quality.

In tandem with high quality governance, our partnerships with other bodies including, statutory organisations, our customers and other relevant parties are crucial in terms of our sustainability. We will apply the same best practice principles to our partnership working as we do to our internal governance, in recognition of the wider public value that can be derived from positive collaborative relationships.

The financial resources available to Registered Social Landlords and other third sector/public bodies are increasingly constrained whilst demand for products and services are increasing. There is also a growing focus on all those in receipt of public funding to demonstrate value for that money. As an organisation, which is in receipt of public funds, we welcome the scrutiny associated with this, recognising our responsibility to act prudently whilst maximising the return on public investment in terms of delivering public good. As an organisation which is focussed upon sustainable development and the continuous improvement of our services, we also recognise that meeting these objectives will require astute financial management in line with innovative cost saving practices.

Without the commitment of our staff to sustainability, our ability to deliver on the promises we make to our customers, regulators and other stakeholders will be seriously undermined. Delivering that commitment will only be achieved through creating an environment in which sustainability is at the centre of everything we do. To achieve this we need to support individuals and groups through changing work practices, encourage innovation and new ideas in our approach to working in a more sustainable manner and expose our sustainability practices to external scrutiny.

Having staff committed to sustainability will also exhibit itself in the wellbeing of our corporate resources, exemplified through a concern to manage buildings, services and other resources efficiently whilst seeking out and adopting innovative practices to bolster future responsible resource consumption

Each aspect of sustainability is set out as an individual strategic objective with specific actions and targets identified in **Appendix 2**. We will also expose our sustainability activities to external scrutiny and as such will ensure that sustainability forms part of our internal audit programme.

5.0 Responsibilities, Approaches and Methods

Day to day responsibility for the operation and monitoring of this Policy lies with the senior staff. All relevant employees have a responsibility to ensure that the Policy is applied as instructed.

The Policy will be implemented using the following approaches:

- We shall devise an action plan to ensure ongoing compliance with this policy
- We shall monitor progress against the action plan at least quarterly and submit to Management Committee for review
- We will continue to monitor and evaluate the environmental performance of our office buildings and the management of travel by our employees. Per our Carbon Management Strategy
- We shall provide and develop a range of support services and facilities to foster tenancy sustainment, independent living and personal development for individuals and to reinforce our socially inclusive approach to housing management and to community regeneration.
- We shall ensure that our business practices effectively enable us to re-use or recycle materials and reduce waste; to print less, print less expensively and use less stationery and printed material; to reduce mail.
- Purchase of equipment and consumption of resources will be governed by this policy. Minimise use of paper and office consumables, for example by double siding all paper use and identifying ways to reduce waste. Reuse or recycle office waste. Purchase energy efficient office equipment and operate good housekeeping. Purchase electricity from a supplier committed to renewable energy. Seek to increase use of renewable energy such as ground source heat pumps, wind turbines, geo thermal systems where possible. Ensure all timber furniture and other items are produced from recycled or well-managed sustainable sources. Purchase where possible, fair trade or organic beverages.
- We shall encourage employees to use our electric vehicles, public transport or the least environmentally adverse mode of transport that is available, practical and reasonable for business travel and encourage this approach to journeys between home and work. We will walk, cycle or use public transport to attend meetings, visits etc. Avoid physically travelling to meetings by making more use of alternatives to reduce the need to travel to meetings without sacrificing the benefits of regular contact with partners, clients etc. Support alternative working arrangements, including working

from home and promote the use of car share and public transport. Use available technology for phone or video conferencing.

- Continue to use iPads rather than paper for management committee meetings and general communication.
- We shall provide employees with the training and guidance needed to implement this Policy.
- We shall monitor adherence to policy requirements and develop procedures where appropriate.

6.0 Equal Opportunities

The operation of this policy will always be in accordance with the principles set out within our Equality and Diversity Policy and we do not see this policy as having any direct adverse impact upon the protected characteristics contained within the Equality Act 2010.

For Office Use Only – Required Actions

Customer Consultation Required/Arranged	No
Intranet Update	Yes
F Drive Update	Yes
Website Update	Yes
Leaflet change required?	No
Newsletter Promotion?	No
Other information updated, e.g. posters, automatic email responses, post cards, answering machine messages, etc.	No
Equality Impact Assessment completed	Yes

Appendix 1

SUSTAINABILITY POLICY –Development and Maintenance

1. INTRODUCTION

Having a good quality home in a pleasant and safe environment is considered as a basic requirement. Nothing can guarantee that our tenants will live to an old age or have a successful career, but poor housing and/or poor neighbourhood reduces the chances of both. Getting the housing right provides a platform to improve life chances, create inclusion and build a sustainable community.

Clydebank Housing Association is committed to increasing the quality of life of people living in its neighbourhoods and ensures that developments meet the present needs without compromising the ability of future generations to prosper.

In a policy context, The Scottish Government states that targets to reduce carbon emissions will include a target to cut emissions by 42% by 2020 and 80% by 2050.

A 'green' approach can bring direct benefits and the Association is committed to improving its environmental performance by addressing: -

Energy conservation
Resource conservation
Reduction in pollution and use of hazardous substances
Reduction in waste
Increase in recycling

This Policy should be read in conjunction with the Association's Sustainability, Development and Repairs and Maintenance Policies.

2. SELF-ASSESSMENT

The Association wishes to ensure that our policies and actions are underpinned by our commitment to sustainability and that we consider the impact we can have in improving the economic, social and environmental circumstances of the wider community.

Therefore we will consider/ensure the following in our approach to repairing, maintaining, improving and building new homes: -

- Demonstrate an awareness of environmental sustainability issues such as energy efficiency, emissions, brownfield sites, etc.
- Reflect legislation and good practice.
- Identify environmental issues important to our organisations, how we intend to address these and include measurable targets.

- Demonstrate that we assess sustainability issues when we procure contractors, goods and services.
- That our policies and practices for landlord services are framed in a way that takes account of their wider economic and social impacts in terms of individual and local community sustainability.
- That an understanding of local priorities and consideration of their broader impact on the community inform our investment decisions and wider role activities.
- That In our work with other agencies, we promote a strategic and co-ordinated approach to investment decisions and policy initiatives which takes into account their potential economic, social and environmental sustainability impact.

3. WIDER ROLE CONTEXT

The Association works in partnership with various organisations to deliver its wider role activities per our Wider Role Policy and we are committed to promoting the following: -

- Economic growth of the residents of Clydebank irrespective of tenure
- Open access to housing, education, work and money advice
- Improvement to health, well-being, life balance and happiness
- Access to social activities, sport and fun for people of all ages and abilities
- Advice, support and mentoring
- Assistance with childcare and family support.
- Environmental projects

4. PRINCIPLES OF THIS POLICY

Clydebank HA will base its landlord duties in a sustainable manner based on the following principles: -

- Comply with legislation, regulations and codes of practice.
- Integrate sustainability considerations into all our business decisions.
- Ensure all staff are fully aware of our Sustainability Policy and are committed to implementing and improving it.
- Minimise the impact on sustainability of all office and transportation activities.
- Ensure contractors, consultants and suppliers are aware of our Sustainability Policy and adopt sound sustainable management practices.

Development and Maintenance

Appointments of Contractors and Consultants.

- Ensure that all contractors and consultants can demonstrate a commitment to sustainable work practices.

Pre-Design

- To tackle social exclusion and poverty with strategies, dealing with the inter-related problems of unemployment, crime, poor health, housing, education and degraded local surroundings.

- To enable residents and the local community most affected by any development to play an active role in decision making through a public participation policy/resident consultation
- To consider re-use of existing built assets rather than the need for new build
- To favour Brownfield wherever possible for new construction
- To look for opportunities to redevelop existing sites
- To endeavour to site developments away from sources of noise which are likely to be detrimental to residents health and well being
- To site development away from areas of high air pollution.
- To re-use existing buildings on site wherever possible, or if demolition is unavoidable, to re-use or recycle the demolition materials.
- Wherever possible, to select sites where services and facilities should be easily accessible by foot and/ or public transport
- To make the most of the site by studying its history and purpose, local microclimates and the prevailing winds and weather patterns, solar orientation, provision of public transport and the form of surrounding buildings
- To minimise energy demand by taking maximum advantage of site selection and planning
- To minimise energy requirement by optimising the building design
- To minimise energy consumption by optimising the engineering services design
- To design at a density which makes most efficient use of land and reduces the need to travel by car
- To ensure that consultants selected have an awareness of sustainability issues and expertise in sustainable construction.

Design

- To maximise energy conservation by using energy efficient building forms and internal layouts.
- To design the buildings to minimise running costs.
- To design the buildings to minimise their impact on the environment over their life span.
- To maximise opportunities for passive solar gain and minimise wind chill
- To maximise the use of energy from renewable sources in preference to energy from non-renewable sources
- To design and construct buildings so that the materials can be easily re-used or re- cycled on demolition.
- To minimise waste during operation.
- To design for ease of maintenance and minimise future expenditure
- To avoid materials and products which may possibly be toxins, mutagens, carcinogens, pathogens and allergens.
- To provide a level of ventilation which will control humidity and odours without causing discomfort from draughts or imposing an excessive heating load.
- To minimise air pollution from building products in use.
- To optimise the building envelope and develop passive solar strategies where possible

- To ensure maximum daylight access for habitable areas
- To maintain high levels of indoor air quality.
- To protect against release of microbial hazards into ambient air.
- To design for ease of future adaptability.
- To reduce and avoid if possible, the use of rare and non-renewable resources.
- To maximise the potential life of the development.
- To consider reuse and recycling principles where temporary structures are required.
- To investigate opportunities to reduce reliance on fossil fuels and to use cleaner power sources.
- To consider the utilisation of CHP, fuel cells, photovoltaic, solar hot water, and other renewable energy sources.
- To design and configure development to avoid undesirable wind effects.
- To ensure the layout, design and specification is in accordance with Secure by Design standards.
- To include measures to give pedestrians priority and ensure their safety in areas where cars are not segregated from pedestrians.
- To incorporate methods for mitigating the effects of noise pollution
- To ensure all dwellings are accessible to all, including people with disabilities.
- To enhance the landscape and ecology of sites.
- To protect existing areas of high quality landscape and/or existing valuable habitats
- To provide dedicated open space and greenways
- To minimise noise transmission within multiple-occupancy buildings
- To reduce maintenance and irrigation requirements by giving preference to native plant species
- To explore opportunities to provide habitats for wildlife and to restore degraded site areas

Pre-Construction

- To adopt a form of contractual arrangement that encourages all stakeholders to act in partnership
- To ensure that contractors selected have an awareness of sustainability issues and expertise in sustainable construction.
- To develop contracts which encourage the reduction of construction site waste by establishing targets for waste minimisation,
- To insist on separating waste materials on site for re-use or recycling and encouraging prefabrication of components where possible.

Construction

- To use construction techniques which are indigenous to the area, wherever possible
- To avoid using materials from non-renewable sources or which cannot be re-used or recycled.
- To optimise use of renewable materials in construction.

- To optimise use of recyclable materials in construction.
- To optimise use of materials with recyclable content in construction.
- To promote and utilise local enterprise and local products, therefore contributing to the local economy and increasing local employment opportunities.
- To reduce the need for transport during demolition, refurbishment and construction
- To balance cut/fill and minimise importation of fill and topsoil.
- To protect existing residents and neighbours from noise pollution during construction or maintenance.
- To minimise waste in construction.
- To minimise energy in construction.
- To minimise greenhouse gas emissions during construction phase.

Post –Completion

- To develop links to public transit
- To encourage and enable residents to recycle domestic waste.
- To create strategies for pedestrian friendly communities.
- To provide appropriate levels of safety and security.
- To control contaminated run-offs from polluting sources such as parking areas.
- To avoid standing water conditions that encourages the generation of bio-pollutants.

5. MONITOR AND EVALUATION

The development and maintenance sections within the organisation will ensure that staff members are aware of sustainability and its Sustainability Policies and how it affects their day-to-day work. Each section will monitor their work and day-to-day procedures in line with this policy.

Appendix 2

Strategic Objective No 1: *Environmental*

Key Priorities 2020 - 2023

- In 2020 we will accurately measure of organisational carbon footprint for the previous year against targets set within our Carbon Management Strategy and commit to the continuous quarterly monitoring of our footprint in order to identify and implement the necessary actions required to reduce our adverse impact on the environment.
- Continue to work towards the delivery of our Carbon Management Plan in conjunction with Keep Scotland Beautiful
- All new homes will be built to a minimum of silver standard as defined by West Dunbartonshire's New Building Standards.
- All our properties (where it is technically possible and viable) will achieve EESSH by April 2020
- All new build contracts will require contractors to incorporate a minimum 10% recycled content into new developments
- We will further develop our life cycle modeling tools to ensure appropriate investment in sustainable properties
- We will ensure that our ratio of planned investment to reactive repairs will consistently exceed 60:40%

Strategic Objective No 2: *Economic*

Key Targets 2020-2023

- Ensure that all contracts, however procured, have community benefit clauses which commit to local employment, contribution to a community project, or to the community pot for future projects etc. per our Community Benefit /Procurement Policies
- Where possible seek to combine our buying power with other likeminded organisations to enhance the opportunities for community benefits
- Support householders out with the social rented sector to access grants for energy efficiency measures such as the HEEPS programme
- Explore the potential to expand the estate management service, by employing apprentice caretaker(s) to enhance estate management service. The expanded service will look to deliver some sustainability estate management and energy efficient advice measures to the homes of customers
- Continue to engage with partners in all aspects of our Wider Role services at Centre81 and identify/apply for funding to support ongoing economic activities within our community

Strategic Objective No 3: *Social*

Key Priorities 2020 – 2023

- Increase levels of tenancy sustainment to 92% of all tenants sustaining new tenancies for more than 12 months by March 2021
- Resolve 100% of anti-social behaviour case with the agreed timescales by March 2021
- Implement new estate action policy and develop estate action plans by end of 2021
- Modernise our means of service delivery through the expansion of mobile working and SharePoint by the end of 2021
- Raise staff awareness of energy efficiency and how to pass on benefits to customers Keep Scotland Beautiful Carbon Literacy training for all staff members
- Publicise and support the availability of additional advice and practical services aimed at sustaining tenancies.
- Utilise community benefit clauses to support social projects, including environmental enhancements in addition to the employment clauses
- Support communities to deliver, manage and sustain their own projects e.g. allotments

Strategic Objective No 4: *Organisational*

Key Priorities 2020-2023

- Continue to review, refine and improve Management Committee member support through the use of appropriate appraisal mechanisms and training programmes.
- Ensure the effective use of financial resources through the application of financial frameworks
- Produce regular and accurate financial plans updated annually
- Ensure robust annual budgeting
- Where of an appropriate scale, utilise community benefit clauses include community benefit, recycling and reuse clauses into contracts
- Always assess the feasibility of collaborative procurement to maximise financial and social benefits
- Ensure all corporate properties are constantly on the most efficient energy tariffs and identify mechanism's for transferring our estate to more sustainable energy sources
- Further develop mobile working
- Throughout 2020 evaluate existing mechanisms for customer engagement and implement improvements to tenant participation, tenant's scrutiny panel and customer focus groups to be in place by April 2021.
- Maintain commitment to participate on relevant partnership bodies including WD Housing Providers Forum, etc.
- Ensure the organisation maintains its representation on national representative bodies such as SFHA and GWSF