



Osprey Housing Group Sustainability Strategy 2018

Sustainability Strategy 2018-20

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This Sustainability Strategy 2018-2021 sets out how The Osprey Group will enhance its position as a sustainable and environmentally conscious Housing Association.

The Group recognises that it's economic, social and civic responsibilities are central to its activities and that The Group's core business operations have the potential to affect the environment, the health and prosperity of its Tenants, its Staff, and the communities in which we operate.

The Osprey Group will fulfil all legal obligations, reduce its impact on the environment, and increase sustainability whilst maintaining our commitment to achieving excellent value for money in all that we do.

Our Environmental Sustainability Strategy sets out how The Osprey Group will work to become an Organisation that recognises sustainability as a key objective of the whole organisation. This strategy sets out key strategic objectives and KPIs, details how we intend to achieve these, and how performance will be monitored on an on-going basis. This will ensure that The Group's impact on the environment is kept to a minimum, risks are mitigated, carbon emissions are reduced and that we will continually improve our performance as regards environmental sustainability.

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The strategy describes how sustainability contributes to the Group's mission '**To provide high quality affordable housing and services to people in the communities we serve**' by making efficiency savings, reducing risk and demonstrating value for money.

What Environmental Sustainability' means to the Group

Sustainability is about living successfully in the present without compromising our ability to do so in the future. There is now general consensus that environmental resources are being depleted and that the global climate is changing as a result of human activity. Embedding sustainable practices in all that we do will result in a positive impact on the climate and add value to the Group.

Our approach to environmental sustainability will contribute positively to the lives of our Tenants, and to our staff in the places that they live and work. By considering environmental sustainability in all that we do, we will realise savings for both our Tenants (e.g. by reducing fuel bills and fuel poverty), and the Group (e.g. through reducing waste and more effective processes.)

The Group operates in numerous communities with a diverse range of tenants. We have a duty of care to respond to the needs of our tenants without harming the environment in the short and longer term. Our commitment to environmental sustainability will help to ensure that we build appropriate high quality new homes in suitable locations, as well as manage our existing stock efficiently, meaning that all our homes are fit for generations to come.

Operational Context

Political Context

Fuel poverty

The Scottish Government's objective is:

"A Scotland where everyone lives in a warm home, has sufficient income for healthy living, has access to affordable, low carbon energy, and has the skill to make appropriate use of energy"

It states in its current ['Consultation on a Fuel Poverty Strategy for Scotland'](#)

"To eradicate fuel poverty, we need to ensure that this issue is not just acknowledged, but embedded in our policies and those of our partners across all

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sectors and at both a national and local level. This will mean exploring further how we can work together with those who are at the sharp end of fuel poverty, and with stakeholders including local government and third sector organisations, to maximise our efforts and deliver on our ambition.”

It is required by us to support these aims.

CO2 Reduction

The Scottish Government has recently published a new [‘Climate Change Plan’](#) that states:

“By 2032, Scotland will have reduced its emissions by 66% against 1990 levels. This will be an enormous transformational change – achieved by Government and the public, private and third sectors alongside families and communities.

Homes and buildings will be more efficient, with less energy required to heat and cool them – critical to both reducing fuel poverty and costs for businesses. In transport, people and businesses will have access to cleaner forms of travel and transport, and our urban air quality will have improved. People will have significantly more opportunities to walk and cycle, important for both their physical and mental health as well as improving our urban environment.

The landfilling of biodegradable municipal waste will have been phased out”

These themes are all supported by this Sustainability Strategy.

EESH 2

In May 2018 the consultation on EESH 2 was launched

<https://consult.gov.scot/better-homes-division/social-housing-post-2020/> this outlines the Scottish Government’s proposal to ensure that Social housing achieves an EPC rating of B (above SAP 81) by 2032. This proposal will, if confirmed, have a significant effect on The Group’s Business Plan, current planned works and our developments specification.

Local Context

Fuel Poverty

The figures from Aberdeenshire Council reveal the number of homes that cannot be adequately heated makes up more than a third of all private and social homes in the

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region. Low disposable income, volatile energy costs and old properties that are difficult to heat are the major causes of fuel poverty in North East Scotland.

Fuel poverty issues currently affect 41,000 homes in the area – 35,000 (36%) private homes and 6,000 (36%) social housing properties.

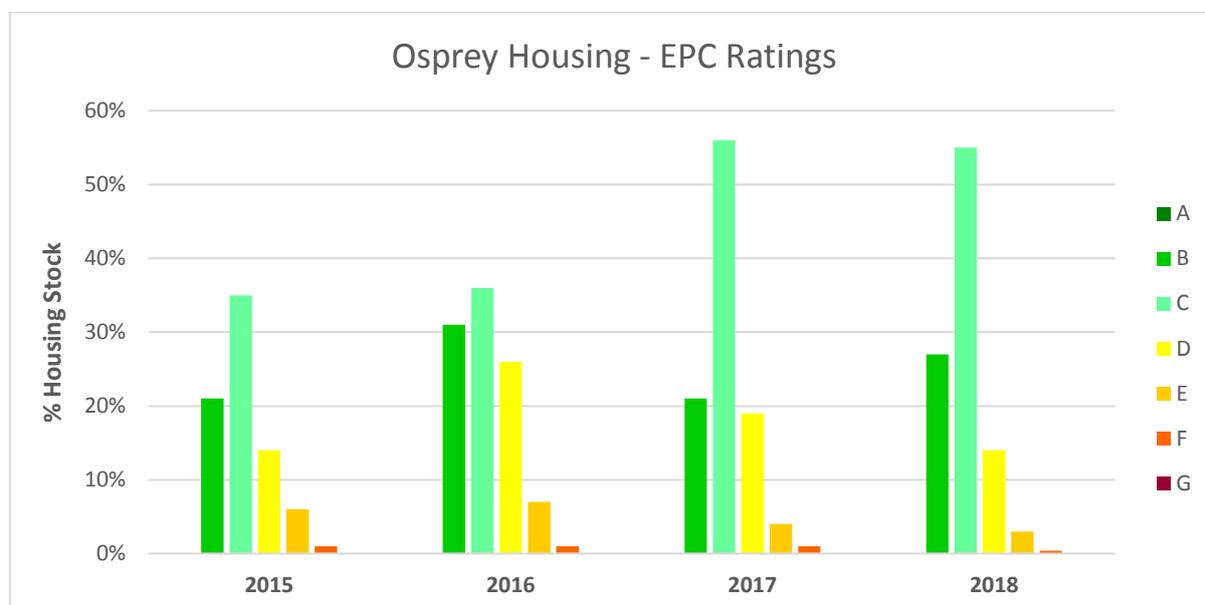
'[Changeworks](#)' have published figures that show that 44% of all properties in Moray are in Fuel Poverty.

What we have done

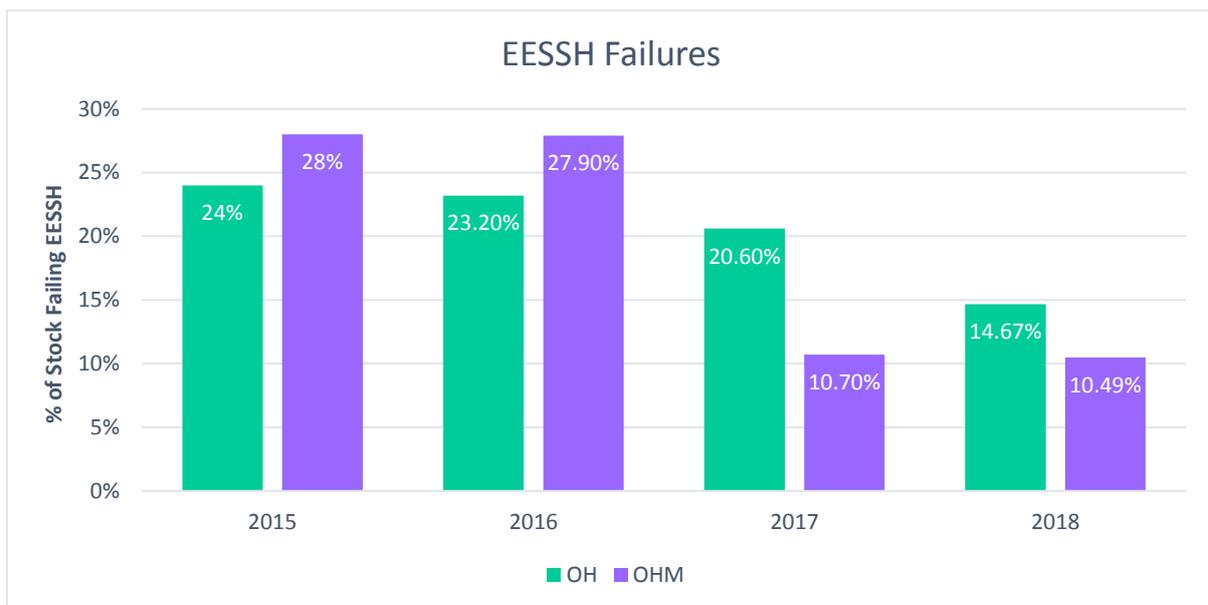
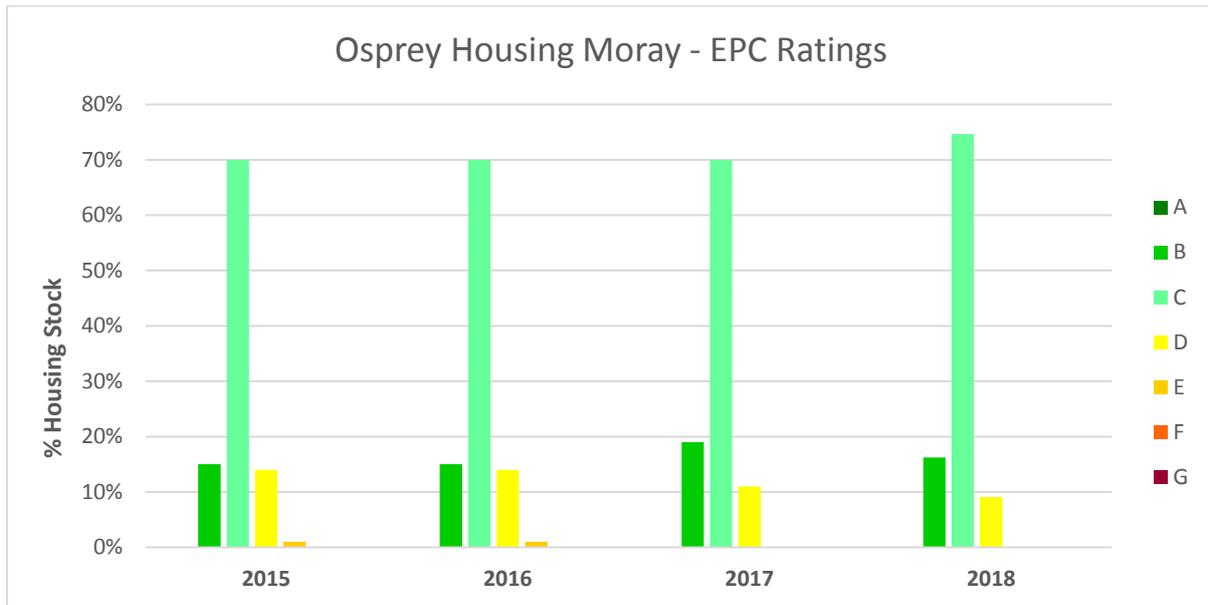
Affordable warmth and fuel poverty has long been high on the agenda of The Group and we have been addressing the issue for many years through our EESSH program, and before this with our SHQS programs. We have done significant work to upgrade the energy efficiency of our properties. Although an improved SAP score of a property cannot be directly related to the potential fuel poverty of its occupants, this has directly benefited our Tenants significantly.

The charts below show our progress towards the 2020 EESSH targets. Since the pilot data collection in 2015, the quality of data has improved vastly, this will account for some of the anomalies.

It is our intention to achieve EESSH before the December 2020 target, and we have identified adequate budgets to achieve this.



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Whist we have carried out significant works to our properties to increase their energy efficiency, and will continue to do so, to achieved EESSH and EESSH 2, we will widen the scope of areas of Sustainability that we will consider, address and monitor to ensure that The Group as a whole reduces its impact on the environment.

Our Strategy

To reduce our environmental impact and carbon emissions The Group will focus on the themes set out below, concentrating resources on areas that have significant carbon emissions. The [Sustainability Action Plan, Appendix 2](#), sets out the mechanisms for achieving our overall targets and assigns responsibilities.

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External Stakeholders:

At the core of our business are our customers. We serve varied communities with diverse financial, cultural and physical care needs. We must also engage with regulators to ensure legal compliance in a changing regulatory environment. Building strong relationships with partners with which we share common values and focus is key. These partnerships provide support and help us to innovate in areas where we do not have existing expertise. Links with other Housing Associations and industry/sector-wide networks allow us to share knowledge and problem-solve. Our contractors and suppliers also play an important role in helping us to achieve our sustainability objectives.

Appendix 2 – Sustainability Action Plan

Objective	Achieved by doing	Priority	Timescale	Owner	Update on progress
1. We will create new homes, using a 'fabric first' approach, that are affordable to heat, to ventilate and to run, with minimal use of complex technology.	Review of current new build specifications.	High	First review complete by Nov 2018 To be reviewed annually.	Jane McWhirr Hugh Crothers Allan Liddle	
2. We will continue to improve the energy efficiency of our housing stock, by introducing individual and targeted systems.	Achieve EESSH and EESSH 2 when clearly defined.	High	As dictated by Scottish Government targets. EESSH by 2020, EESSH 2 by 2032	Jane McWhirr Hugh Crothers	Report annually on progress utilising ARC report data – improvements in SAP ratings, and EESSH pass rates. Regularly report on individual projects within SASG. (e.g. PV installations)
	Setting targets for specific components, e.g. U values for windows, and ensuring new build and retrofit components meet the same standards.	Mid	Mid 2019	Asset Team	
3. We will support our tenants to: 3.1. move to lower cost utility supply organisations	Promoting 'Our Power' and 'Citrus Switch'.	Mid	Ongoing	Jane McWhirr	

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Objective	Achieved by doing	Priority	Timescale	Owner	Update on progress
3.2. ventilate their homes effectively	Update factsheet	Mid	End of October 2018	Jane McWhirr Hugh Crothers	
	Installation of trickle fans as a standard replacement or as required.	High	Ongoing		
3.3. reduce their carbon footprint	Education and Outreach – newsletter article, SCARF events.	Mid	Ongoing, sustainability feature for each tenant newsletter	Jane McWhirr	
3.4. Understand how to effectively use their heating system	Ensuring all new tenants receive heating user guides.	High	Ongoing	Jane McWhirr AMOs	
	Review the selection of factsheets annually.	Mid	First review complete end of 2018	Jane McWhirr	

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Objective	Achieved by doing	Priority	Timescale	Owner	Update on progress
<p>4. We will reduce the Group’s carbon emissions through efficient and responsible use of energy and water and by promoting resource efficiency associated with day-to-day activities and new developments. This includes:</p> <p>4.1. Confirm the current office waste arrangements and minimise waste production as far as is practicable by reusing or recycling office waste, print cartridges, toners, computers etc.</p>	Carry out Energy audits of both offices	High	Done	Jane McWhirr	Complete
	Compile action plan for the suggestions from audit, to be discussed in SASG	Mid	List ready for Oct meeting	Jane McWhirr	
	Confirm current office waste arrangements	High	October 2018	Jane McWhirr	
	Establish current position RE consumption of paper, work with corporate services team to monitor.	Mid		Corp Services team	
	Carry out a waste audit to establish current consumption of plastics and proportion of recyclable and non-recyclable waste.	Mid			
	Monitor energy use of both offices	Mid			

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Objective	Achieved by doing	Priority	Timescale	Owner	Update on progress
<p>4.2. Reducing the use of paper and its distribution and storage by;</p> <p>4.2.1. Information to Tenants, staff and board members</p> <p>4.2.2. Distribution of Committee documents.</p> <p>4.2.3. Tenancy information.</p> <p>4.2.4. Create 'APP' for mobile devices which will reduce the requirement to send forms and information to tenants, staff and committee members.</p>	<p>Information in the newsfeed and tenants newsletter</p> <p>Sessions at full staff meetings</p>	<p>Mid</p>			
	<p>Increase use of IT</p>			<p>All Managers</p>	
	<p>QL data cleanse – gathering up to date contact information, and communication preferences</p>			<p>All Staff</p>	
	<p>Create APP</p>			<p>Hugh Crothers Stacy Angus</p>	<p>Currently in development</p>
<p>4.2.5. Ensuring the digital inclusion of our tenants.</p>				<p>Jane McWhirr Stacy Angus</p>	

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Objective	Achieved by doing	Priority	Timescale	Owner	Update on progress
4.2.6. Electronic storage system.	Encourage electronic storage of data, and discourage paper storage	High		All Managers	
4.2.7. Develop CRM system on QL to reduce the need to print paperwork in relation of tenant management processes.	Develop CRM systems on QL			Hugh Crothers Stacy Angus	Currently in development
4.2.8. Further develop use of electronic forms for use by staff to improve information flow and reduce paperwork.	Expand the use of Jot forms to other staff			Hugh Crothers Stacy Angus	Currently being rolled out
4.3. Reduce the use of single use plastics in all Osprey's activities, where practical alternatives exist by;	Work with whole staff team to develop awareness of use of single use plastics, and other unnecessary consumables				
4.3.1. Educate staff, tenants, and board members	Sessions in full staff meetings, articles in newsfeed and tenants newsletter	Mid			

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Objective	Achieved by doing	Priority	Timescale	Owner	Update on progress
4.3.2. Establish current single use plastic consumption	Discuss with each department which products they use, and establish where changes can be made.	Mid	Dependant on cycle of team meetings	Jane McWhirr Managers	
4.4. Efficient use of electricity 4.4.1. Switch to 'green' power supply options.	Check current contract, review options at renewal.	Low	When renewable is due	Jane McWhirr Corporate Services team	
4.4.2. Low energy lighting.	Price up options for lighting.	Mid	June 2019	Jane McWhirr Hugh Crothers	
4.4.3. Fit Photovoltaic panels to our offices.	Quotations for PV.	Mid	January 2019	Jane McWhirr Hugh Crothers	
4.4.4. More efficient Computer processes and systems.	Can times for screens to 'power down' be adjusted? Staff education – switch off monitors at lunchtime!	Mid		Jane McWhirr John Farquharson	
4.5. Minimising the impact of transport on the environment through:	Establish current position RE fuel use/mileage.	Mid	January 2018	Jane McWhirr	

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Objective	Achieved by doing	Priority	Timescale	Owner	Update on progress
4.5.1. The considered use of transport					
	Consider obtaining a Pool car? Calculate potential cost savings for a pool car. Investigate possibilities of electric options.	Mid	February 2018	Jane McWhirr	
4.5.2. Incentivise car sharing	Promote GetAbout's liftshare service.	Mid	October 2018	Jane McWhirr	Sustainable transport event
4.5.3. Incentivise the use of public transport.	Provide information on possible options, is this practical for staff?	Mid	October 2018	Jane McWhirr	Sustainable Transport event – walking/cycling/public transport maps distributed.
4.5.4. Video conferencing.	Education on how to use routinely use video conferencing facilities, availability of google hangouts, Skype and similar.	High	November 2018	John Farquharson	
	Production of user guide for video conferencing facilities.	High	November 2018	John Farquharson	
4.5.5. Promote cycling.	Investigate cycling promotion schemes for tenants and staff.	Mid	February 2019	Jane McWhirr	

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Objective	Achieved by doing	Priority	Timescale	Owner	Update on progress
5. We will prevent pollution whenever possible by reducing emissions & discharges	Confirm current arrangements regarding contractors' transport/waste/recycling.	Mid		Jane McWhirr	
6. We will continually review new products and technologies that may help us to achieve our sustainability goals.	Regular discussion in the Sustainability Action and Strategy Group (SASG)	Mid	Ongoing	SASG	
We will protect and improve natural habitats and local wildlife and conserve biological diversity.	Native planting at new developments, insect habitats etc. – added to specifications. Investigate if anything can be done at office sites.	Low		Jane McWhirr Allan Liddle	
7. We will monitor and audit the Group's environmental performance and practice at regular intervals.	Set benchmarks using information from energy audits and advice from Resource Efficient Scotland.	High			
8.					
9. We will increase awareness of environmental responsibilities among staff and Tenants by embedding the principles of environmental stewardship and sustainability.	Add Sustainability to all Staff and Team meetings	High	October 2018	All Managers	

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Objective	Achieved by doing	Priority	Timescale	Owner	Update on progress
10. We will influence our suppliers and Contractors through the development and implementation of this strategy and procurement activity.	Confirm environmental standards of all service providers, and review this at procurement.	Mid	June 2019	Hugh Crothers Jane McWhirr	
We will continually improve the Group's environmental performance through the annual development and review of environmental objectives and targets.	Reviewing this action plan	High	Action plan updated as necessary at each SASG meeting Review of Action plan every 6 months	Sustainability Group	
11.					