RADCLIFFE HOUSING SOCIETY

Sustainability Strategy

2022-2027

‘Creating sustainable communities, where people want to live’

Sustainability Strategy

As a social landlord, we take our responsibilities for looking after our properties very seriously. We are also acutely aware that meeting sustainable solutions within our residents homes' and across our Operations requires a collaborative effort.

Radcliffe Housing Society has a vision of "Creating sustainable communities, where people want to live". Our homes are by far our most valuable asset. generating most of our income from rents and service charges, and consuming most of our spending, through management, maintenance and investments.

For our residents, the quality of their home will be one of the most important things in their lives and few things will impact on them, as much as the way we provide and look after those homes. It is fundamental to the success of our business that we manage our asset base to keep the business healthy and to satisfy the needs and expectations of our tenants now and in the future.

This strategy is complementary to, and consistent with, our Strategic Plan to meet the needs of the future.

The effective and efficient management of our assets is therefore central to meeting both our business objectives and customer expectations - all the more so given the increasingly challenging financial environment that affects our residents and our business.

This Sustainability Strategy sets out a comprehensive approach to meeting that future challenge. It captures the results of a very substantial amount of hard work that has been going on within RHS, reviewing all aspects of our approach, drawing on external best practice, improving our information and analysis base, and weaving together the short, medium and long-term aspects of our asset management thinking.

Jermaine Sterling
Director of Operations

Our assets include housing, (including market rent and leasehold), offices, equipment, land and open areas surrounding our homes and income derived from these, including income from property that we factor on behalf of owners.

In delivering this strategy we will continue to apply the principles of active asset management, thus ensuring we invest in the right properties at the right time. We have recently completed a stock condition survey and identified those poorly performing assets.

Effective communication will be a key priority. We will share information on our planned programmes through increased use of digital formats and offer tenants more ways to contact us about matters of importance to them.

Our programme of major repairs and component replacement will continue as before, although this will now be informed by our new asset management property data base 'Integrator'. The system also allows RHS to facilitate business planning and to mange annual budget processes

RADCLiFFE HOUSING SOCIETY

Values

- Customer Centric
- Passionate
- Inclusive
- Accountable

Mission

- To develop services around customer’s needs.
- To invest in our existing homes
- To grow the organisation

Vision

- To create sustainable communities, where people want to live

The main aim of this strategy is to:

- understand the condition and profile of our assets

- understand the suitability and sustainability of our assets to meet demand now and in the future both in a local and national context

- establish the investment required over thirty years to maintain our assets and the approach required to manage this investment

- engage our residents so they can make greener choices and improve their energy efficiencies

- determine a disposal strategy.

- ensure provision of specialist support and advice, to accelerate our priority to address and tackle fuel poverty

There are significant financial pressures and challenges ahead, which is acknowledged in our Strategic Plan, but importantly RHS has the financial capacity to support major investment in new and existing homes.

Maintaining and upgrading homes is by far the biggest spend area for RHS, so it is crucial that the we make decisions about how to invest money, in line with the Strategic Plan and have clear thinking about value for money and sustainability

In order to do this, we need to understand how assets perform financially over the life of the business plan. For RHS, it's important to know which assets produce a surplus and most importantly, which ones that don't. This will then give us an informed understanding of the asset base and its inherent value, both financially and socially.

In delivering an efficient asset service we need to consider our membership of procurement consortia to drive improved value into our construction and support costs.

Critically, for any investments we make into our homes, we remain driven by the need to ensure that our homes remain affordable for families.

We are committed to delivering Net Zero by 2050 and will work with our key stakeholders, Local Authorities and partners, in line with our residents and staff to achieve our objectives in delivering sustainability.





Becoming Net Zero

We will be carbon neutral by 2050.

The Government have announced that to meet their legal objective to achieve Net Zero, all homes in England must be an EPC rating C by 2030.

With less and less time to achieve, we all have a direct responsibility to reduce our carbon footprint. This is whether it's reviewing your own LED lighting, having smart heating solutions or increasing our recycling opportunities.

We acknowledge we have work to do, to increase energy efficiencies within our homes. This will also mean within a few short years, we will no longer be installing gas boilers and will reduce gas emissions across all our stock within 10 years.

We will also improve access for our residents who require Electrical Vehicle charging point facilities.

Our plan includes:

• Identifying homes at 'EPC rating D' or lower

• Promoting to our residents the benefits of using Net Zero initiatives immediately

• Review different types of insulation or retrofitting new heating solutions to ensure value for money for our residents

• Conduct surveys of our homes by 2024, to address fuel poverty and to ensure heating solutions remain affordable for our residents

• Committing to installation of gas boilers to be banned by 2027

• Enabling sustainable procurement

Continuing to invest in our homes to meet sustainable solutions

- **Improving our SAP rating**
- **Identify the best and worst performing assets**
- **Maximise benefit from our assets**

Value for Money

Components and materials to be selected on whole life costs assessment and with the benefits of meeting Net Zero initiatives

Release equity in high value property to invest in new homes or to invest in our existing stock.

Complete development strategy for poorly performing assets

Support and invest in downsizing initiatives

Invest in properties that have a long term strategic fit and where such investment contributes to our long term VFM objectives

Identifying and making best use of technology (drones) to provide cheaper and alternative solutions to carrying out surveys and repairs

Repairs & Maintenance

Effectively manage the delivery of responsive repairs to our homes with our contractors

Work with residents to review key material, standards and choice for our improvement programmes

Continually improve our stock data to inform investment plans

Offer adaptations, in partnership with local authority partners to enable residents to live independently

Pro-actively source renewable and sustainable solutions when completing any types of home investments

Prioritise and publicise the benefits of Net Zero initiaves to our residents

Maintain our homes at decent homes standard and consider 'Future Homes' standards

Making best use of our assets

Review the performance and effective use of our office spaces, ensuring they support our service delivery plans, our staff needs and offer absolute value for money

Strategically manage our assets to ensure they are performing well financially

Homes which are inefficient and expensive to maintain homes to be considered for disposal

Ensuring we remain on track to becoming more sustainable in minimising the impact of our operations on the environment and offsetting where we cannot reach zero carbon

Consider enhanced opportunities to reduce waste, encourage recycling and promote the benefits of doing so, by identifying where we can improve communal waste facilities

Adopt a more strategic approach to Asset Management to maximise our approach and growth benefits

- **Ensure we're investing in the right assets at the right time**
- **Identify the best and worst performing assets**
- **Our partners to adopt same approach**

Growth Opportunities

Review redundant garage sites, underused car parking areas and land for redevelopment opportunities

Combining adjacent unused or underutilised pieces of land

Bringing in (hiving off) land at the end of long gardens when properties become empty or with resident consent, where this can add to adjacent sites, such as disused garage plots

Building new properties, or extending existing properties, on underused land within existing estates or schemes

Redeveloping existing properties where the current accommodation is of poor quality, has a high investment requirement or fails to optimise the use of land

Purchasing pre-existing houses and flats, especially those previously sold under the right to buy, where these are of the right type, quality and location for meeting the needs coming through on the housing register

We will ensure all new developments are environmentally sustainable, with the aim of reducing carbon footprint and improving energy efficiencies through the course of construction and in the future

Consider initiatives which review our current position across our stock in terms of energy efficiencies, ie SHIFT index and secure accreditation by 2025

Independently monitor new build scheme design and construction to ensure our sustainability objectives are met

Contracts

Maximise Disabled Facilities Grant income

Reduce the number of contracts by procuring services into smaller lots

Maximise and review Social Value Impact outcomes

Implement robust assessment of procurement options

Explore and deliver funding internally and externally from approved Government funding sources

When procuring new contracts, the new supplier will have sustainability solutions and commitments at the heart of what they do

Developing sustainable solutions around customers' needs

- **Addressing fuel poverty**
- **Improving living conditions**
- **Promote benefits of living sustainability**

Customer Centric

Raise the standard of the homes we provide to make sure they are fit for purpose for modern living

Budget for environmental improvements to external areas of the properties, with work being identified by our tenants

Ensure our void standards are constantly updated to drive up the quality of our homes, taking into account new technologies, improved materials and changing lifestyles

Support residents to reduce their fuel and utility costs, help with grant applications and signpost them to organisations who provide free support and advice

Make use of new energy efficient technologies to help residents use less water, less electricity and less gas

Resident Engagement

Offer tenants choice on planned programmes, including 'cost ' options choices

Provide a platform and engagement so residents' have a voice and input to the repairs and maintenance service to suggest greener solutions for us all

Provide updates to residents on our progress in meeting Net Zero and how they can help

Actively promote repairs and maintenance and outcomes achieved

Respond to any changes in national or local policy and governance, in relation to the Green agenda

Be involved in contract selection and monitoring

Promote vacancies from our key contractors to our residents to help us improve sustainability for their local neighbourhoods

Independent Living

Upgrading the external areas and improving facilities such as gardens, parking and mobility scooter storage

Engaging with our older residents to ensure they have advice to tackle any financial hardship

We will continue to reduce our landlord and communal energy consumption, with encouragement for pur residents to do to the same

Homes Standards

Deliver a programme of landlord supply smart meters

Fully insulating our homes to ensure we meet future homes standards

Purchasing electricity from renewable sources if available at same price, or lower than non-renewable electricity

Continue cost effective retrofit interventions and increase broader range of contractors to meet future demands

RADCLIFFE
HOUSING SOCIETY

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By TEXT:

Send a text message to: 07497 301 013
To contact your income support officer: text RENTS
To get latest account balance: text BAL
To report a repair: text REPAIR

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