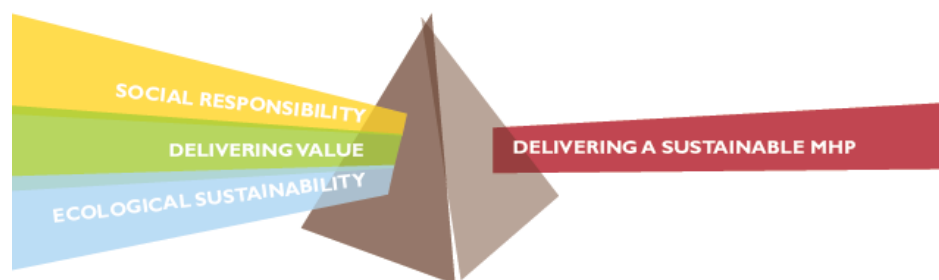


## Metropolitan Housing Partnership – Our Sustainable Future Sustainability Strategy 2010-13



Metropolitan Housing Partnership (MHP) is a not for profit organisation guided by our social principles of tackling poverty and inequality. We strive for quality and excellence in the diverse services and affordable homes we provide.

We recognise that **sustainability** is key to the long term stability and success of our organisation in achieving our social, economic and environmental objectives.

As a socially minded organisation, sustainability is inherently at the heart of all that we do. It is not an add-on to our core business and is underpinned by the MHP cornerstones. From developing and maintaining homes to supporting and caring for our customers, the challenge is to continue to go further; find better ways of working that are more efficient, deliver a better service to our customers and minimise our impact on the environment.

This strategy sets out MHP's strategic sustainability objectives, to ensure it continues to develop and improve sustainably.

### OUR COMMITMENT

In these tough economic times, MHP is focused on driving forward an organisational culture of efficiency, effectiveness, consistency and business discipline to ensure sustainable growth.

The partnership shares a common goal to give our customers a better deal in society, whilst recognising the need to protect and enhance the environment through its own and others activities.

MHP is committed to maximising our own resources and grants to deliver social benefit, while minimising our adverse environmental impacts.

MHP will ensure through strong leadership and delivery of the highest standard, that:

- we make a targeted and measurable contribution to the task of providing high quality affordable homes and support services in a sustainable manner for our customers
- sustainability issues are addressed consistently across the Partnership, whilst recognising the value of local flexibility
- we are compliant with all applicable statutory, regulatory and other requirements
- we continually improve by setting specific and measurable targets against deliverable action plans
- staff, customers and people working on MHPs' behalf are aware of and understand our commitment to sustainability
- we publish annually a sustainability report and periodically review and update our strategy

## WE COMMIT TO

### SOCIAL RESPONSIBILITY

**SR1 Housing Need:** Continue to support and strengthen communities through provision of affordable homes to rent, building new homes and providing new affordable housing solutions for low and moderately paid households.

**SR2 Care & Support:** Deliver support and care for people who may require additional help because of their health, disability, age or other individual needs.

**SR3 Social Inclusion:** Work with customers and partners to deliver against our social principles and continue to have ambition and drive to find new ways to tackle inequality and reduce social exclusion, specifically on issues such as anti-social behaviour, worklessness, financial inclusion and fuel poverty.

**SR4 Diversity:** Ensure our services are accessible for all. Understand the changing demographics of our customers and communities and develop our services accordingly.

**SR5 Community Investment:** Continue our commitment to invest in our local communities, working with local people and organisations to build stronger communities through joint action.

### DELIVERING VALUE

**DV1 Customer First:** To put the needs of our customer first and have them at the heart of our decision making.

**DV2 Value for Money & Surplus for Re-investment:** We will look for the most business-effective way of working in order to do more, ensuring we are efficient, effective and economical, recognising that achieving these will help us achieve our social and environmental objectives.

**DV3 Organisational Change:** Continue the transformation of the organisation, scrutinising the way we do things, challenging inefficiency and changing habits to strengthen our Partnership and improve the services we deliver, whilst maintaining care and concern for our employees.

### ECOLOGICAL SUSTAINABILITY

**ES1 Environmental Management:** Carry out regular reviews of departments, functions, contractors and suppliers to enable good environmental performance whilst taking into account best practice, social and economical constraints and our corporate commitment to sustainability. This will be supported by the process review cycle and process library within KnowledgeBase.

**ES2 Environmental Awareness:** Work with staff and partners to deliver energy advice services for customers so they can take action in the face of higher energy prices. Ensure staff are trained and developed to be able to understand MHP's commitment to sustainability and ensure those commitments are met.

**ES3 Energy Efficiency & Climate Change:** Target energy efficiency investment in our worst performing homes. Learn and share knowledge about the best ways to improve energy efficiency in our existing homes and offices. Monitor and use customer feedback to improve the implementation of energy-saving techniques and technologies. Ensure all new homes adhere to our high design standards. Prepare services for the challenges imposed by climate change, for example, the increased risk of overheating and flooding in our homes.

**ES4 Waste Management:** In our office environment progressively reduce-reuse-recycle our waste and prevent landfill in the future.

**ES5 Transport:** Seek opportunities to minimise carbon emissions from staff and contractors' travel. Support delivery of a focused plan that co-ordinates a sustainable approach to staff transport, both to and from work and whilst at work.

**ES6 Biodiversity:** In our new home developments we will maximise the re-use of previously developed sites, rather than using green field sites. We will enhance wildlife through the management of our open spaces.

**ES7 Procurement:** Contractors and those who provide us with goods and services will work to similarly high standards of sustainability. Opportunities in procurement will be sought to make use of our purchasing power and support our sustainability objectives, whilst maintaining a balance between the social and economical needs of the organisation.

## **MAKING IT COUNT**

We will make a targeted and measurable contribution to sustainability. Our commitment to **Social Responsibility** and **Delivering Value** is well recorded in other corporate reporting channels. In reporting our commitment to **Ecological Sustainability**, we will track the indicators relating to the following key performance questions.

### Our Partnership

- Do we have the systems and processes in place to manage our environmental performance?
- Are we managing a reduction in our energy consumption in line with regulatory developments?

### Our People

- Are we providing support and advice to help our staff and customers reduce their carbon footprint?
- Are our customers and staff taking action to reduce their carbon footprint?

### Our Existing Homes

- Are we improving the energy efficiency of our housing stock?
- Can we achieve the Government target of '80% plus' reduction in carbon emissions in our existing stock by 2050?

### Our New Homes

- Can we achieve the Government target of zero carbon in new homes by 2016?
- Are residents realising the additional benefits of improved (greener) homes in their lifestyles?

### *Related documents*

- *Sustainability Governance Structure (Delivering a Sustainable Metropolitan Housing Partnership)*
- *Annual Sustainability Report*

***This strategy will be periodically reviewed and updated. The next formal date for publication of a revised strategy is April 2013***

## Matrix of Sustainability

The following matrix is provided for illustrative purposes only, to demonstrate how the scope of activities maps against our social, environmental and financial objectives. It shows how all the functions of the Partnership can contribute to our sustainable development.

At this point, there are no specific targets set within this matrix. However, it is intended that, eventually, it will provide the framework for management of our continually improving sustainable development.

		MHP KnowledgeBase															
		Our Core Business							Our Partnership Services								
		Managing Property	Maintaining Property	Care & Support	Developing Property	Selling Property	Community Investment	New business	IT S & BPO	Procurement	Human Resources	Health & Safety	Facilities	Risk & Audit	Finance	Communication	Policy & Performance
<b>Sustainability management</b>	<b>Drivers of excellence</b>																
	Sustainability governance & management systems																
	Awards and recognition																
<b>Social responsibility</b>																	
Housing need	Tackling homelessness																
	Providing quality affordable homes (social rented)																
	Improving homes (social and private)																
Social inclusion	Increasing financial inclusion																
	Tackling anti-social behaviour																
	Tackling worklessness																
	Eliminating fuel poverty																
	Going digital																
Diversity	Improving the demographic diversity of our workforce																
	Ensuring accessibility of services for all																
Community investment	Financial contributions: percentage turnover																
	Improving health & wellbeing																
	Employee fundraising																
	Volunteer days contributed (staff & customers)																
	Maximising leverage: match funding (capital)																
	Maximising leverage: match funding (non-capital)																
<b>Ecological sustainability</b>																	
Climate change	Minimising energy usage & carbon dioxide emissions																
	Reducing transport: business miles & emissions																
	Offsetting carbon emissions																
	Adapting to climate change (flooding/drought/overheating)																
Waste	Minimising wastage																
	Maximising proportion of waste re-used/recycled																
Water	Safe asbestos removal and disposal																
	Reducing our water usage																
	Increasing grey water usage																
Biodiversity	Maximising use of brownfield sites																
	Biodiversity enhancements																
Sustainable materials	Sustainable and certified materials																
	Ecological procurement																
<b>Delivering value</b>																	
Economic impact	Maximising surplus for re-investment																
	Ensuring value for money																
Employees	Care & concern for our employees																
	Managing organisational change																
	Reduction in employee turnover																
	Trade union recognition																
	Ensuring personal development and training																
	Salary and benefits																
	Managing health & safety																
	Supporting a good work/life balance																
Customers	Involving customers at the heart of decision making																
	Improving our corporate reputation																
	Maximising customer satisfaction																
	Managing complaints for service improvement																
Public policy	Contributing to public policy influence and action																

1 CORNERSTONES : WE PUT OUR CUSTOMER FIRST : WE AIM FOR BUSINESS EFFECTIVENESS : WE AIM FOR BEST QUALITY : WE HAVE CARE & CONCERN FOR OUR EMPLOY