

Green Strategy

2020 – 2023

Foreword

FOR A CLEANER, GREENER AND SUSTAINABLE SCOTLAND – KEEP SCOTLAND BEAUTIFUL

It has never been more important to care for and protect our environment. The damaging effects of our neglect are becoming more apparent through declining local environmental quality, biodiversity loss and climate change. Encouragingly eight in ten adults say they are concerned about climate change, and with stark warnings set out to us by the IPCC that radical changes are required to limit the most catastrophic impacts of climate change, now is the time to take that concern and turn it into positive action to protect our environment.

At the heart of any change, we need people willing and able to make things happen: we need engaged and empowered organisations, communities, institutions and individuals. West of Scotland Housing Association has the ability to help bring about positive, transformative change both within its organisation, and amongst the people living in its communities.

Scotland is hailed as a world leader in taking action on climate change and embedding the principles of sustainable development. In 2021, Scotland will be on the global stage as the host of the UN Climate Change Conference COP26, and this presents a timely reminder for us all to step up our ambitions. It is encouraging to see West of Scotland Housing Association demonstrating leadership by adopting this ambitious and far-reaching Green Strategy, making the links between international targets and Scottish Government ambitions. The latter were outlined in the recently published Climate Change Plan update, which sets out the policies intended to enable Scotland to become a net-zero nation by 2045 - a national endeavour in which it is crucial that we all play our full part.

At Keep Scotland Beautiful, combatting climate change is at the heart of our vision, mission and strategic objectives. If Scotland is to achieve its net zero ambition, we believe it is crucial that people in all parts of the country, including in communities such as those of West of Scotland Housing Association, understand the need for action and are engaged with efforts to reduce emissions and embed sustainability into our lives.

Clear, consistent and visible leadership is needed across all sectors if we are to achieve a net zero Scotland. Every organisation, large and small can, and should,

build sustainability into its overall strategic goals, and demonstrate a commitment to action.

West of Scotland Housing Association is clearly doing just this, through engaging staff through accredited Climate Emergency training and using this to catalyse an internal culture change with regard to climate change and sustainability. This Green Strategy promotes social inclusion and improved standards of living whilst also achieving a positive environmental impact through the sustainable provision of services, investment in green infrastructure, and improving adaptation and resilience.

We commend West of Scotland Housing Association for their commitment to embedding sustainability, and we look forward to working in partnership in the years ahead to achieve this strategy and help bring about a clean, green and sustainable Scotland.

Barry Fisher

Chief Executive, Keep Scotland Beautiful

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1. EXECUTIVE SUMMARY

- 1.1 West of Scotland Housing Association's Corporate Business Plan for 2020/2025 has a Key Business Objective to set out "Our Response to a Climate Emergency". It notes that a Green Strategy will be developed which aims to reduce our impact on climate change through embedding a green impact assessment approach to every aspect of our business.

This Green Strategy document sets out how West of Scotland Housing Association (WSHA) will:

- Promote sustainable ways to deliver services in order to reduce the environmental impact and carbon footprint of the organisation's activity
 - Invest in green infrastructure and green technology to help tackle the Climate Emergency and in turn, achieve efficiencies for the organisation and better services and homes for WSHA communities
 - Become more adaptable with the way we deliver services and the homes we provide which will increase our resilience to the potential impacts of climate change
- 1.2 The purpose of this Strategy is to set out our aims and objectives in respect of investment in future green infrastructure, services and technology so we are innovative and well placed to take advantage of new opportunities and to be clear about our direction and priorities.

Strategic Objectives
Reduce waste, energy consumption and harmful emissions by improving the efficiency of service delivery and office management
Improve/enhance the environment of our communities through investment in green infrastructure
Reduce our carbon footprint and ensure that our properties are resilient to the potential impact of climate change, through our approach to new build construction and the improvement of existing homes
Improve the health and wellbeing of our staff and communities by raising awareness and changing behaviours in respect of the climate emergency, and by offering opportunities to positively contribute to the environment
Work with partners who are environmentally aligned with us and are committed to delivering 'green' benefits to our assets, customers and communities

1.3 This strategy will complement and support the following WSHA documents:

- WSHA Efficiency Plan
- Digital & IT Strategy
- Asset Management Strategy
- New Build Housing Design Guide
- Development Strategy

2. BACKGROUND

2.1 What is the Climate Emergency?

The health of the Earth's ecosystems is deteriorating faster than at any point in human history. Industrial activity which has accelerated over the last 50 years has dramatically increased the emission of harmful gasses into the environment. As a result, the Earth is getting hotter and sea levels are rising. In 2018, the Intergovernmental Panel on Climate Change (IPCC) issued a warning that the world must act now or by 2030 it will be too late to prevent climate change.

The expected impact of climate change is alarming with dramatic shifts in climatic conditions, extinction of species and natural habitats, freshwater shortages, the inability to produce certain foods and increased deaths. The key consideration raised by the IPCC is that climate change can be prevented if countries act immediately and decisively. Individuals, communities and organisations all have a responsibility to take positive action to protect the natural environment. As a landlord we can often see the direct impact of climate change through increasing incidences of severe weather impacting on the fabric of our property.

Scotland's natural environment greatly contributes to the health and wellbeing of WSHA communities. It is the source of fresh food, clean water and the materials used to house and clothe Scotland's population. It supports health and wellbeing, provides space for exercise, play and inspiration. Loss or deterioration of these environments would have a massive impact on WSHA communities and those who live and work in them. Scotland has set a legally binding target of net-zero greenhouse gas emissions by 2045. Around 14% of emissions in Scotland come from homes. Around 22% of homes in Scotland are social housing so RSLs have a significant part to play.

The Climate Change (Scotland) Act 2009 places duties on all public bodies to contribute to emission reduction targets (Mitigation), deliver programmes to increase resilience against Climate Change (Adaptation), and to act in a 'Sustainable' way.

The 'Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 was passed by the Scottish Parliament on the 26th September 2019 detailing new carbon emission reduction targets for Scotland. These are:

- 56% reduction by 2020;
- 75% reduction by 2030;
- 90% reduction by 2040; and
- Net-zero by 2045.

We also have a responsibility to our customers and staff to make every effort to minimise the environmental impact of the services we deliver and the communities we build and operate within. Consideration for the environment and embedding sustainable practices in all we do will positively impact the environment, improve health and wellbeing and will enhance social outcomes.

2.2 What do we mean by green infrastructure and technology?

Green infrastructure is a network of multi-functional natural elements that provide benefits to individuals, communities and the environment. The most common green infrastructure present in WSHA communities includes parks, trees, open spaces and sustainable urban drainage systems (SUDS). It can also include streams, rivers and canals although this is more commonly referred to as 'blue infrastructure'. Green infrastructure provides a multitude of natural benefits to communities. It improves air quality, reduces the risk of flooding and offers shelter during periods of heat. Studies have shown it can increase life expectancy, improve physical and mental health and reduce health inequalities.

Green technology, also referred to as environmental technology, is technology that is developed to protect the environment and, in some instances, repair past damage that has been done. Although it is a relatively new concept, technologies that are considered to be 'green' have received significant financial investment over recent years and are wide-ranging. Examples of green technology include smart technology for controlling home energy management, solar panels, solar water heaters, wind turbines and wind farms that generate electricity, LED lighting and electric vehicles.

For us to make a meaningful contribution to tackling climate change we must engage with, and promote, the use of green infrastructure and green technology. Zero carbon developments bring extra cost however and our green investment in homes needs to strike the right balance, between reducing fuel costs and addressing fuel poverty whilst ensuring the financial benefits for tenants that come from lower energy use are not offset by higher rents to cover the cost of investing in green technology. Equally building new Passivhaus homes whilst, for now, is more costly than

traditional builds, is better value than a more expensive Retrofit later. Decarbonisation of all our existing homes, particularly pre 1919 tenemental stock is a significant challenge for WSHA and for all RSLs.

We also recognise however that our approach should not just be about changes in technology and infrastructure but also about changes in attitude and approach. As an organisation we have recently risen to the challenge of Covid-19. Through this Strategy we hope to also rise to the challenge of the Climate Emergency.

3. BENEFITS OF A GREEN STRATEGY TO WSHA AND ITS COMMUNITIES

3.1 A Green Strategy is important for us as it will:

- Outline how we can positively reduce its environmental impact
- Improve the health and wellbeing of those who live and work in WSHA communities
- Ensure green infrastructure and green technology remain a key focus in the development of new build homes, and the regeneration of existing WSHA communities
- Reduce waste and energy use
- Generate monetary savings and maximise income for us and WSHA communities

Our commitment to environmental sustainability will allow us to build new homes and manage existing stock and assets in a way that will make them fit for generations to come.

3.2 Our Mission Statement notes that we put customers at the heart of everything we do. We do this by listening to their views and caring about what matters to them. We take a flexible and innovative approach when providing homes and services that help individuals and communities thrive. Developing a Green Strategy is crucial to meeting the changing needs and demands of our Board, staff, customers and other stakeholders.

4. KEY AIMS AND ALIGNMENT WITH WSHA'S OVERALL STRATEGIC AIMS

WSHA Strategic Objective	Aim of Green Strategy
Deliver outstanding service to customers in all our communities	Deliver more services in an environmentally friendly way, reducing waste and energy consumption and improving the overall efficiency of our services and office management.
Actively manage our assets and develop new	Increase/enhance the use of green infrastructure and green technologies through new build development, community regeneration, planned maintenance and

WSHA Strategic Objective	Aim of Green Strategy
homes to meet local needs	office management. Ensure our assets are enhanced, and adaptable to withstand and manage the potential impact of changing climates.
Be the best we can be for our staff and customers	Provide opportunities for staff and customers to reduce their carbon footprint and improve their health and wellbeing. Embedding a green impact assessment approach to every aspect of our business.
Work with others to improve tenants' lives	Work with partners who are committed to tackling the climate emergency. Ensure that all services we procure offer 'green' benefits to us, our customers and communities. Maximise grant funding for Green projects.
Be well governed and financially strong	Have a clear Strategy for the Board to improve the services we deliver and minimise their impact on the environment, eliminating unnecessary costs from the business through investment in green infrastructure and technology.

5. CURRENT WSHA GREEN/ENVIRONMENTAL SUSTAINABILITY COMMITMENTS

- 5.1 The list below summarises our current position in respect of our approach and commitments to carbon reduction and environmental sustainability:

Business Area	Current Carbon Reduction/ Environmental Sustainability Measures
Office/Other WSHA units	<ul style="list-style-type: none"> • Reduced travel due to mobile/home working arrangements • Recycling services in all office bases • Small number of general waste bins provided • Printer cartridges recycled • Printers currently set up to access via login & for double-sided printing
New Build Developments	<ul style="list-style-type: none"> • New Build developments are designed to achieve the highest energy efficiency standards within project affordability parameters e.g. Silver Standard, Gold Hybrid & Passivhaus • Use of offsite manufacturing (e.g. production of timber kits) • Sustainable materials specified during procurement

Business Area	Current Carbon Reduction/ Environmental Sustainability Measures
	<ul style="list-style-type: none"> • Energy generating green technology used to achieve energy standards (e.g. solar panels) • Engagement with modern methods of construction (e.g. Insulated Concrete Form) • Waste and landfill diversion monitored as a KPI • All filing systems stored electronically
Asset Management & Maintenance	<ul style="list-style-type: none"> • A+ rated boilers being installed • Doors and windows installed with u-values less than or equal to current building standards • Gutter cleaning spoil upcycled • Contractors assessed during procurement around environmental management • Capital works are area based and not geographically spread • Sustainable materials specified during procurement • Ultimate component replacement time analysed • Sign off sheets signed electronically • Recycling and diversion from landfill monitored at contract meetings • Text messages and emails sent to customers where possible rather than letters • Visits co-ordinated geographically internally and with partners to minimise travel • Insulation upgraded where feasible during larger scale repairs
Housing Services	<ul style="list-style-type: none"> • Some electronic sign off processes in place • Text messages and emails sent to customers where possible rather than letters • Housing application process online • Plans to move to electronic tenancy agreement
Community Support	<ul style="list-style-type: none"> • Approvals and service referrals made electronically • Digital platforms used to advertise services • Low energy lighting used within community centre • Laptops used during meetings to prevent paper waste
Corporate Services / HR	<ul style="list-style-type: none"> • Contracts currently issued electronically • Board papers issued electronically • Social media used for staff and customer communication
Finance	<ul style="list-style-type: none"> • Digitally authorised signature processes set up • Plans to move to paperless invoicing

5.2 The Energy Efficiency Standard for Social Housing (EESH)

The Energy Efficiency Standard for Social Housing (EESH) was introduced in 2014 with the rationale that social landlords would contribute towards Scotland becoming a low carbon economy. Tenants would benefit from warmer affordable homes due to increases in thermal insulation. Furthermore, the latest available statistics in Scotland suggest that 25% of households are defined as being in fuel poverty. Fuel poverty is defined within the Targets, Definition and Strategy (Scotland) Act 2019 as households spending more than ten per cent of their adjusted net income on fuel. The target date to eliminate fuel poverty within Scotland is 2040 with energy efficiency measures being a key driver of achieving this target.

Reducing energy consumption means that less carbon dioxide is released into the earth's atmosphere. Carbon dioxide makes up most of the greenhouse gases and any reduction aligns with the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019.

We are 97% compliant with EESH and where technology and cost allow, will continue to build on this success.

5.3 EESH2

Consultation on EESH2 began in May 2018 to gather views on the proposed target of social housing meeting SAP band B by 2032. The driver for change in the context of social housing is that 200,000 socially rented tenants are still living in fuel poverty and are struggling to heat their homes with rising fuel costs. The Scottish Government states that the average fuel bill of homes can be reduced by around £160 per annum. No socially rented dwelling can be rented out from 2025 if not meeting a minimum SAP band of C, subject to exclusions which have still to be finalised.

Delivering on the aspirations of EESH2 would significantly impact tenants lives in the context of helping to alleviate fuel poverty. Furthermore, would be another key milestone in the Scottish Governments wider policy of becoming a net carbon economy. The scope of EESH2 is beyond the terms of reference of this paper, almost certainly requiring between £15-20 million investment over the next 12 years. We will develop a separate EESH2 strategy which will compliment and align to the aims and objectives of the Green Strategy.

5.3 Using Energy Efficiency Measures in Rent Setting

If EESSH is a key driver in our investment programme, then there is a strong argument that the energy efficiency of a property is a key element in assessing the amenity of that property and in turn the rent we should charge.

We are in the process of reviewing our rent setting mechanism and we are currently consulting on this and other changes to how we will determine the rent of a property. Our aim is to reflect the energy efficiency rating of each property and take account of higher energy efficiency investment costs where relevant but to do this in a broad way to avoid constant changes in rent due to minor uplifts in energy efficiency.

6. WSHA GREEN STRATEGY SWOT/PESTLE ANALYSES

- 6.1 A SWOT analysis is a useful tool in assessing our strengths, weaknesses, opportunities and threats and the operating environment in which we plan to develop and deliver our strategy. The table below sets out our SWOT analysis:

Strengths	Weaknesses
<ul style="list-style-type: none">• Focus on energy efficiency through new build development e.g. planned Passivhaus and Gold Hybrid developments• Board commitment to having a Green Strategy• Digital/Efficiencies strategies and New Build Design Guide support the move to reducing our carbon footprint• 97% of our properties currently meet EESSH• Mobile working through Civica CX and mobile devices can allow staff to work from home• Use of Zoom/Microsoft Teams to avoid unnecessary travel to meetings• Recent move to electronic papers for meetings• I-mail will reduce photocopier use• Void furniture/appliances upcycling project	<ul style="list-style-type: none">• Reducing our environmental impact is not yet embedded in every part of our business and in our decision making• Very few staff use sustainable transport to come to work• Business travel is predominantly by petrol/diesel car• Unnecessary car journeys• Inefficient office energy use• Older tenemental stock not meeting EESSH• Apparent lack of Green champions/expertise among staff and Board• Lack of effective coordination in business travel• Essential Car Users Allowance system encourages car use• Limited secure bike storage/shelter at office• High paper use due to inefficient office processes• Limited knowledge of current provider's Green credentials• Limited facilities at office to encourage exercising during travel to work and lunch time (e.g. showers, changing facilities).

	<ul style="list-style-type: none"> High financial and carbon cost of garden maintenance
Opportunities	Threats
<ul style="list-style-type: none"> Coronavirus lockdown has demonstrated the potential to reduce our carbon footprint through increased home/mobile working and virtual meetings New build developments present opportunities to achieve high energy standards, engage with modern methods of construction and offsite manufacturing Introduce scheme which aims to offset trees that are lost through new build development and asset management Longer term plan for more frequent working from home Grant funding schemes available to support our Green Strategy Investment in electric pool cars and charging points Reward/recognition for staff using sustainable transport Investment in office technology to reduce energy use Using procurement as a tool to deliver on green agenda/policy through method statement weighting Use of Community Right to Buy for sustainable solutions to local derelict land 	<ul style="list-style-type: none"> Climate change negatively affecting local weather patterns Damage to property caused by adverse weather Pressures to maintain affordable rents Government legislation could lead to higher potential cost of green technology solutions and green infrastructure Limited funding opportunities to maximise green investment Force majeure Covid-19

6.2 The table below presents a PESTLE analysis which is a framework to identify the key factors (Political, Economic, Sociological, Technological, Legal and Environmental) influencing WSHA's Green Strategy from the outside:

Political	Economic
<ul style="list-style-type: none"> Scottish Government climate change targets including 2045 carbon net-zero target & 2025 low carbon heating Scotland's Sustainable Housing Standards & EESSH2 	<ul style="list-style-type: none"> Impact of Covid 19 on the economy Availability of funding for green investment

<ul style="list-style-type: none"> Local Authority design requirements (e.g. The Glasgow Standard) Scottish elections 2021 Regulatory laws/requirements Conforming with Scottish/UK Government & EU environmental laws/treaties 	<ul style="list-style-type: none"> Funding availability/levels for new build development Coherent working between partner organisations £1.6 billion from SG to help to ensure that emissions from heating are eliminated by 2040
Social	Technology
<ul style="list-style-type: none"> Increased demand for sustainable solutions Increasing/changing customer expectation SG Fuel Poverty Strategy 2020 £500m investment by SG in transformational active travel infrastructure, 	<ul style="list-style-type: none"> Green Technologies e.g. Air Source Heat Pumps, SunAmp & other water heating technology, LED lighting, energy generating/storing technology including Solar Panels, smart heating controls, fibre optics, green flushing toilets, water butts etc Availability of green and renewable technology Level of innovation Ability/skills of partners SG guidance on off-site construction.
Legal	Environmental
<ul style="list-style-type: none"> Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 Energy Efficiency Standard for Social Housing (EESH) EESH 2 Local Authority Climate Change Strategies/Action Plans Community Right to Buy Local Authority Design Standards 	<ul style="list-style-type: none"> Current climate Climate change Extreme weather events Pollution Sustainable travel and transport improvements Availability of non-renewable resources Land supply

7. KEY GREEN INVESTMENT AREAS

- 7.1** We have identified key green investment areas that will provide a combination of environmental, organisational and financial benefits. Examples of these green investment areas including a non-exhaustive list of their benefits can be found in the table overleaf.

Example of Green Investment	Benefit from Investment							
	Reduction of Harmful Emissions	Increased Productivity	Improved Energy Efficiency	Waste Reduction	Organisational Savings	Customer Savings	Improved Health & Wellbeing	Increased Awareness
Our Offices & Community Centre								
IT & home/mobile working technology	✓	✓						
Replacement/upgrading of office heating/cooling system	✓		✓	✓	✓			
Replacement of all lighting with LED lighting	✓		✓	✓	✓			
Our Transport								
Electric pool vehicles	✓							
Bike Storage	✓						✓	
Staff incentive schemes to encourage sustainable travel/green living	✓						✓	
Our Existing Homes								
Utilising local supply chains	✓							
Upcycling/recycling services	✓			✓	✓			
High quality component procurement	✓			✓	✓		✓	
Our New Build Homes								
Construction to the highest sustainability standards (subject to affordability)	✓		✓			✓		
Green infrastructure & green technology	✓		✓			✓	✓	
Modern methods of construction	✓		✓	✓		✓		
Our Communities								
Increased upcycling service	✓			✓		✓		
Environmental community workshops	✓							✓
Green infrastructure & green technology	✓		✓			✓	✓	

8. RESOURCING THE STRATEGY

- 8.1 The Green Strategy Project Team will steer the Strategy, demonstrating best practice and challenging processes and activities which negatively impact the environment. Key representatives from the group operating in strategic positions will ensure the Strategy filters through all that we do and is filtered association wide. Full engagement from all staff to embrace sustainable behaviours will be required to ensure the effectiveness of the Strategy.

We will support all staff and residents with improving their awareness of climate change and how individuals, organisations and communities can help to reduce emissions. We will work with partners to provide carbon literacy courses which raise:

“An awareness of the carbon dioxide costs and impact of everyday activities, and the ability and motivation to reduce emissions, on an individual, community and organisation basis”.

There will be a reliance on the contribution made by external stakeholders and existing partners who provide support, deliver services and are innovative in areas where we do not have existing expertise. Contractors and suppliers will play a key role in helping us achieve our objectives, particularly in the areas of new build development and maintenance.

Our approach to any investment relies on a business case being built for each significant resource commitment to demonstrate Value for Money. Normally we would expect to see the financial benefits for the organisation as a key driver for an investment. With a Green Strategy however, whilst financial efficiencies might be an indirect or direct benefit of the investment, they may not be the primary driver. The Strategy may also deliver benefits that are not easily quantifiable in traditional reporting, for example, health and social outcomes. The Business Case for the Green Strategy will look for community, wider society and environmental benefits, in addition to any “payback” for us. In all investments we look to maximise external funding to assist in meeting our Strategic Objectives.

9. EVALUATION FRAMEWORK FOR GREEN INVESTMENT

- 9.1 A report will be provided to our Board by March 2022 which will evaluate the VFM gained by WSHA, and the benefits delivered for our communities and towards the wider climate change emergency from the investment to date.
- 9.2 Embedding a green impact assessment approach to every aspect of our business is a key part of this strategy. Our template report for every Board and Sub Committee report requires the author of the report to identify any environmental considerations.

We will also require a green impact assessment to be completed for projects as appropriate (see appendix 2 for our template).

9.3 Taking baseline assessments will be the key to measuring impact of our Green Strategy. Appendix 3 identifies the baseline assessments that will be required to measure progress against the Strategy. In some examples this will be very straightforward as noted below:

- Change in office energy use
- Number of staff using sustainable forms of transport to work
- Change in mileage claims by staff
- Annual office paper costs
- Number of Passivhaus homes built
- % of stock meeting Energy Efficiency Standard for Social Housing (EESH)

9.4 Other methods of evaluation will be either more subjective (views of staff, customers and communities about impact of Green Strategy projects or initiatives) or more complex to measure (evidence of carbon reduction, change in energy use by groups of tenants).

9.5 Our Framework for assessing the value or benefit of any Green investment will be measured in three main ways:

a) **The benefits to our communities and residents arising from the investment:**

Any measurement of the benefits to our customers is likely to be qualitative rather than quantitative in nature. In other words, we may not be able to accurately measure any direct financial benefit, but instead we can gauge the benefits more generally through existing measures of customer satisfaction, increased use of sustainable assets and investments, change in energy use etc.

b) **The “efficiency gain” for the business as a result of green investments:**

It is possible to quantify the monetary value of these gains by comparing the baseline costs of current overheads (travel costs, energy use etc.) before and after the specific investment.

c) **The likely carbon reduction impact:**

Prior to, and after the new Green investment we will aim to estimate the current and future carbon outputs.

Investments made through the Strategy must demonstrate an anticipated positive impact in a minimum of two of the above measurement areas before they will be taken forward.

10. FINANCIAL CONSIDERATIONS

- 10.1 Our action plan identifies the type of budgetary implications that specific tasks are expected to have. Some will generate savings for us and/or tenants while others will require investment. In some instances, the financial implication is currently unknown or expected to be cost neutral. Actions that are expected to deliver longer term savings following an initial investment have been categorised under ‘expenditure’ at present.

Detailed financial considerations will be taken into account when setting our overall budget for 2021/2022 and all individual tasks that require investment will be assessed by the Green Strategy Project Group. The Strategy is expected to be funded through a mix of WSHA/Willowcare Trust resources and a range of external funding streams.

10.2 Maximising Funding for Green Investments

The outputs of this strategy will be enhanced if we can maximise external funding to complement the funds we invest from our own resources. All our teams will aim to source external funding where significant investment is required to at least match our funding or provide full funding where possible.

The Table below notes some potential funding sources for Green capital and revenue projects (this list will be regularly reviewed as new funding streams become available):

Funder	Project/Funding Stream Name	Link
Scottish Government	Climate Challenge Fund & others	https://www.keepsotlandbeautiful.org/sustainability-climate-change/climate-challenge-fund
Various	Greener Scotland	https://www.greenerscotland.org/home-energy/advice-and-grants
SCVO	Employer Development Fund	https://fundingscotland.com/fund/a0Rb000000GMeLxEAL/cycling-scotland-cycle-friendly-employer-development-fund?keywords=cycle
Scottish Government	Community & Renewable Energy Scheme	https://www.localenergy.scot/funding/
Viridor	Viridor Credits Environmental Company – Scottish Landfill Communities Fund	https://www.viridor-credits.co.uk/apply-funding
Zero Waste Scotland.	Zero Waste Scotland – Circular Economy Fund	http://www.zerowastescotland.org.uk/
FCC	FCC Scottish Action Fund	https://fcccommunitiesfoundation.org.uk/funds/fcc-scottish-action-fund
Resource Efficient Scotland	Resource Efficient Scotland SME Loan Fund	https://www.resourceefficientscotland.com/SMELoan

Funder	Project/Funding Stream Name	Link
South Lanarkshire Council	South Lanarkshire Council - Renewable Energy Fund	https://www.southlanarkshire.gov.uk/info/200168/getting_involved_in_your_community/744/renewable_energy_fund
Cycling Scotland	Cycling Friendly and Social Housing development fund	https://www.cycling.scot/mediaLibrary/other/english/8044.pdf
SP Energy Networks	Green Economy Fund	https://www.spenergynetworks.co.uk/pages/green_economy_fund.aspx
Energy Saving Trust	Various	https://energysavingtrust.org.uk/scotland/grants-loans

It is our intention to engage with the Social Housing and Green Infrastructure project in partnership with the Scottish Federation of Housing Associations, Scottish Natural Heritage and Architecture and Design Scotland. This project, funded by the Scottish Government, is providing financial support and advice to social housing providers to “design in” green infrastructure and to create more meaningful opportunities for people to connect with nature close to where they live.

11. STRATEGIC OBJECTIVES

11.1 The table below summarises our strategic objectives. An Action Plan linked to these objectives is included at Appendix 1.

Strategic Objectives	
1.	Reduce waste, energy consumption and harmful emissions by improving the efficiency of service delivery and office management
2.	Improve/enhance the environment of our communities through investment in green infrastructure
3.	Reduce our carbon footprint and ensure that our properties are resilient to the potential impact of climate change, through our approach to new build construction and the improvement of existing homes.
4.	Improve the health and wellbeing of our staff and communities by raising awareness and changing behaviours in respect of the climate emergency, and by offering opportunity to positively contribute to the environment
5.	Work with partners who are environmentally aligned with us and are committed to delivering ‘green’ benefits to our assets, customers and communities

12. MONITORING & REVIEW

- 12.1 Progress against targets set out on the action plan will be measured on a bi-annual basis. In order to facilitate this measurement, a baseline study will be carried out prior to implementation on specific key action areas e.g. current petrol/diesel mileage, office energy use etc.

To quantify the carbon emissions being produced by us and the progress made towards reducing these, The Green Strategy Project Team will develop a Carbon Emission Monitoring Framework. Where it is possible, carbon emission measurements will be taken upon Strategy implementation and at key intervals during the life of the Strategy. This will identify the areas where progress is being made or where further/enhanced actions are required.

The Team will also examine the feasibility of us becoming a 'carbon neutral' organisation although at this stage it is not known if this is an achievable aspiration.

- 12.2 This Strategy will be reviewed every three years by our Green Strategy Project Team.
- 12.3 The Strategy Action Plan will be monitored on a quarterly basis by our Green Strategy Project Team and progress will be reported to the Board on an annual basis.