



Optivo

SHIFT Sustainability Report

2020

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Welcome to your 2020 sustainability report

This report is a gap analysis between your current environmental impacts and safe levels of impact. The safe levels are science-based targets which have been derived by government institutions and reflect limits that, if attained, will have positive benefits for long term human wellbeing.

There is still a fair way to go before we have a truly sustainable social housing stock. However, over the last year there have been lots of changes that can help drive action:

- Legal commitment to net zero carbon by 2050
- Emerging low interest loans in return for high environmental performance
- New energy reporting legislation
- New technologies for retrofit and new build
- Increased requirements for biodiversity and biodiversity off-setting in planning processes
- All landlords now recognise their responsibilities for transforming their assets into a sustainable housing stock
- Emerging financial benefits for landlords by pursuing environmental strategies

As ever, the best way to deal with these drivers is to take a strategic approach and embed sustainability into an organisation. Having an experienced third party review the impacts each year helps ensure that the strategy is being adhered to, so that the benefits can be realised.

SHIFT's unique environmental scoring system provides a standard to attain. Bronze, silver and gold reflect the level of environmental performance, whilst the platinum level signifies a landlord that is on a trajectory to reach sustainable environmental impacts. Attaining any SHIFT standard helps landlords demonstrate to stakeholders that they are "doing the right thing" and doing the best for staff and residents alike.

As well as detailing your organisations environmental performance, this report also shows you compare against peers and science-based targets. It also gives you suggestions on how you can improve.

As always, we look forward to supporting you on your journey to sustainability.

SHIFT Team

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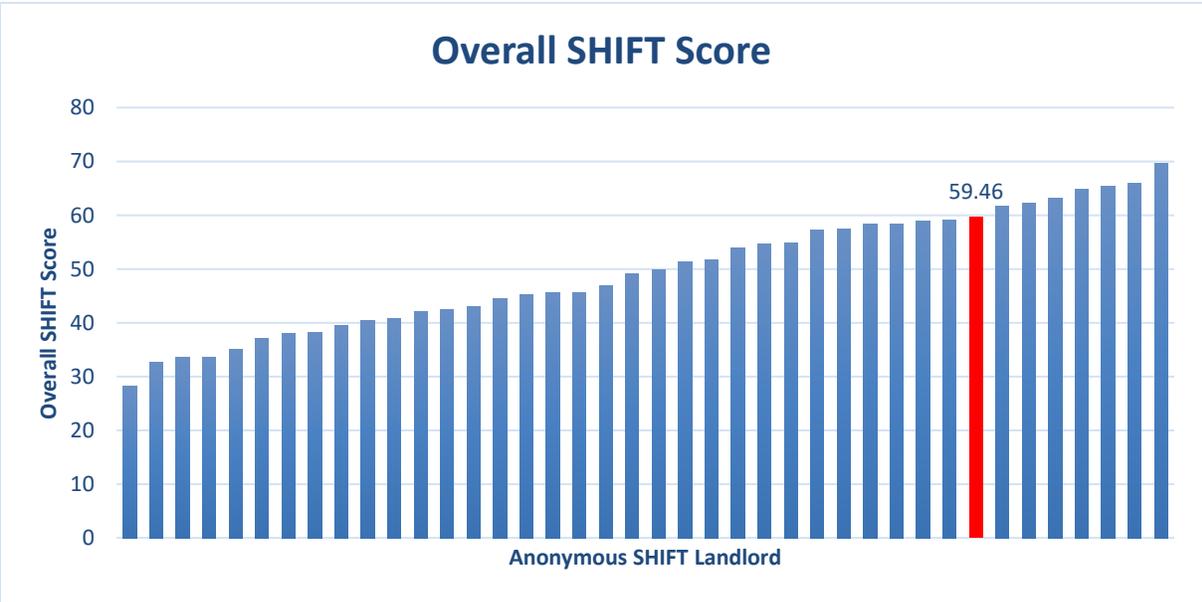
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Executive summary

This report presents the sustainability performance of Optivo across strategy and leadership, existing homes and offices, supply chains and operations and new builds. It spans energy and resource use, transport and travel, resident engagement, climate risk, biodiversity and responsible sourcing, thereby providing a comprehensive overview of your organisation’s environmental footprint.

Optivo key aims are building homes, making places and enhancing lives. As one of the largest housing providers in the UK and a member of the G15 group of London’s largest housing associations, Optivo manage over 45,000 homes across London, the South East and the Midlands.

Optivo has achieved the SHIFT Gold standard with a score of 59.46. It ranks 8th out of the 40 most recent SHIFT assessments. Over the next sections you will see the breakdown of the score and recommendations. A snapshot of key performance areas is given below:



Throughout the report you will see your organisation’s sustainability performance across key areas of your business and how it compares to that of other SHIFT landlords.

SHIFT drives sustainability performance improvement through reporting and benchmarking. This report offers suggestions on how these improvements can be made.

Overall performance

Environmental issue	Absolute ¹	Intensity ²	Intensity target for SHIFT platinum 2020 ³	Long term intensity target (by 2050 unless otherwise stated)
CO ₂ – homes	82,265 tonnes CO ₂	SAP 71.07	SAP 72.89 ✖	SAP 86
CO ₂ – communal heating systems	2,058 tonnes CO ₂	13,247 kWh / home managed	5,500 kWh yr / home managed	3,500 kWh yr / home managed
CO ₂ – communal areas	7,273 tonnes CO ₂	686 kgCO ₂ / home managed	n/a	n/a
CO ₂ – resident engagement	1,238 tonnes CO ₂	34.29 kg CO ₂ saving / home	n/a	n/a
CO ₂ – offices	342.4 tonnes CO ₂	39.45 kg/m ²	81.19kg/m ² ✔	25kg/m ²
CO ₂ – business mileage	502.8 tonnes CO ₂	13.93 kg CO ₂ / per home managed	n/a	n/a
CO ₂ – maintenance activities	692 tonnes CO ₂	19.18 kg CO ₂ / per home managed	n/a	n/a
Water – homes	4.5 million m ³	147 lpd	142 lpd ✖	130 lpd by 2030
Water – offices	5,055 m ³	5.26 m ³ /employee/yr	9.03m ³ /employee/yr ✔	3m ³ /employee/yr by 2030
Waste to landfill – homes	16,321 tonnes	7.5% increase in resident recycling rates above local authority rates	4.64% increase in resident recycling above local authority rates ✔	45% increase in recycling
Waste to landfill – offices	47.8 tonnes waste generated	84.2% of waste diverted from landfill	70.03% waste diverted from landfill ✔	100% diverted from landfill
Responsible materials – maintenance	58%	58%	43.95% responsibly sourced ✔	100% responsibly sourced
Responsible materials - offices	93.75%	93.75%	56.45% responsibly sourced ✔	100% responsibly sourced
Adaptation to climate change – homes protected from flooding	34,292 homes	95% of homes protected from flooding	30.73% protected from flooding ✔	100% protected from flooding

Adaptation to climate change – homes protected from overheating	33,570 homes	93% of homes protected from overheating	30.73% protected from flood and overheating ✓	100% protected from overheating
Biodiversity value	Equivalent of 4% “protected”	Equivalent of 4% land “protected”	8.1% of land protected ✗	19% of land ‘protected’ by 2043

1 – in line with best practice environmental reporting, the absolute environmental impact is given here – this gives an overall assessment of impact.

2 – again, in line with best practice environmental reporting, the intensity is given. Intensity is the environmental impact per meaningful unit. E.g. per home managed or per m² of office space. Intensity allows organisations to monitor progress towards long term aims, even if they change in size e.g. gain more homes or office space. Intensity is used for SHIFT scoring and benchmarking.

3 – When ‘✓’ is displayed, you are achieving or exceeding the platinum intensity target for the year stated. When ‘✗’ is displayed, the platinum intensity target has not been met.

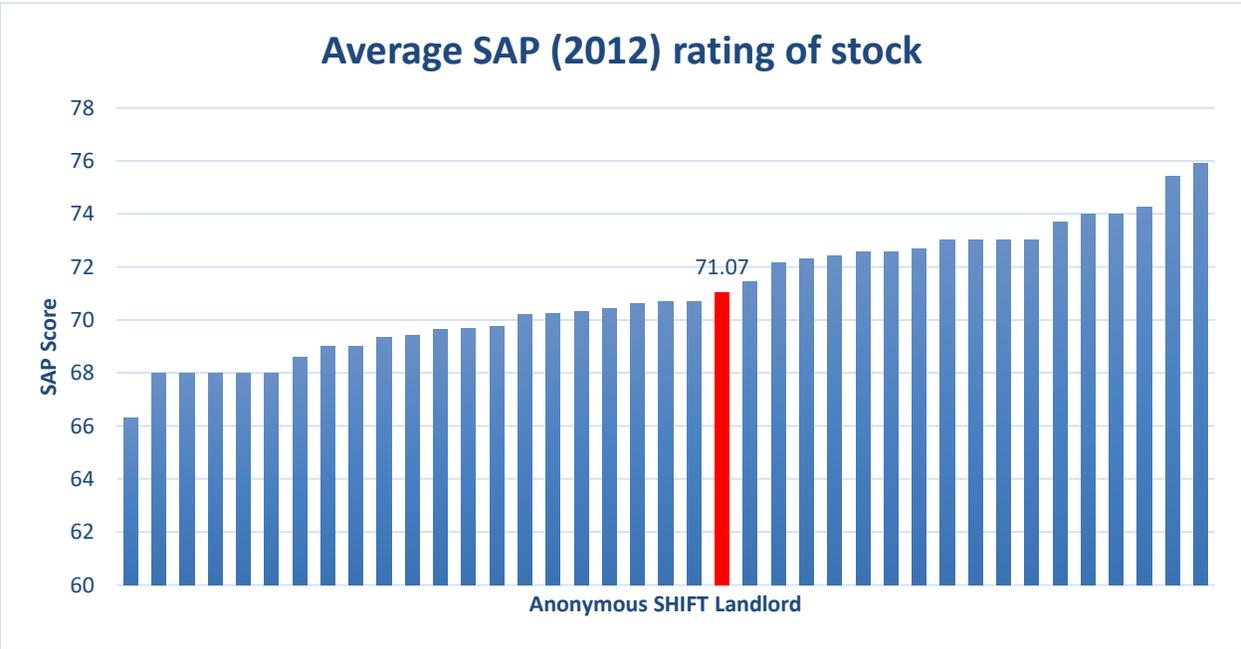
Existing Homes

Most of the homes that exist now will be in use in 2050. Therefore, it is essential to ensure that existing homes have safe levels of environmental impact. Your performance on each of these areas is presented below.

Energy and average SAP

Average SAP is a standard way of assessing energy efficiency in homes. Even though it is not a direct assessment of CO₂ it is a very good surrogate. For information, the SAP rating refers to the cost per m² of heating, hot water, lighting, pumps and fans. These are called regulated emissions. Unregulated emissions are appliances such as cookers, fridges and TV's. SHIFT research suggests that an average SAP of 86 correlates with and 80% reduction against 1990 levels. We recommend using this as a long-term target, with the intention of offsetting any remaining emissions.

SAP data provided by the Energy & Environment Project Coordinator at Optivo displayed an average SAP of 71.07 across the 36,097 properties for which they had Decent Homes Responsibilities for at the time of assessment. This data was from their asset management database, CROHM.



Recommended improvements:

- Stock analysis and establishing address level plans is a detailed exercise but there are consultancies and other resources that can help.

- Prepare detailed plans to achieve SAP 86 average (not minimum) by 2050 – these should include fabric improvements as a priority, followed by solar PV. There should also be liaison with new build colleagues to ensure that high SAP homes are built (new build don't currently build to SAP ratings).
- Explore and experiment with new technologies and finance mechanisms to see how they can help with improvements.
- Find further guidance in our Housing 2050 report which gives suggested annual activities - <https://www.susshousing.co.uk/publications>

District and communal heating

This is a new analysis for SHIFT 2020. Energy for communal and district systems is a huge cost to landlords and highly visible. The heating systems are known to be very inefficient and are not adequately reflected in the SAP rating. They are also regulated under the Heat Metering regulations which may require retrofitting heat meters at some point in the near future. Our research indicates that an efficient communal heating system, comparable with a SAP 86 home, is that a landlord would have to buy 3,500 kWh of energy per home. Any more than that means wastage in either the heating system itself or poor fabric in the home.

The total consumption for communal/district heating systems for the financial year 2019/20 was recorded at 39,740,609 kWh of gas. This was provided to 3,000 homes, so equated to 13,247 kWh per home supplied annually. This usage is high compared to our 2050 target of 3,500 kWh of energy per home. In theory, communal heating systems should be efficient, but in reality, they have much higher usage than expected due to maintenance and fitting.

Optivo also indicated 3,000 homes managed with communal areas. Gas usage was sourced for these communal areas and related to 2,058,004 kgCO₂ in the reporting period. This related to 686 kgCO₂/year per home managed with communal areas.

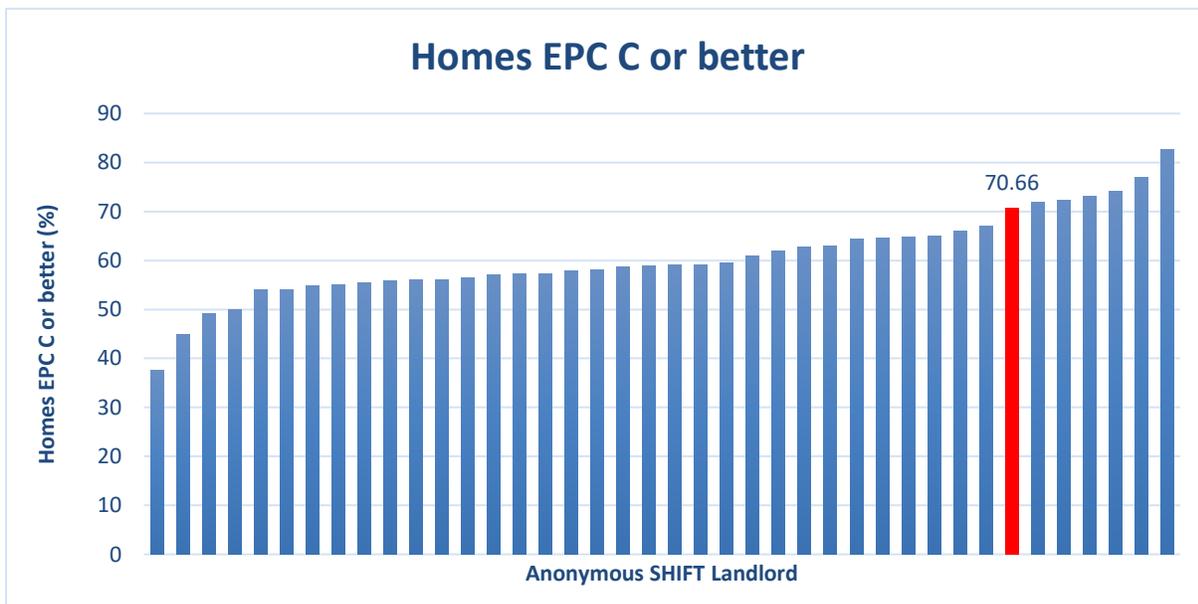
Recommended improvements:

- Conduct a review of all communal systems in your stock. The review should include control settings, boilers, pumps and bypass valves.
- Ensure that replacement systems are not oversized – this can lead to excess maintenance, poor use of space and overheating in flats.
- Ensure that new build colleagues specify systems correctly – try to get input into new schemes at an early stage.

Fuel poverty

Homes with the lowest SAP scores are those most difficult to heat, so to minimise the risk of fuel poverty it is particularly important to tackle these least efficient homes. This SHIFT question aligns with the Government's fuel poverty strategy. In essence, the strategy aims for all homes to be EPC C (equivalent to SAP 69) or better by 2030.

The Energy & Environment Project Coordinator reported that 25,505 homes, or 70.66%, were EPC C or better. This information was extracted from CROHM. This means that Optivo are close to achieving their target of 74% of homes EPC C or better by 2021, but there is still progress to be made before this is achieved.



Recommended improvements:

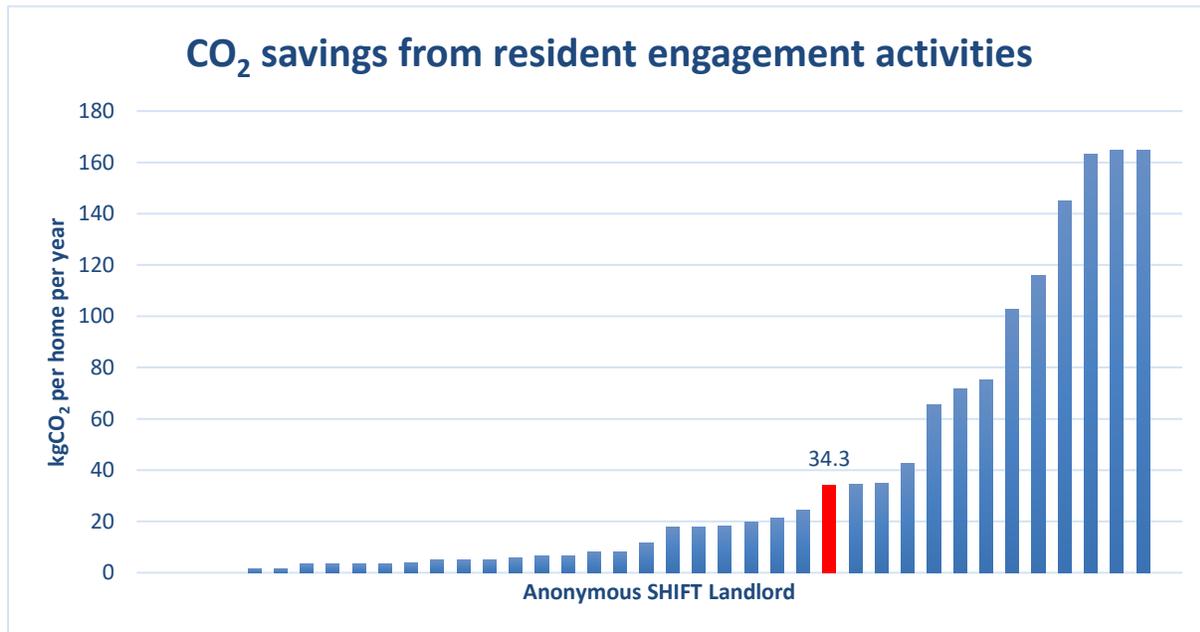
- Similar plans to improving average SAP except target is minimum SAP 69 by 2030.
- Beware, rent a roof PV schemes improve EPC, but do not necessarily lead to big cost savings for residents as the scheme often sells the generated energy at normal prices to recoup their investment.

Resident engagement

Resident engagement is an important way of informing residents about the ways they can make a difference and empowering them to save both energy and money.

Optivo have carried out a range of resident engagement activities over the reporting period. 20% of residents had been actively engaged on energy efficiency and sustainability initiatives. This

included Groundwork Energy Advice Visits, Thames Water house visits and advice during damp repairs visits. 100% of residents were engaged actively through various methods including new home starter packs, website news posts, leaflets and newsletters. These measures resulted in carbon savings on 34.29 kgs CO₂ per home managed per year.



Recommended improvements:

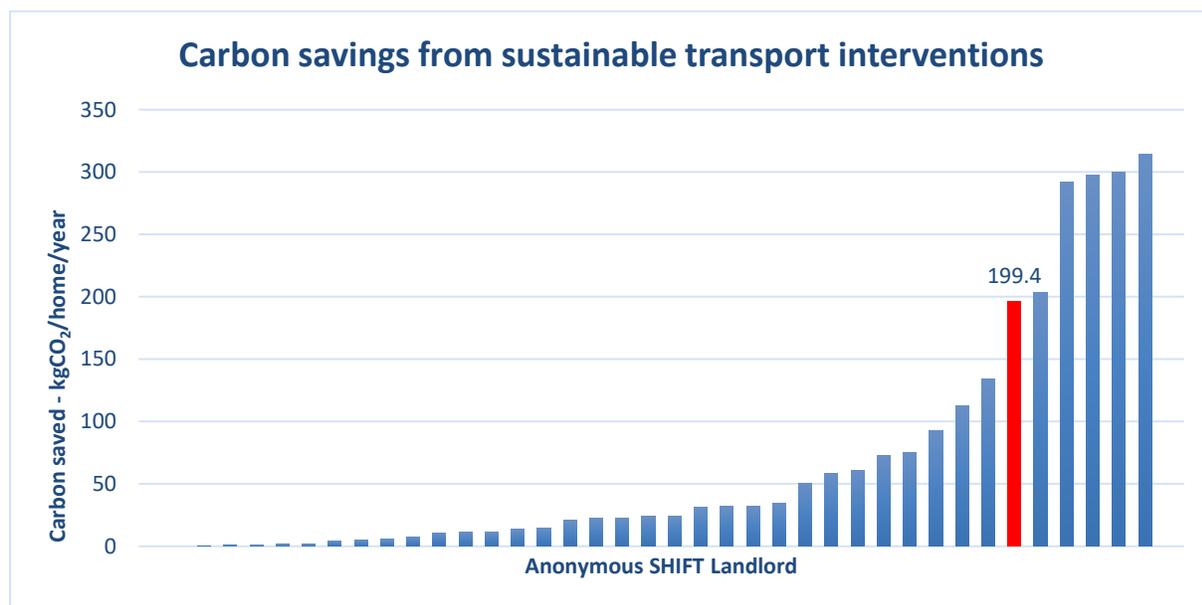
- Set up “green pages” on your website, giving tips on environmental improvements (energy, water, gardening, recycling, transport, buying sustainably) and promote these pages in newsletters and other media to residents.
- Include energy advice in all contact with residents – gas safe checks, refurbishments, heating upgrades, rent arrears activities, new sign-ups.
- Consider having a dedicated programme of engagement and homes visits – sometimes this helps identify other issues in the home.
- Explore ways to actively engage residents digitally – SHIFT landlords have trialled engaging residents at risk of fuel poverty digitally or over the phone.

Sustainable transport

Transport facilities and initiatives for residents can help to encourage sustainable travel choices which reduce carbon emissions and improve local air quality. This metric is based on the provision of cycle storage facilities as well as transport advice, from travel maps and timetables to cycling and eco-driving training.

Figures provided indicate that 5% of homes had cycle storage facilities, 0.6% had electric vehicle charging infrastructure (including at Milton Road, Beaumaris and Newington High Street) and all

residents had been given address specific sustainable transport advice. Sustainable transport interventions included local travel maps, public transport timetables and eco-driving/car share information. These measures combined are estimated to save around 199.4 kgs CO₂ per home. Below you can see how your performance compares to other SHIFT landlords.



Recommended improvements:

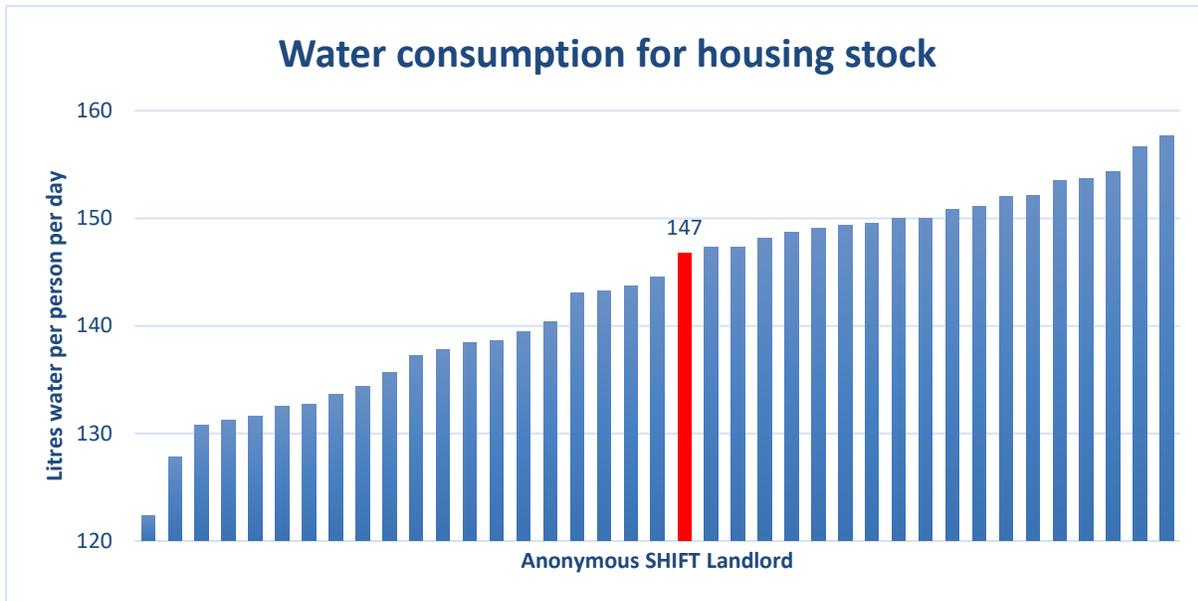
- Include links to Sustrans cycle maps in green web pages.
- Work with new build colleagues to ensure that cycle storage is included at all new builds.
- Consider installing EV charging points at places where staff can use them during the day, but out of hours these can be used by residents (for a fee).

Water

Environment Agency research suggests that UK domestic water efficiency should be 130 litres per person per day by 2030 to adapt to forthcoming climate change. Water efficiency saves residents money too if they are on meters and if hot water is used efficiently.

As with most landlords no independent assessment has been made of water efficiency in Optivo's stock. Therefore, the SHIFT water efficiency estimator tool has been used. The estimator predominantly uses build age data and refurbishment data for Decent Homes upgrades. This indicated that ~14% of homes had smaller bath tubs, low flow taps and low flow showers. Additionally, 33% had dual flush toilets and 21% had water meters installed. Flats do not have gardens and therefore use less water, which is reflected in the tool by assuming flats have water butts. Optivo have worked closely with major water companies in their regions to engage residents on water efficiency and install water saving devices, and also provide passive methods

of engagement through their website. Data provided by the Energy & Environment Project Coordinator indicated a result of 147 litres per person per day (lppd).



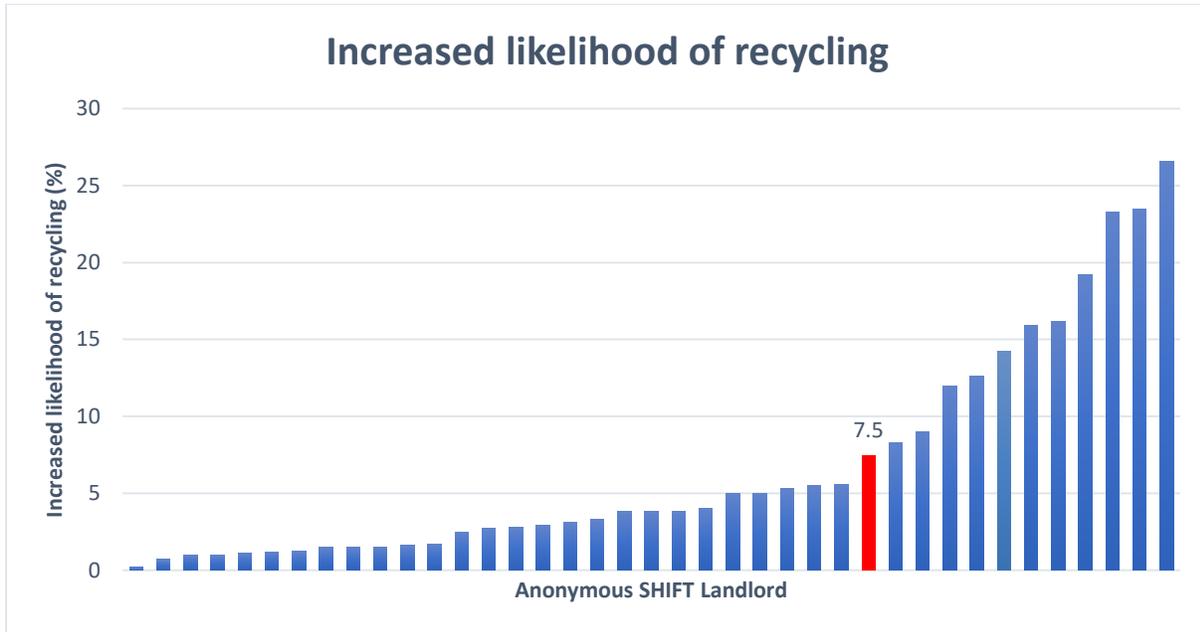
Recommended improvements:

- Introduce a void specification that includes easy to fit water efficiency devices.
- Ensure bathroom replacements use efficient fittings and install water meter at the same time.

Domestic recycling

This SHIFT metric reflects the measures that landlords can take to encourage additional recycling by residents, above and beyond what local authorities are doing to boost recycling rates.

95% of homes built between 2008-2016 were assumed to have internal recycling bins as they were built to the Code for Sustainable Homes, this resulted in an estimated 6% of homes with internal recycling bins. Additionally, 100% of residents had been engaged passively on domestic waste and bulky waste recycling through various means on the news pages of the website. This included articles on cutting down food waste, fly tipping and toy and gift swap information. These measures combined encourage an estimated 7.5% increase in recycling over and above local authority average.



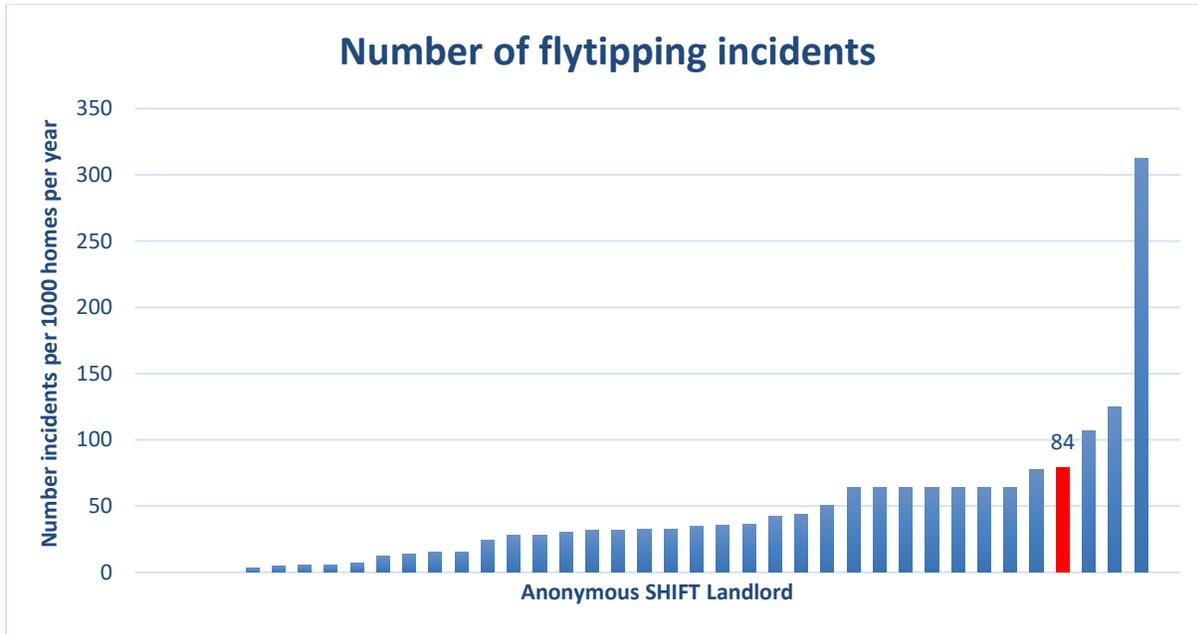
Recommended improvements:

- Include internal recycling bins in kitchen replacements.
- Liaise with new build colleagues to ensure all new builds have internal recycling bins (currently 59% of new builds have internal recycling bins).
- Engage with residents during estate clean-ups.

Fly tipping

Fly tipping is unsightly, presents a potential fire hazard and is costly for landlords to deal with.

Information on fly tipping was sourced by the CRM Coordinator at Optivo, in total there were 3,016 cases of fly tipping reporting in the financial year 2019 – 20. This equates to 84 incidents per 1000 homes.



Recommended improvements:

- SHIFT landlords have found that leaving notices on fly tipped waste, to show that you are investigating the source, results in local residents coming forward with information.
- Signpost residents to correct ways to deal with waste.
- Implementing signs/warnings in areas that are prone to fly tipped waste.

Ecology

Access to green spaces and biodiversity can deliver major benefits to our health and wellbeing. These include air quality improvement, flood attenuation and cooling during heatwaves. SHIFT research indicates that the equivalent of 19% of landlord land should be protected by 2043. SHIFT has updated its methodology to reflect this new target and new data will be presented after completion of SHIFT 2020.

The SHIFT biodiversity calculator tool was used to estimate the percentage of Optivo’s land holdings classified as protected for SHIFT purposes. This calculator tool developed for SHIFT 2020 focuses on the amount of biomass above ground on land owned or controlled by Optivo. This improved tool correlates with a common desire amongst landlords to improve green spaces. For SHIFT purposes, we defined “protected” as if the land were totally occupied by trees and woodland. The equivalent amount of above ground biomass can be achieved through other forms of vegetation, such as grassland and shrubland to calculate mass above ground and percentage of land protected.

Using the biodiversity calculator tool, it was estimated that 4% of Optivo’s land was classed as “protected” for SHIFT purposes. GIS and OS MasterMap data used to calculate this was provided

by the Head of Policy and Insight and Optivo, this data gave total land holdings and areas of woodland, shrubland and grassland.

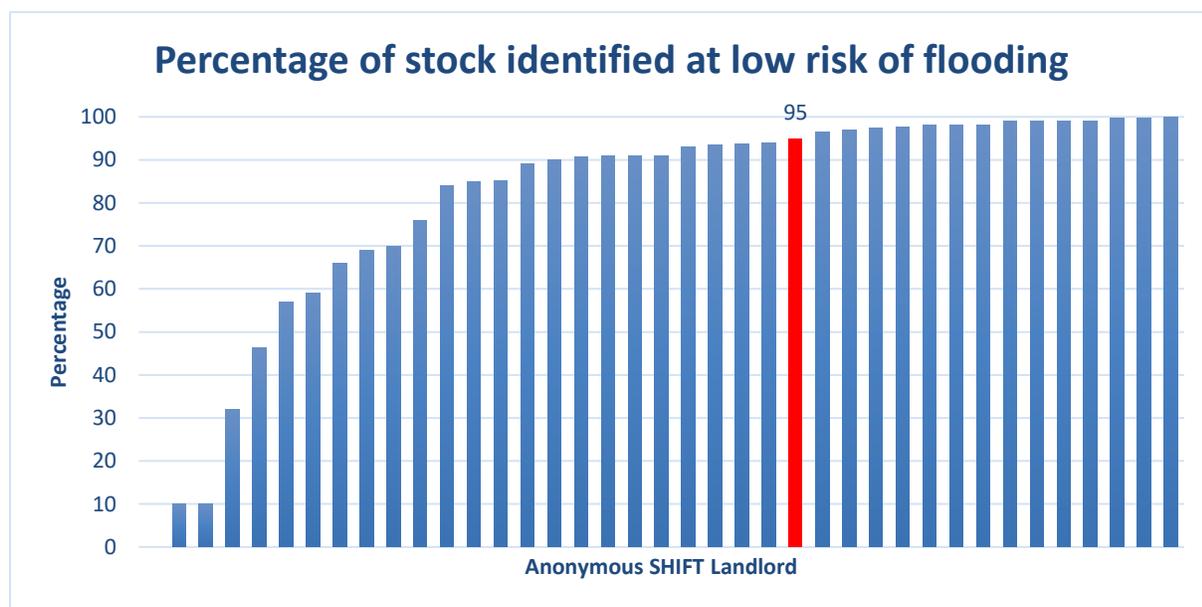
Recommended improvements:

- Consider planting higher density biomass areas in existing green spaces.
- Liaise with new build colleagues to ensure that at least 19% of land on new sites is equivalent of “protected”. Pointing out forthcoming biodiversity ambitions may help with this.
- Derive efficient measurement of green spaces quality as this issue is increasingly being assessed by lending institutes as part of their ESG requirements.
- Encourage residents to do wildlife planting.

Homes at risk of flooding and overheating

Met Office projections indicate more flood events and more heatwaves. The ideal is to have 100% of homes at low risk or adapted to climate change.

Homes were assessed on their risk of tidal, fluvial and surface water flooding using GIS data. This showed that 95% of homes were at low risk of flooding.

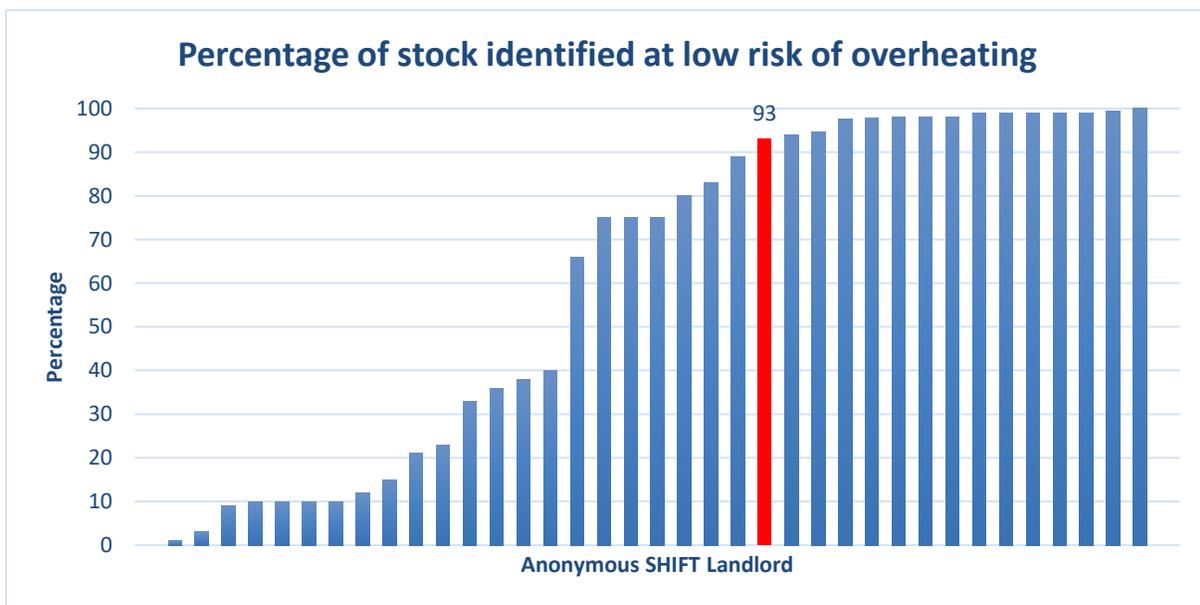


Recommended improvements:

- For any homes at medium or high risk, ensure they are signed up to early flood alerts and ensure responsive actions are in the event of flooding.
- In areas of surface water flooding liaise with the relevant drainage authority to ensure drains are fully functional and maintained.

- Confirm with new build colleagues that all homes are low flood risk.
- Ensure good quality green areas (see biodiversity above).

The CROHM overheating risk assessment tool was used to assess the overheating risk of Optivo’s stock. This indicated that 93% of homes were at low risk of overheating. Optivo should be aware that CROHM uses SAP appendix P calculations and therefore does not account for projected summer temperature increases, or include the risks associated with communal heating systems. This may mean that the actual percentage of homes at risk to overheating is higher than estimated. For next years’ SHIFT assessment, it is recommended that Optivo use the SHIFT overheating risk assessment which includes both of these risks discussed.



Recommended improvements:

- Liaise with new build colleagues to ensure that all new homes address all risk factors and have suitable measures to prevent overheating if necessary (currently at 84%).
- Liaise with the asset management team and ensure homes which are retrofitted to include fabric upgrades are assessed for overheating.
- For homes identified at high risk, and have condensation issues, install adequate ventilation measures.
- Ensure good quality green areas (see biodiversity above).
- Design reactive actions in the event of heatwaves (e.g. sourcing fans).

New build

It is critically important to ensure that homes built now are 100% sustainable. Retrofitting sub-standard homes at a later date incurs higher whole life costs for the landlord. In addition, when good quality new homes are added to the asset register, they improve the average environmental performance in a cost effective manner.

The SHIFT metric factors in a range of measures to determine the sustainability of new builds, including energy efficiency, ecological enhancements, flood risk, overheating risk, recycling support, use responsibly sourced materials and sustainable transport support. We also encourage the use of some form of third party verification to ensure that the so-called “performance gap” between design and final home, is minimised.

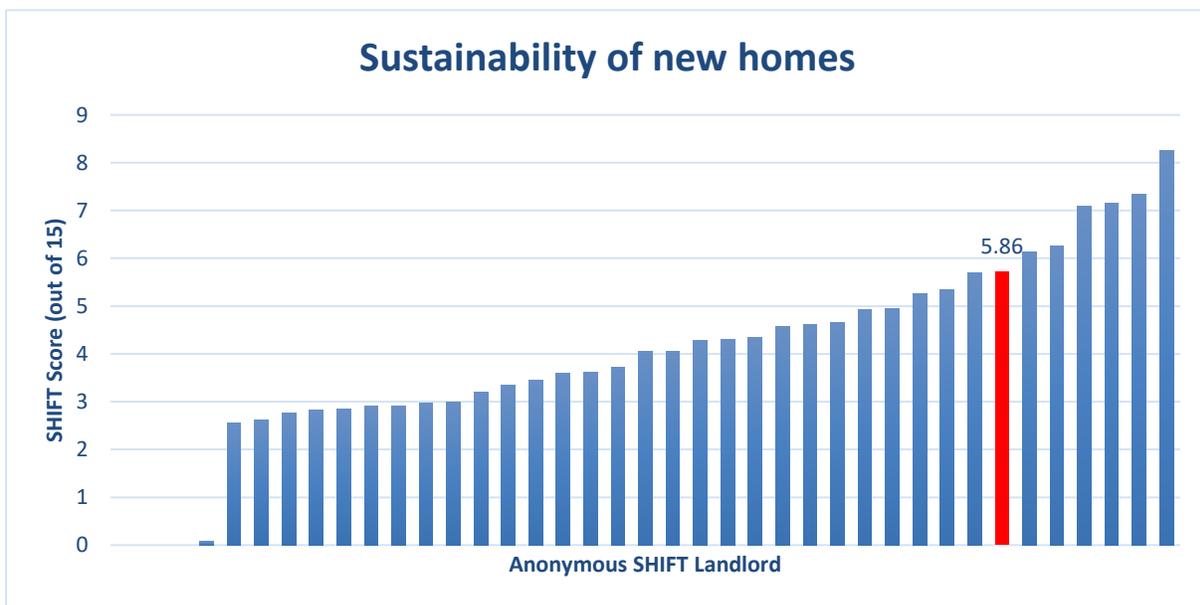
Figures were provided for this assessment by Optivo’s Development Manager for the financial year 2019/20. From the developments that took place, 22% are High B rated (SAP 86-91) and 78% were built to a Low B rating (SAP 81-85). Specifying a minimum EPC Grade (e.g. “A”) or SAP rating (e.g. SAP 92 minimum) will help Optivo bring up its average energy efficiency closer to environmentally safe levels and reduce the level of investment needed in their existing stock in order to achieve the net-zero 2050 target. 97% of new builds were at low risk of flooding and 84% at low risk of overheating. Additionally, 59% had internal recycling bins, 22% had ecological enhancements and 84% had cycle storage facilities.

Optivo aim to build 1,500 new homes a year and plan to ensure all new homes bought or built by us have a minimum SAP of 81. Optivo are required to build to the zero carbon homes standard for homes in London and has set out aims to test the HQM standard as an assessment tool for the sustainability of new homes.

Some SHIFT landlords have experimented with ‘innovation villages’ to review modern methods of construction as well as ‘smart technologies’ in homes to aid both tenants and the housing association themselves. This can then be reviewed and incorporated in new build standards. Optivo understand that to meet the 2050 carbon net-zero target, the energy efficiency in the construction process of new homes as well as their long-term performance needs to drastically improve beyond traditional construction methods and building regulations. Through trialling numerous construction methods such as volumetric timber/steel frames as well as prefabricated steel and concrete panels, Optivo will be able to develop a strategy for more energy, cost and time efficient methods of construction for their new developments going forwards.

Optivo evidenced that 28% of new builds were 3rd party verified and built to HQM standard, with an additional 22% of new homes part verified. This is excellent work and shows commitment to building high quality homes. Verifying that the expected energy performance of new homes is essential otherwise Optivo runs the risk of creating a “performance gap” between what they are expecting from their new homes and what is actually being achieved. It is recommended that Optivo develops a verification process that ensures that all new schemes have a representative sample of energy performance monitoring. This could involve post occupancy evaluation being conducted by the development or asset team.

Using the SHIFT calculator for new builds and the data above, the sustainability score for Optivo’s new build homes was 5.86 out of 15.



Recommended improvements:

- Ensure new builds are EPC A rated and have additional sustainability features: internal recycling bins, cycle storage, used responsible materials, low risk of flood and overheating, 19% of area (or equivalent) high value green space.
- Establish third party checks on sustainability features. You can use existing sustainability standards, carry out Post-Occupancy Evaluation (particularly good to influence future design), or arrange for asset management to sign off on sustainability features.
- Experiment with new technologies and finance mechanisms to ensure that high quality new build can be achieved cost effectively.

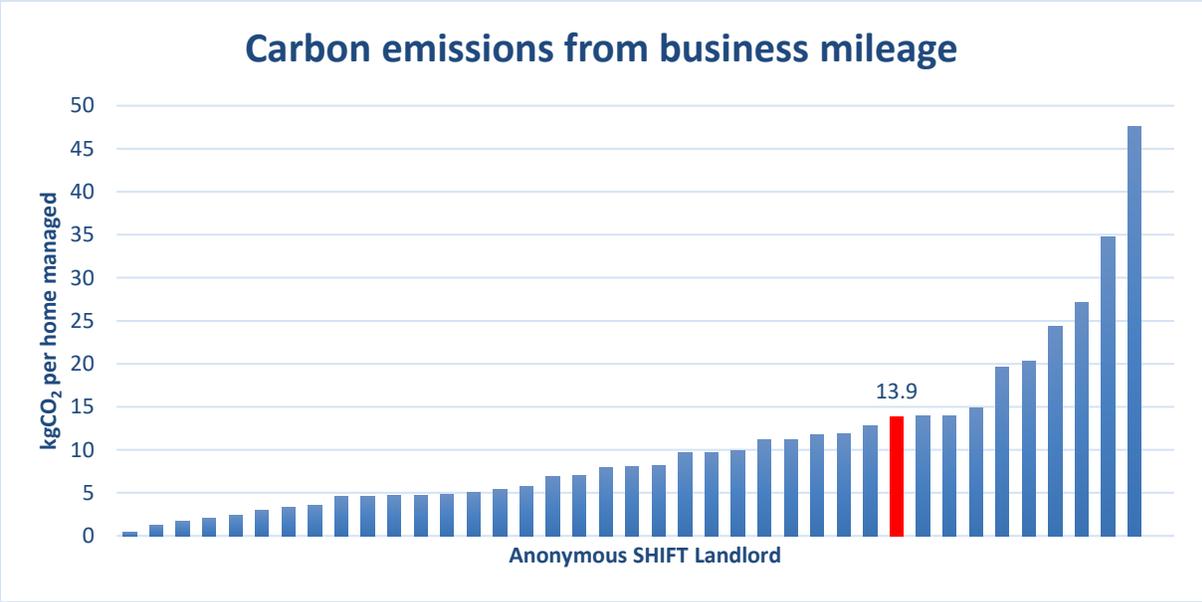
Offices

Although offices have a minor impact on the organisations overall environmental performance there are several advantages from focussing on improving their environmental qualities. Utility bills reduce, staff can see a tangible commitment to sustainability and facilities teams gain first hand experience in environmental technologies.

Business mileage

Controlling business mileage expenditure can make a real difference to landlords. The SHIFT metric for business mileage looks at car claims, public transport usage and air miles (if applicable).

The Procurement Business Partner / Senior Payroll Officer at Optivo provided consumption data on air travel, public transport from the Travel Cloud 2019-20 report. The expenses on public transport and air travel were then converted into distances using SHIFT guidance figures. These were then converted into carbon emissions using Defra conversion factors. Data from business road travel was obtained through mileage claims, which indicated whether vehicles were petrol, diesel, hybrid or electric so the appropriate conversion factors could be applied. Overall, emissions from business mileage totalled at 502,809.3 kg CO₂ per annum, or 13.9 kg CO₂ per home managed.



Recommended improvements:

- Review mileage claims processes to ensure perversions do not exist that encourage staff to drive more and consider different budget codes for petrol/diesel cars so the appropriate conversion factor can be used.

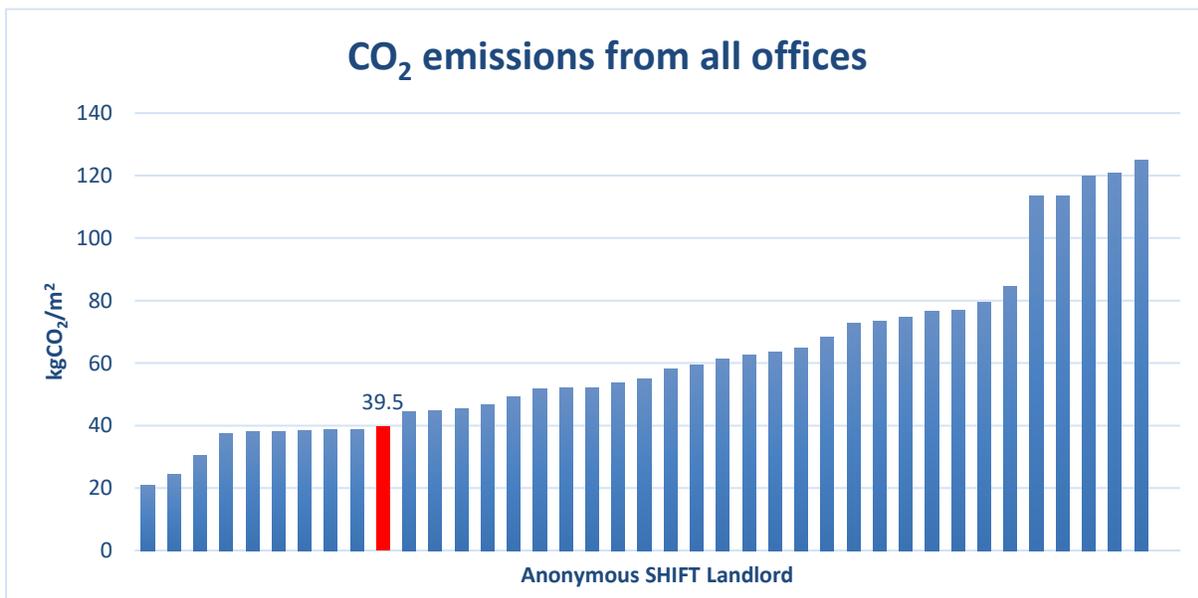
- Consider electric vehicle pool cars.
- Encourage increased use of video conferencing.

Energy usage

SHIFT research indicates that emissions of 25 kg CO₂/m² of office space correlate with 80% reduction against 1990 levels.

Data provided by the Energy Monitoring & Targeting Officer indicated carbon emissions of 342 tonnes using the kWh's of gas and electricity bought for Optivo's office spaces. With a total area of 8,679 m², this relates to 39.5 kgs CO₂ per m² of office space. This is assumed not to have a significant impact from Covid-19 as there is only a slight overlap with the nationwide lockdown at the end of March-20. All office sites will be monitored and considered over the coming years as operations return to a 'new normal' post Covid-19.

The financial year 2019/20 saw a significant fall in office emissions of 17% on the previous year. Optivo have taken action to reduce emissions from offices by installing more efficient HVAC and LED lighting at Grosvenor House. Additionally, Optivo purchased 100% renewable REGO backed electricity in this period. If taken into account, this results in total carbon emissions of 54 tonnes, therefore an unofficial offset of 288 tonnes, or a staggering 84% of office energy usage, is assumed and shows great commitment to net zero carbon ambitions.



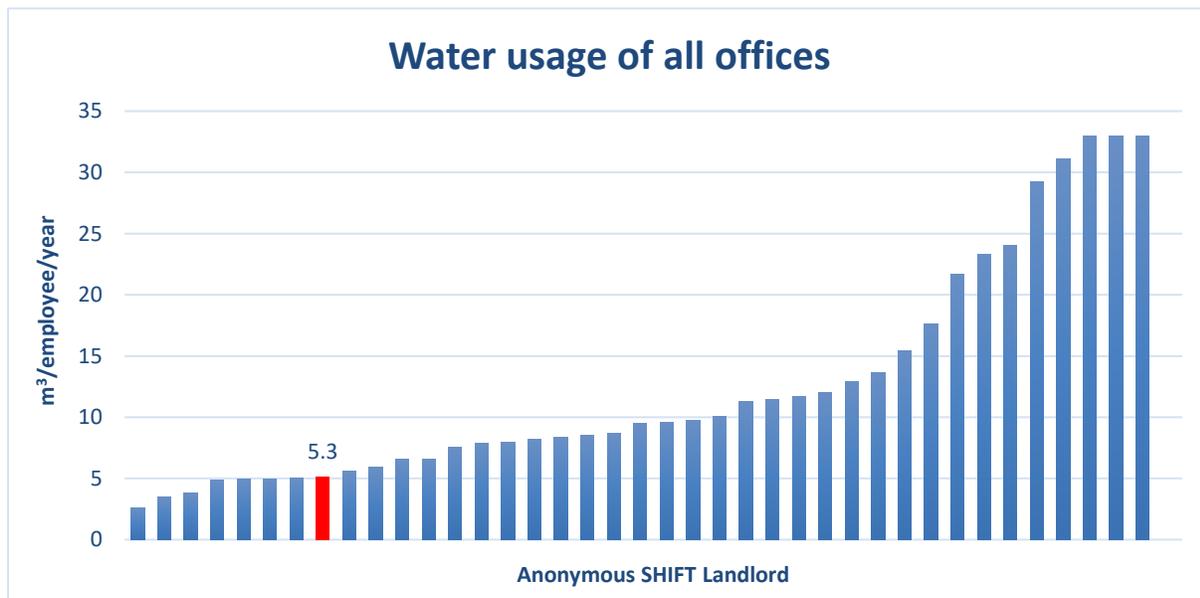
Recommended improvements:

- Carry out an energy audit of offices with an aim of achieving 25kgs CO₂/m² or less and implement recommendations.

- Encourage staff to carry out good housekeeping such as turning off lights and computers.
- For leased offices try to arrange sub-metering with the landlord. Minimum Energy Efficiency Standard (MEES) and Heat Metering Regulations may help with these discussions.

Water

Utility data collected the Energy & Environment Project Coordinator demonstrate that 5,055 m³ of water were used at Optivo's offices in the 12 month reporting period. This equated to 5.3 m³ per full time equivalent (FTE) office-based employee. Water usage was estimated for several offices (Kings Heath, Bell Road and Roman Square) based off intensities from other offices and historical data. Updated data was also not available for some other office spaces, including those at Kent Science Park, The Watch Oak and Newhouse Farm Barns. Instead, similar usage from 2017 – 2019 was assumed.



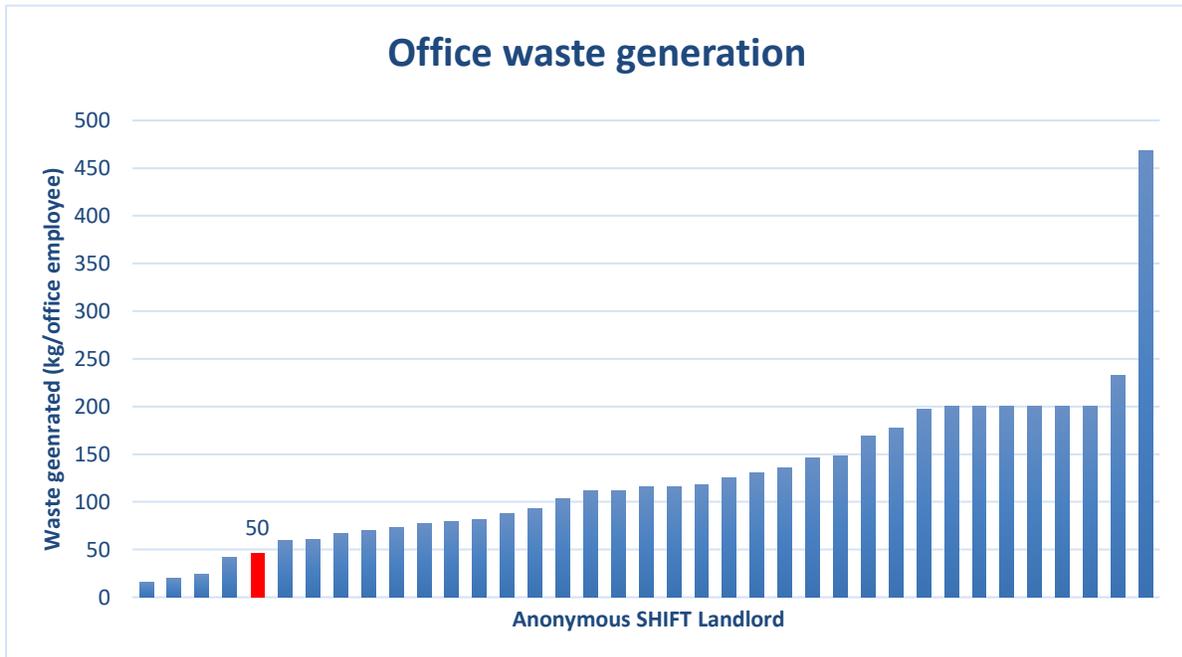
Recommended improvements:

- Work towards gathering updated water usage from utility data for all offices and record this information centrally when billed.
- Carry out a water audit and implement water saving measures. Where water facilities are already efficient but usage is high, check for leaks or incorrect billing.

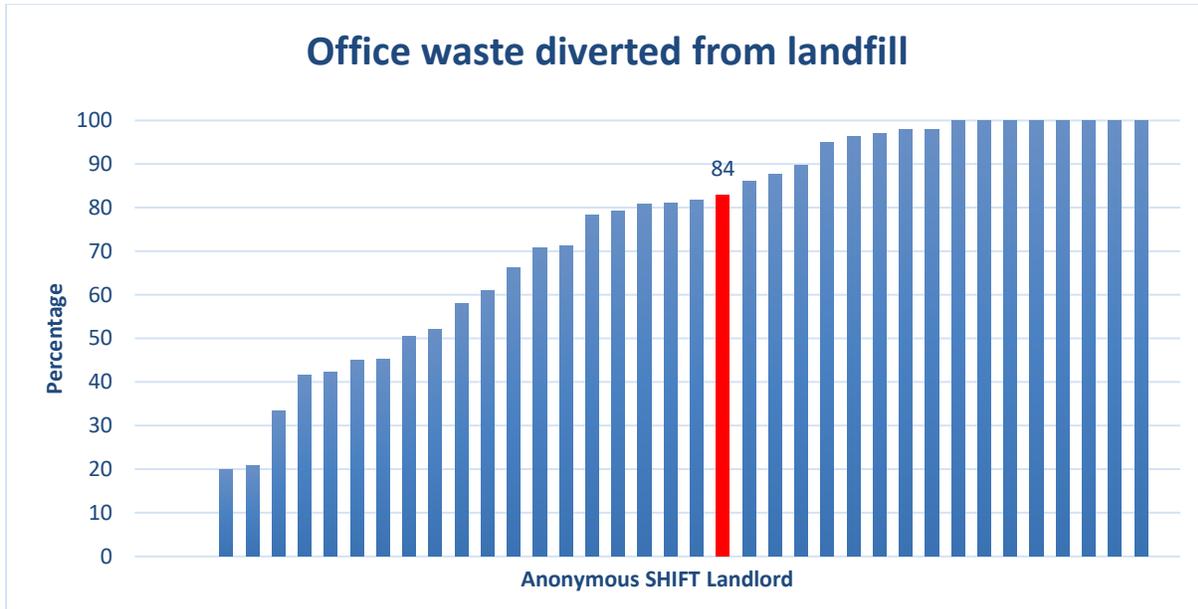
Waste

As interest rises in the circular economy, alongside awareness of the damaging impacts of plastic pollution in particular, companies from all sectors are ramping up efforts to tackle waste. Quantifying total waste outputs and treatment is an important first step.

Certain waste management contractors, including Biffa, Restore and Shred on site were able to provide detailed breakdowns of weight of waste and landfill diversion. Waste collected by contractors Viridor had to be estimated based off bin weights using the WRAP Business Waste Weights Calculator. Overall, this indicated that 47,780 kgs of waste had been generated by Optivo's office activities, or 49.7 kgs per FTE office-based employee per annum. This information was provided by the Energy & Environment Project Coordinator.



This data indicated that an average of 84.2% of waste was diverted from landfill across all of Optivo's offices. This is significant as the Environment Strategy sets a target of 80% office waste diverted from landfill by 2021, which has now been exceeded according to this data collected by the Energy & Environment Project Coordinator.

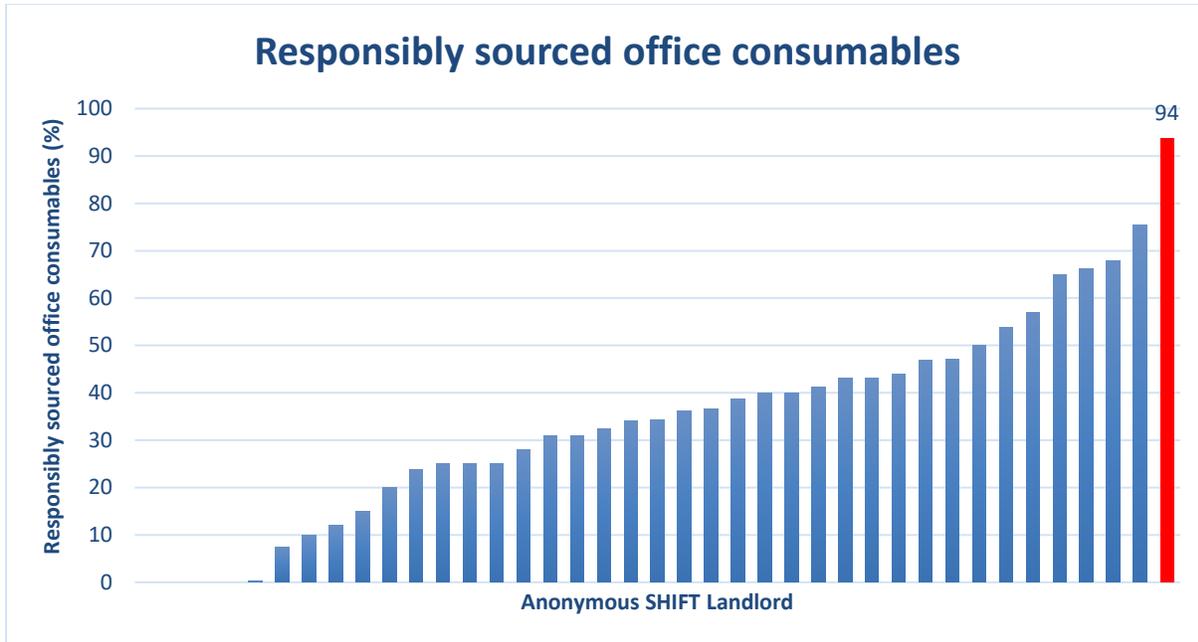


Recommended improvements:

- The ideal first step is to reduce the amount of waste generated. Review systems to see what functions can be made paperless – install “follow me” printers and reduce disposable cups and other utensils.
- Work with office waste contractors to increase waste recycling and gather more reliable data on waste generated and diverted from landfill.

Office consumables

The Energy & Environment Project Coordinator indicated that 100% of paper, supplied by Lyreco, is responsibly sourced FSC. Printer cartridges and toners are purchased from Toshiba who offer Energy Star Certified products that are proven to save 35% more energy than conventional equipment, as well as offering return and recycling. 75% of printer cartridges and toners were assumed to be responsibly sourced. Additionally, 100% of janitorial and ‘other’ products (include teas, coffees etc.) were indicated to be responsibly sourced, with the cleaning contractors being ISO14001 accredited. Overall, this equated to an impressive 93.75% of office consumables being responsibly sourced.



Recommended improvements:

- Liaise with suppliers to ensure they increase the supply of responsibly sourced consumables e.g. FSC paper, toner cartridges with high recyclate content.

Offices at risk of flooding and overheating

Climate change will affect offices as well as homes. The same flood and overheating risk precautions should be taken for offices as for homes. This will ensure business continuity.

The Energy Monitoring & Targeting Officer at Optivo carried out an overheating risk assessment for Optivo’s major offices and found them to be low risk of overheating. Offices featured a range of passive and active measures to mitigate the overheating risk. Passive measures included adequate ventilation, efficient energy consuming devices, low energy lighting and light coloured surfaces to reduce the amount of heat being absorbed. Active measures in the buildings’ designs included natural shading, NW-SE orientation, solar film, low solar gain blinds and air conditioning.

Although offices were at low risk to tidal and fluvial flooding, offices at Kent Science Park, Grosvenor House and Croydon were shown to be at medium risk of surface water flooding and Roman Square was at high risk of surface water flooding. Surface flooding is projected to be the main cause of flooding in the future, so it’s important that this is covered and continually looked into.

Recommended improvements:

- Check Environment Agency flood maps and install adequate protection, especially for surface water run-off which is often neglected and yet projected to increase.

Strategy & Management

A strong sustainability strategy underpins robust environmental monitoring and performance at any organisation, by setting out a clear direction of travel in both the short and long term, as well as SMART KPIs to measure progress against. Points for this section are therefore awarded for specific, measurable, achievable, realistic and time-bound targets only, for a range of areas including energy efficiency, waste, water and climate adaptation. In addition, senior level commitment and defined responsibilities help ensure the likely efficacy of the strategy.

Optivo scored 15 out of 15 for their strategy and leadership. Within their holistic Environment Strategy 2019-21, there is clear senior level commitment demonstrated by the CEO forward in the executive summary and formal review process. This document is also available through Optivo’s website and the Director of Assets is responsible for the achievement of the organisation’s sustainability objectives. The Environment Strategy had clear SMART targets on all environmental impacts covered by the SHIFT assessment, including an energy efficiency target of 100% of home being EPC C or better by 2030. The evidence for this was provided by the Head of Energy & Environment at Optivo.

For the future Environment Strategy that will be in place post 2021, it is recommended that SMART targets are reassessed and success in environmental performance on meeting the current targets are discussed.



Supply Chain

Engaging with your supply chain is a way to encourage improved environmental performance. As well as bringing an enhanced local environment for staff and residents, there are also financial benefits for your organisations. For example, if a maintenance contractor reduces uses more efficient transport, they save costs which could be passed on to you.

For SHIFT purposes, we include in-house maintenance team data in with the supply chain questions. This allows better comparability between organisations. For example, we can compare maintenance CO₂ emissions per home between organisations that do their own maintenance, with organisations who subcontract out all maintenance.

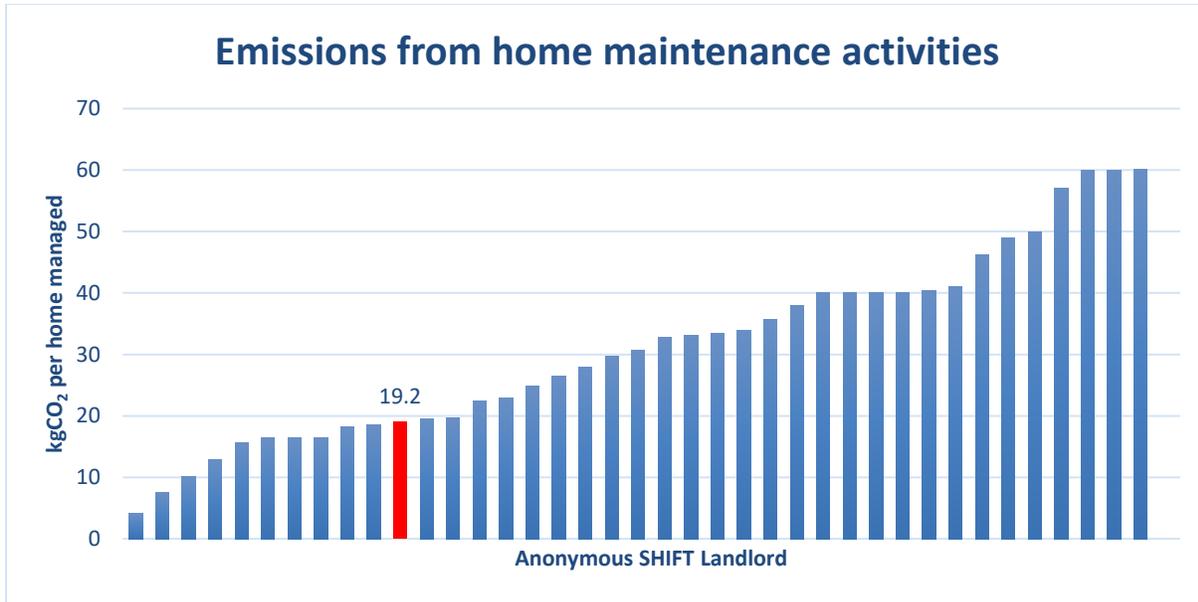
Optivo set out aims in their Environment Strategy to audit 20% of supplier each year to ensure they meet the environmental standards. To collect data across the supply chain for this year's SHIFT assessment Optivo sent out SurveyMonkey surveys to their contractors, it was noted that this got a good response and was a great way of collecting data.

Maintenance CO₂ emissions

In-house and subcontract maintenance teams emit CO₂ from their fleets, offices and other operations. Importantly maintenance fleets also emit air pollutants which contribute to localised poor air quality and consequential health issues.

Figures are based on survey requests to larger contractors requesting their figure for organisational emissions. Where a landlord has its own maintenance fleet these figures are included too. This metric indicates the total CO₂ emitted due to maintenance activities.

Data from the 2019/20 SECR submissions indicated that 544 tonnes of CO₂ equivalent had been emitted by the in-house maintenance fleet. In addition, 26 main contractors survey responses had been added to their data. This data gave a total of 692 tonnes of carbon emissions, or 19.2 kgs CO₂ per home managed.



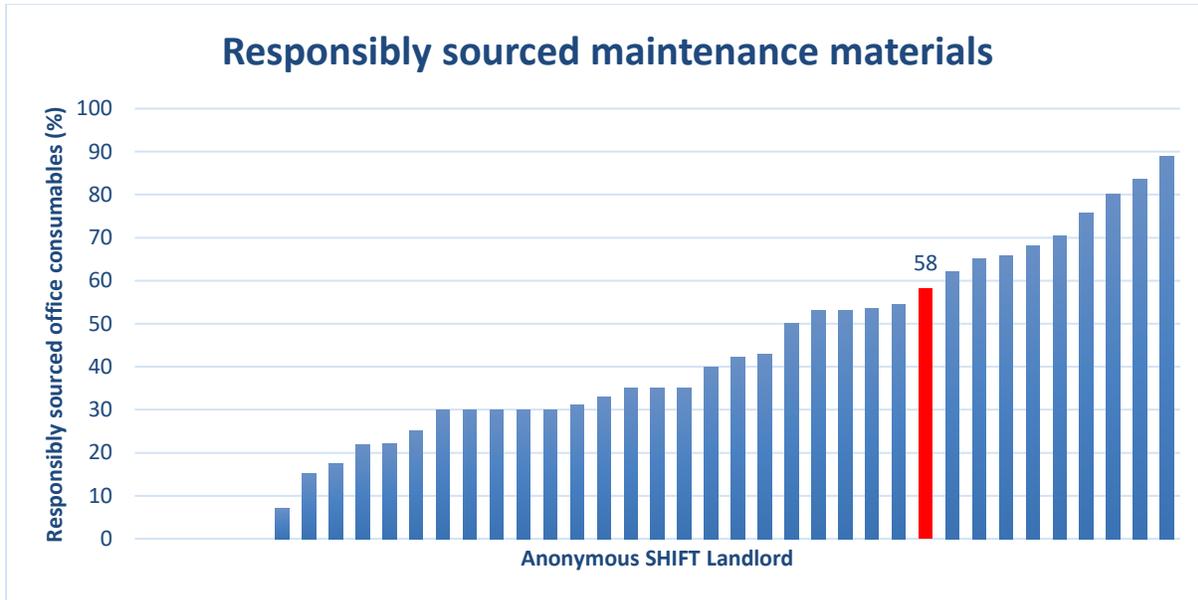
Recommended improvements:

- For your own fleet, vehicle tracking, benchmarking between drivers and fuel efficient driving training have been shown to reduce emissions.
- Some landlords are experimenting with small electric vans. At the moment these seem suitable for densely populated areas where range isn't an issue.
- Require larger contractors to respond to your environmental surveys – after a while they will see that their customers take this seriously and will start to reduce emissions.

Responsibly sourced maintenance materials

Responsibly sourced materials have been manufactured in an environmentally sound way and where the producers treat their workers well. Although there are many eco-labelling schemes for maintenance materials, this still remains a difficult area to assess. Nevertheless, SHIFT encourages maintenance teams and contractors to devise ways to assess this themselves using a methodical approach.

Contractor survey results were used to estimate the percentage of responsibly sourced materials obtained by Optivo. The overall percentage was calculated across different products and services (for example Sustainable alternatives to herbicides and pesticides from grounds maintenance/landscaping contractors and BRE Green Guide A/A+ rated products for windows and roof replacements). Overall, these responses led to 58.1% of routine maintenance and refurbishment materials being responsibly sourced. This exercise proved to be a great way of engaging the supply chain.



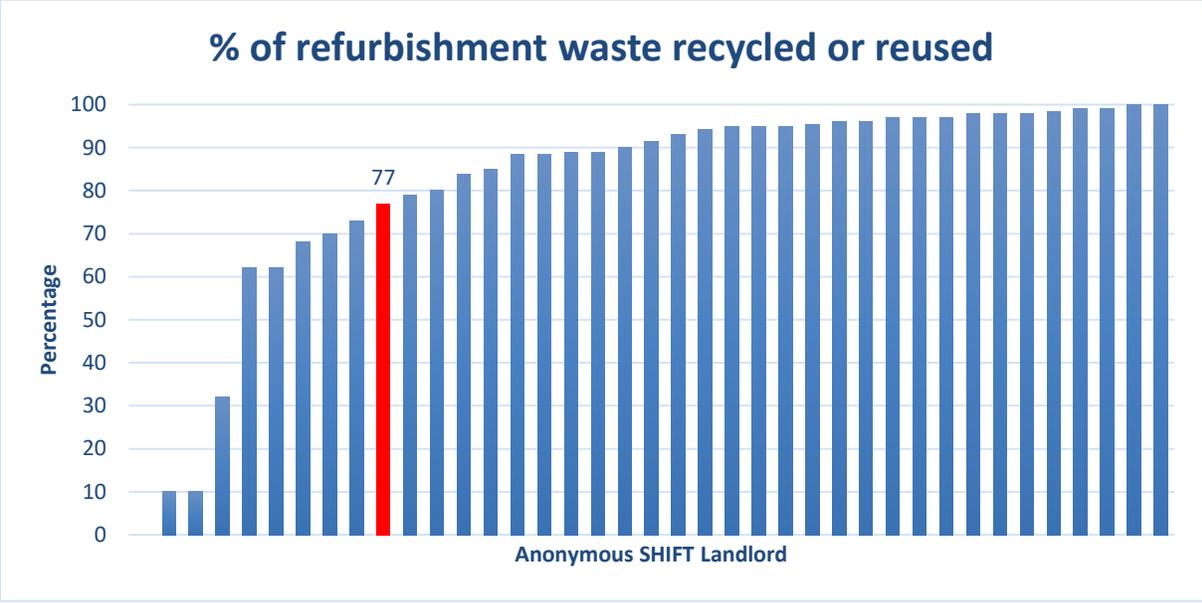
Recommended improvements:

- For your own maintenance team devise simple ways to establish the degree to which your main maintenance materials are responsibly sourced.
- Require subcontracted maintenance firms to devise their own responsible materials scoring methodologies and report them to you.
- Examples of eco-labels include BRE Green Guide to Specification, ISO14001, BES6001, FSC and PEFC.

Refurbishment recycling

Detailed breakdowns of waste treatment are normally available from contractors and DLO's. Good reporting and recycling practices should be factored into the decision-making when contractors are selected.

Data provided by the supply chain in the supply chain survey indicated an average diversion from landfill rate of 77%. The majority of contractors with significantly lower recycling rates were from Construction and Development services, with some recycling as little as 5% of their waste. It's suggested that Optivo target these contractors with persistent low rates, the retendering of contracts could be a good opportunity to enact this.



Recommended improvements:

- For your own maintenance team carry out waste audits and implement plans to reduce waste.
- Require subcontracted maintenance firms to report their recycling rates to you. Eventually these will improve once the supplier knows this is key.
- Consider implementing subcontractor kpis for this impact.

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