



Hebridean Housing Partnership

ESG STRATEGY REVIEW

2025/26



Environmental



Social



Governance



OUR ESG APPROACH

The Environmental, Social and Governance (ESG) Strategy is a systematic approach for identifying and assessing how we run ourselves effectively (Governance) and how we manage our impact on the environment (Environmental) and on the communities in which we operate (Social). It allows us to demonstrate our sustainability as an organisation and guide our corporate decision-making in line with our overall vision.

To measure our ESG performance we will use the Sustainability Reporting Standard for Social Housing (SRS) by Sustainability for Housing and The Good Economy as best practise. The SRS provides a wide range of quantitative and qualitative criteria across 12 ESG themes which we can report against on an annual basis.

This will provide us with the opportunity to transparently demonstrate our progress in a clear and consistent manner and understand our progress as part of wider international sustainability efforts.

ESG 2025/26 highlights

37 energy efficient new homes built	120 new heat pumps installed	99.9% of homes at Band D or above	54 former refusals accepted ASHP	No complaints upheld by SPSO
				
100% gas boilers serviced within MOT date	5 yearly electrical check on all houses	£20K financial assistance from Island Cost Crisis Emergency Fund	Over 14000 electric miles from our EV's	HHP staff raise £1000 to local charities
				

Environment

Solar Panels



After Board approval in May 2026, tenants will now be receiving solar panels in properties that are currently in Bands D to E for energy efficiency. The UK Governments ECO4 scheme has opened the door for social housing tenants to receive the full benefits of solar electricity.

The solar panels will generate free electricity for tenants to use. The scheme will also allow tenants to claim further benefits through the Smart Export Guarantee tariff which is a scheme that allows tenants to earn money for excess renewable electricity that they export back into the electricity grid.

Rathad na Ceardaich



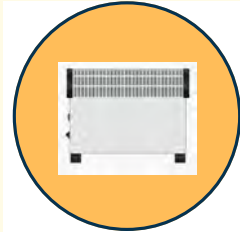
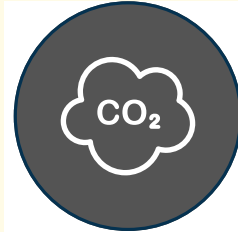
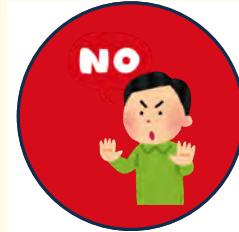
With the second phase of our new build development in Barra nearing completion we have been able to examine the first phase running costs in detail to measure the effectiveness of the construction.

House type	Annual Heating/HW	Annual all Electric (incl. H/HW)	EPC
2 bedrooms	£356 (£7 per week)	£1,218 (£23 per week)	B (88)
3 bedrooms	£685 (£13 per week)	£1,868 (£36 per week)	B (88)

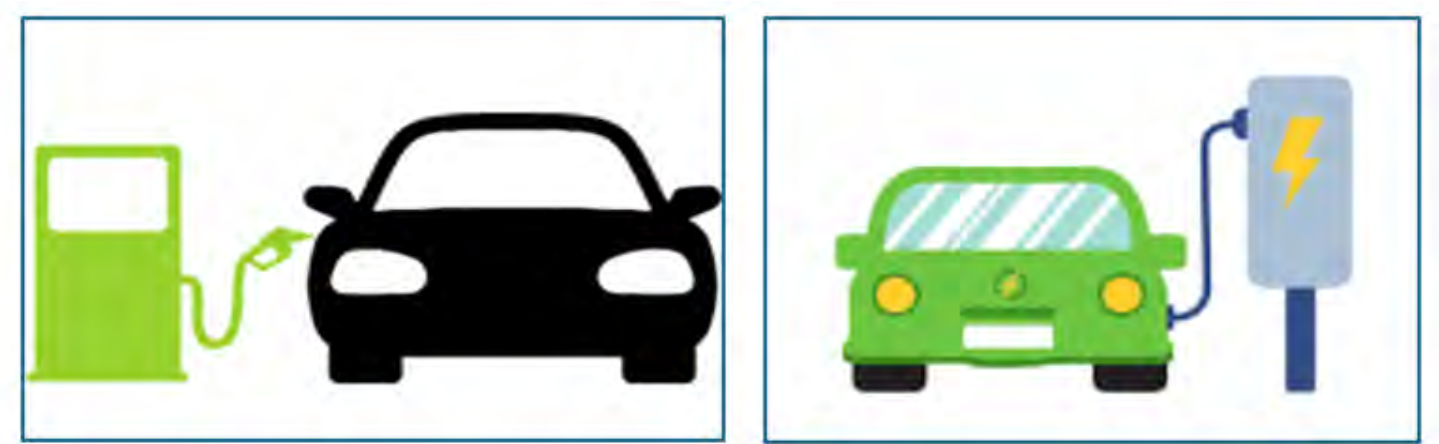
Net Zero

The Scottish Government’s new Net Zero standard has still not been published citing delays with new EPC standard, issues with UK wide intentions and the reconsideration of Private Rented Sector (PRS) proposals.

With no clear guidance we will continue to install air source heat pumps in off-gas areas to meet the clean heating systems target. We are well on target to meet Net Zero targets in this respect as 99% of our off-gas stock have clean heating systems and 91% have air source.

Off-gas Stock	Heat Pumps	Electric heating	Other heating	Refusals
				
2016	1837	155	24	119

Electric Vehicles



2024/25	33,688	14,000
2025/26	28,394	21,626
Difference	-5,294 (16%)	+7,626 (+55%)

Last year we reported that the EV cars covered over 14,000 miles with both cars and that we would be analysing the mileage over the coming year. The table above shows that we are now seeing a reduction in carbon mileage and a substantial increase in EV usage.

Social

Allt na Broighe MUGA



In April 2024, we were approached by the Maryhill and Marybank Community Association to visit the MUGA (multi use games area) at Allt na Broighe to see if we could work together to try and get it back into use after it had deteriorated over the years becoming unusable within the community. The MUGA was overgrown with weeds and gorse branches were sticking through the cage fencing, making it unsafe as a play area. The entrance was also neglected and barely visible through the bushes and weeds. A lot of work was required to bring this area back to its former glory.

Using Community benefit through the repairs and maintenance contract, we were able to get OCS involved. Initially we removed and cut back the gorse then reinstated the entrance by removing weeds, bushes and missing lock-block. Once this was complete, the community association arranged for new goal posts and basketball hoops with the assistance of community grant from HHP. Finally OCS repaired the floodlighting to make it useable throughout the year.



The whole project showed what could be achieved using Community benefit within the wider community. Maryhill and Marybank Community Association were delighted with the finished project and huge credit must go to OCS who provided that little bit of extra time and effort.

Mould and Damp



We are waiting on the Scottish Government to implement new regulations to protect tenants from damp and mould, primarily through Awaab's Law, which mandates timely investigations and repairs by landlords. It is expected that any significant damp and mould risk will need to be investigated **within 10 working days** and remediated **within a further 5 working days**.

We submitted our first return to the Scottish Housing Regulator as shown below.

Issue	No. of cases	Total working days to resolve	Average time to resolve
Condensation	26	404	15.5
Structural	4	81	20.25
Other	9	137	15.22

Emergency Fuel Vouchers

Fuel poverty cannot be completely eradicated by new heating or increase in insulation standards. Households come up against many barriers that force them into fuel poverty which can result in using less and less heating or even self-disconnection. We have to be there for them, to help them as best we can and signpost them to areas of support.

Each year we also look for suitable funding to help tenants financially. In April 2025 we received £20,360 from the Islands Costs Crisis Emergency Fund to help 200 tenants with £100 financial assistance towards energy costs. We then received the same amount again in December 2025.

Charity Presentations



Just before Christmas, HHP staff (above) nominated 3 charities to receive £500 cheques. Cheques were handed out to Macmillan Cancer Support, Alzheimer's Scotland and MND Scotland.

Earlier that month the Board presented £1,000 cheques to representatives from CRY (Andrew Macleod Memorial Fund), Crossroads (Lewis & Harris), Volunteer Centre Western Isles, and Western Isles Association for Mental Health.

The cheque presentation to Tasga Uibhist by Board Member Alison MacCorquodale took place on 20 November 2025.



Governance



Business Plan

As part of our Business Plan we ensure the sustainability of our workforce by investing in young people. We have signed the Developing Young Workers Pledge which is a commitment from employers to support Scotland's young people to succeed in the world of work. As an employers and partners, we play a vital role in creating opportunities for young people as they prepare for and take their first steps into the world of work.

Policies



During the year we updated these policies to support the health and wellbeing of staff and tenants:

- | | |
|---|--|
| <ul style="list-style-type: none">● Procurement● Debt Management● Risk Management● Estate Management● Development | <ul style="list-style-type: none">● Asbestos● Office fire Safety● Neonatal Care Leave● Lift Safety● Wellbeing Strategy |
|---|--|

ESG: A look forward

ESG Action plans for all sections will deliver results in all aspects of our Business. These plans will be approved by our Board in June and monitored through our Managers monthly meetings. Progress will be monitored quarterly.

Environmental 	• Increase air source heat pumps in our off-gas stock to 93% • Decrease the environmental impact of our new build developments • Produce and implement a Carbon Management Plan
Social 	• Continue to support placemaking through Community Benefit • Seek funding to support those struggling with energy bills • Increase tenant sign up to Tenant Portal
Governance 	• Annual review of 30 year Business Plan • Keep rents affordable • Support local economy
Property Services	• Submit 2 bids to Social Housing Net Zero fund • 100% gas safety and electrical safety • Install solar panels using ECO4 funding
Customer Services	• Attendance at tenant/resident meetings. • Seek funding to support those struggling with energy bills • Hold tenant events with partners to increase attendance
Housing Services	• Housing Officers attending drop-ins • Signpost vulnerable tenants to relevant agencies • Work collaboratively with agencies involved in anti-social behaviour
Corporate Services	• Continue to monitor EV provision to reduce carbon mileage • Increase the number of paperless invoices from creditors • Provide financial information to the RBS Carbon tracker tool
Governance	• Commit to embed sustainable practices in all aspects of business • Raise Board awareness of energy efficiency • Annually evaluate the diversity of our Board



Hebridean Housing Partnership

2025/26

SUSTAINABILITY REPORT

Sustainability Reporting Standard for Social Housing

Our measurement of ESG performance follows the Sustainability Reporting Standard for Social Housing (SRS) by Sustainability for Housing and The Good Economy. The SRS provides a wide range of quantitative and qualitative criteria across 12 ESG themes which we report against on an annual basis.

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Theme	Criteria	Description	Performance																																												
Affordability and Security	C1	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1) Rent compared to Median private rental sector (PRS) rent across the Local Authority 2) Rent compared to Local Housing Allowance (LHA)	<table><tr><th colspan="2">LHA</th></tr><tr><td>0</td><td>£87.45</td></tr><tr><td>1</td><td>£109.32</td></tr><tr><td>2</td><td>£136.93</td></tr><tr><td>3</td><td>£159.95</td></tr><tr><td>4</td><td>£195.62</td></tr><tr><th colspan="2">Variance to LHA</th></tr><tr><td>1 Shared</td><td>-£7.57</td></tr><tr><td>1</td><td>£17.27</td></tr><tr><td>2</td><td>£34.29</td></tr><tr><td>3</td><td>£50.72</td></tr><tr><td>4</td><td>£73.13</td></tr><tr><th colspan="2">Privat Rental Sector Scottish Stats</th></tr><tr><td>1</td><td>£135.23</td></tr><tr><td>2</td><td>£167.77</td></tr><tr><td>3</td><td>£209.54</td></tr><tr><td>4</td><td>£267.92</td></tr><tr><th colspan="2">Variance to PRS Scottish Stats</th></tr><tr><td>1</td><td>£43.18</td></tr><tr><td>2</td><td>£65.13</td></tr><tr><td>3</td><td>£100.31</td></tr><tr><td>4</td><td>£145.43</td></tr></table>	LHA		0	£87.45	1	£109.32	2	£136.93	3	£159.95	4	£195.62	Variance to LHA		1 Shared	-£7.57	1	£17.27	2	£34.29	3	£50.72	4	£73.13	Privat Rental Sector Scottish Stats		1	£135.23	2	£167.77	3	£209.54	4	£267.92	Variance to PRS Scottish Stats		1	£43.18	2	£65.13	3	£100.31	4	£145.43
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Affordability and Security	C2	Share, and number, of existing homes (owned and managed) completed before the last financial year allocated to:	General Needs: 2403 HWEC: 50 Managed: 2																																												
Affordability and Security	C3	Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to:	General Needs: 37																																												
Affordability and Security	C4	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	98% compliant with EESSH and on track to meet Net Zero standards There is a renewable heating system installed in 91% of off-gas properties There is a clean heating system installed in 99% of off-gas properties																																												
Affordability and Security	C5	What % of rental homes have at least a 3 year tenancy agreement?	Scottish Secure Tenancies with only 17 Short Secure Tenancies in place																																												
Building Safety and Quality	C6	What % of homes with a gas appliance have an in-date, accredited gas safety check?	100%																																												

Theme	Criteria	Description	Performance
Building Safety and Quality	C7	What % of flatted buildings have an in-date and compliant Fire Risk Assessment (FRA)?	All 3 storey + flatted properties have up to date compliant FRA's All flats are inspected annually for fire risk in common areas. All flats have fire escape plan fixed inside property
Building Safety and Quality	C8	What % of homes meet the Social Housing Quality Standard?	92.54% 12 properties have an unsatisfactory DEICR which is reflected as fails in SHQS 11 and 45 All 12 are currently being addressed through our 2026/27 DEICR works programme
Resident Voice	C9	What arrangements are in place to enable tenants to hold management to account for provision of services?	Tenant Participation (TP) Strategy Tenant Engagement Officer Tenant Board Panel
Resident Voice	C10	How does the housing provider measure Tenant Satisfaction and how has Tenant Satisfaction changed over the last 3 years?	2021 – 86% 2024 – 83%
Resident Voice	C11	In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints resulted in change of practice within the housing provider?	No complaints progressed to SPSO
Resident Voice	C12	What support services does the housing provider offer to its tenants. How successful are these services in improving outcomes?	December 2025: Received £20,360 from the Islands Costs Crisis Emergency Fund to help 200 tenants with £100 financial assistance towards energy costs.

Theme	Criteria	Description	Performance
Placemaking	C13	Provide examples or case studies of where the housing provider has been engaged in placemaking or place-shaping activities.	New build developments feasibility reports incorporate green spaces and linkages
Climate Change	C14	Distribution of EPC ratings of existing homes (those completed before the last financial year).	A - 0.33% B - 12.92% C - 63.92% D - 22.71% E - 0.12%
Climate Change	C15	Distribution of EPC ratings of new homes (completed 2024/25)	B (81-1; 82-8; 83-11; 84-17)
Climate Change	C16	Scope 1, Scope 2 and Scope 3 greenhouse gas emissions.	No information available
Climate Change	C17	What energy efficiency actions has the housing provider undertaken in the last 12 months?	Installed 120 new air source heat pumps 54 former heating refusals received new heating in 2025/26
Climate Change	C18	How is the housing provider mitigating the following climate risks: - Increased food risk - Increased risk of homes overheating	No information being gathered at present
Climate Change	C19	Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe	Tenant 'Health and Safety' booklet delivered to all tenants. Covers all aspects of Landlord Health and safety Top tips for air source heating
Ecology	C20	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?	New build projects are subject to extensive green spaces and promote biodiversity through sustainable drainage systems (SUDS)

			Specific sites address individual biodiversity issues. ● Newmarket: Peatland restoration ● Leverburgh: Otter Study ● Scott Road: Hydrology
Theme	Criteria	Description	Performance
Ecology	C21	Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?	Strategy to be in place by 2028
Resource Management	C22	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?	Investment and Framework contracts have sustainability as part of the scoring requirements. The weighting is 10% of overall scoring.
Resource Management	C23	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	Strategy to be in place by 2028
Resource Management	C24	Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	Strategy to be in place by 2028 We know the impact that flooding and other extreme weather events has on our buildings.
Structure and Governance	C25	Is the housing provider registered with the national regulator of social housing?	Registered Social Landlord with the Scottish Housing Regulator Registration Number: 359 Registered Property Factor

Structure and Governance	C26	What is the most recent regulatory grading/status?	Compliant at 31 March 2026 The RSL meets regulatory requirement, including the Standards of Governance and Financial Management
Theme	Criteria	Description	Performance
Structure and Governance	C27	Which Code of Governance does the housing provider follow, if any?	Scottish Housing Regulator's Standards of Governance and Financial Management SFHA Model code of Governance
Structure and Governance	C28	Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	We are Not-For-Profit
Structure and Governance	C29	Explain how the housing provider's board manages exceptional risk.	Risk Management Strategy which includes Risk Appetite and Risk Register Business continuity Plan
Structure and Governance	C30	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?	No
Board and Trustees	C31	What are the demographics of the board?	Men: 7 Women: 3 Disability: 1 Age: Ranging from 48 to 73 years of age

Board and Trustees	C32	What % of the board and management team have turned over in the last two years?	Board: 20% Executive Team: 0% Management: 0%
Theme	Criteria	Description	Performance
Board and Trustees	C33	Is there a maximum tenure for a board member? If so, what is it?	9 years but can be extended by assessment
Board and Trustees	C34	What % of the board are non-executive directors?	100%
Board and Trustees	C35	Number of board members on the Audit Committee with recent and relevant financial experience.	2
Board and Trustees	C36	Are there any current executives on the Remuneration Committee	The Chief Executive will provide advice to the Working Group except where external expertise and knowledge is required, or a decision is required on the remuneration or terms and conditions of the Chief Executive.
Board and Trustees	C37	Has a succession plan been provided to the board in the last 12 months?	Yes
Board and Trustees	C38	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	2 Year
Board and Trustees	C39	When was the last independently-run, board-effectiveness review?	2024/25
Board and Trustees	C40	Are the roles of the chair of the board and CEO held by two different people?	Yes

Theme	Criteria	Description	Performance
Board and Trustees	C41	How does the housing provider handle conflicts of interest at the board?	There is a Code of Conduct for Board Members All Members must declare any interests and these are held and published in a Register of Interests, which Members must keep updated. During meetings, Members must declare any interest in a matter and are required to leave the meeting while the matter is discussed. Any interests declared during a meeting are recorded in the minutes.
Staff Wellbeing	C42	Does the housing provider pay the Real Living Wage?	We pay the Real Living Wage
Staff Wellbeing	C43	What is the median gender pay gap?	3.36%
Staff Wellbeing	C44	What is the CEO:median-worker pay ratio?	Ratio 2.75:1
Staff Wellbeing	C45	How does the housing provider support the physical and mental health of their staff?	Alongside a suite of health policies staff have access to an occupational health specialist. Wellbeing Strategy in place 
Staff Wellbeing	C46	What is the average number of sick days (both long and short term) taken per employee?	Short-term: 3.2 days Long-term: 5.0 days
Supply Chain	C47	How is Social Value creation considered when procuring goods and services?	Social value created through community benefit requirements Social Value Report due 2026
Supply Chain	C48	How is Environmental impact considered when procuring goods and services?	Framework contracts have sustainability as part scoring