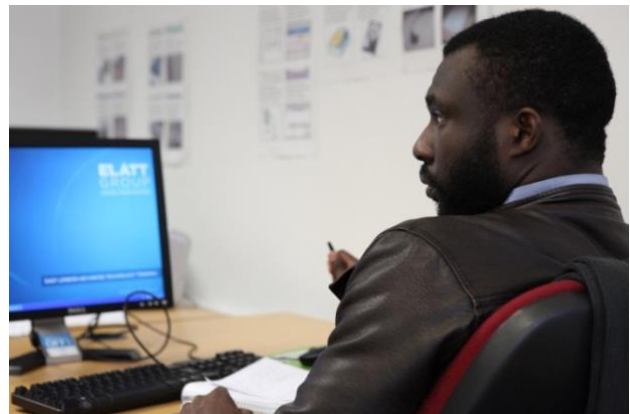


Positive Impact

A vision for a sustainable future

Sustainability Strategy and Estates Plan 2019-2023

April 2019
Updated September 2023



Introduction

ELATT supports its key stakeholders to make informed decisions that lead to positive sustainable practices at an organisational level and within the communities where we operate. Our programmes have a strategic focus on Positive Impact and we continually strive to find effective approaches to developing sustainable strategies and processes. We draw upon the expertise of our partners and associates such as Citizens UK, AELP, Investors in People and East London Business Alliance to improve and develop our sustainable business practices.

Integrating sustainable thinking into our day to day activities as a charity and education provider enables ELATT to bring positive change to the way we operate, build effective relationships and develop wider awareness of the importance of sustainability. As a result, we have inspired our staff and students and key stakeholders to participate in Positive Impact: A Vision for a Sustainable Future.

Our achievements to date demonstrate how we can continue to evolve and change proactively to ever changing social climate and global system pressures and trends. Our commitment to sustainability is ingrained with the fabric of our organisational activities. We recognise that this will help our charity grow, tackle inequality and continue to sustain organisational resilience in an increasingly competitive market-place in the third sector.

To ELATT in 2019, sustainability means:

- Economic & financial opportunity for the individuals we support
- Economic progress for the marginalised communities we work with
- Protection of the environment
- Sustainable progress for the organisation and its people

Achieving these aims outlined above is the purpose of **Positive Impact 2019-2023**.

Our Priorities

Between 2019 and 2023 we aim to:

- Priority 1** **Support economic and social progress for our students**
- Priority 2** **Support the economic and social progress of our community**
- Priority 3** **Protect the environment through efficient use of resources**
- Priority 4** **Achieve sustainable progress for our organisation and its people**
- Priority 5** **Develop our estate both in Hackney and throughout London (Estates Strategy)**

OUR TARGETS

Priority 1 Support economic and social progress for our students.

We will:

Ensure that the most marginalised people from our communities can access learning and progress in life and work.

Ensure that financial barriers, such as childcare and travel support and access to resources, do not prevent disadvantaged groups from accessing learning.

Our Actions:

- Ensure that tutors take opportunities to incorporate sustainable development, environmental awareness and social skills into curriculum activities, helping students improve both quality of life and employability.
- Develop partnerships with welfare and debt advice; mental health; employment and counselling and therapy-focussed specialist agencies to provide whole person support on-site and off-site.
- Work with the East London Business Alliance and through our own initiative to develop support services with firms in the City of London and London-wide and to improve job prospects for our students.
- Work with Citizens UK to enable our students to take part meaningfully in the democratic process, including hosting local Councillor's surgeries onsite and running local campaigns through our Equal Voices programme.
- Encourage students to feel confident about making positive contributions to society, considering issues such as equality of opportunity, diversity and the environment.
- Develop our Volunteering Programme to help students give their skills to the local community and improve their own life chances.
- Develop a pan-London approach to the Equal Voices model.
- Challenge our students to use their individual talents so that they can contribute to the economic prosperity of their local community and the environment and empower them with sustainable social behaviours.

Priority 2 Support the economic and social progress of our communities.

We will:

Secure new premises in an area of rapidly growing need in outer London in order to share our expertise in regeneration in Hackney for target groups outside of the borough.

Maintain excellent partnerships, in the private, public and voluntary sectors, in order to provide the best possible service and scope to our target groups.

Develop new solutions to affordable childcare through partnership with specialist agencies.

Our Actions:

- Expand delivery and business strategy to increase delivery in outer London boroughs in accordance with need as established in the London Poverty Profile.
- Work with contacts in greater London to build ELATT's presence and secure long-term rented accommodation.
- Maintain and develop links with community groups, employers and council services to reduce duplication, maximise efficiency of public funding and provide joined-up services to those in need.
- Develop our Volunteering Programme so that more local groups can benefit from the skills and abilities of our student body.
- Expand the available delivery rooms at our Kingsland Road site through the creation of an additional classroom and two one-to-one meeting rooms.
- Extend the Pop-up Childcare model to all community delivery venues.
- Ensure ELATT can facilitate eligibility for all students through diverse income sources.

Priority 3 Protect the environment through efficient use of resources.

We will:

Ensure the staff team maximise environmental and cost efficiency of resources.

Ensure student teaching and learning resources maximise environmental and cost efficiency.

Undergo a rigorous annual audit of resources to ensure optimisation of existing resources and reduction of wastage.

Our Actions:

- Maintain re-accreditation in the Green Mark Level 2 and involve all staff and volunteers in the process and identify next steps to reduce ELATT's carbon footprint
- Maintain a robust Asset Register and aim to extend the useful lifespan of all equipment to 5 years through careful and timely upgrading.
- Focus staff on two key themes 1) Reducing printing through individual print usage data combined with carbon emissions impact, for both staff and students
- and 2) Reducing energy use as we move towards Net Zero Carbon, using the Green Mark format for utilities and paper usage quarterly
- Reducing printing by 10%, measured in volume as invoiced from Ricoh.
- Establish a Staff Intranet through Office 365, allowing access to forms, templates and teaching resources from any site.
- Introduce online discussion boards through Yammer as an alternative internal communication means to email, ensuring fluid, comprehensive and open staff discussion in an all-online environment.
- Train staff in the correct use of Excel spreadsheet layout or saving to .pdf in order to reduce wastage.
- Tutors to use new VLE facility online to reduce printing and encourage students to save notes onto USB sticks which we aim to gift to each student.
- IT Tutors to implement e-portfolios initially for higher-level courses.
- Course Induction to include a reminder on use of printers for students at Kingsland Road, ensuring prints are not mislaid at the wrong printer.
- Reducing energy use by 5%, measured by units used against delivery volume.
- Tutors to review the messages related to energy/paper use at Course Induction.
- Establish a student Intranet and VLE, facilitating access to learning resources and class interaction offsite.
- Tutors to remind students of the importance of turning off PCs, monitors, lights and air conditioning in unused classrooms.
- All staff & volunteers to turn their monitors off or laptops when not in use.
- Install light sensors throughout Kingsland Road to reduce the use of unnecessary lighting.
- Staff to maintain the Air Conditioning at no higher than 23° in summertime or in 21° winter time.
- IT Support to set Power Saving settings as default on PCs (e.g. monitor use, hard-drive use).

Priority 4 Focus on sustainable progress for our organisation and its people.

We will:

Maintain our status as a Living Wage Employer.

Benchmark the quality of our leadership and management in relation to the continuous development of our people against external quality benchmarks.

Continue to diversify our income base, increasing our funding from non-government sources such as charitable trusts and foundations and corporate giving, and maintaining a sustainable balance of grant and output funding.

Our Actions:

- Work with our suppliers to ensure their contracted staff who are delivering services for ELATT, receive pay equal or exceeding the London Living Wage.
- To work with pan-London agencies to share and promote our sustainability experiences and best practice with other charities and small businesses.
- To work with AELP to highlight to central government the value of the Third Sector offer within the skills landscape, to reach disadvantaged groups who would otherwise not engage with learning.
- To continue our Business Development target of securing funding from at least 5 non-governmental sources per year to account for 20% of our annual income.
- To maintain turnover at £1.5mill+ per year, in order to ensure long-term maintenance of free reserves and provide options to invest in capital projects both in existing and new locations where need is high.

Priority 5 Develop our estate both in Hackney and throughout London (Estates Strategy)

We will:

Ensure that all ELATT students have motivating, dignified and well-maintained study premises, whether at our main Kingsland Road premises or offsite throughout London, including the appropriate level of classrooms, meeting rooms and inclusive spaces.

Develop our Kingsland Road site to accommodate more young people with SEND with Digital, Creative and Basic Skills each year and so fully meet demand and the needs of the curriculum, local partnerships – particularly the local authority, schools and the voluntary sector - and local employers.

Work with community partners to achieve these goals beyond our main Kingsland Road premises.

Options generation and evaluation

Option	Assessment	Decision
Secure additional rental venues near Kingsland Road	Renting a venue near ELATT would not incur the costs required for a building redevelopment. However, there are few suitable venues in the vicinity, and the nature of our students is such that there are too many risks associated by delivering offsite – in particular, access to specialist equipment, security and safeguarding, especially for young people with SEND who are not independent travellers.	No
Expand the current number of rooms available at Kingsland Road	This option ensures there are no safeguarding, security or curriculum risks as additional students will have full access to our existing resources on-site. Subject to sourcing the required finances, there would be manageable disruption to learning during term-time in the construction phase and a long-term benefit to both local people and ELATT.	Yes
Take no action	Taking no action would bear no immediate cost nor cause no immediate disruption. However, demand amongst young people with SEND and those at risk of NEET would continue to be unmet, and therefore this option is not consistent with our public duty as a charity.	No

Recommendations

During 2023 – 2024 at its main Kingsland Road centre, ELATT aims to:

- Create an additional classroom at the Kingsland Road site to accommodate 8 – 14 more adults and young people with SEND each year
- Create two additional small meeting rooms to provide more opportunities for one-to-one wrap-around support for students
- Provide for a multi-faith prayer room
- Provide for appropriate bike storage

Actions

- Commission an architect to design the new adaptations to the Kingsland Road site, in accordance with RIBA Level 3 requirements and with sustainability and energy-reduction priorities, including re-use of existing materials wherever possible.
- Source quotes from reputable construction professionals to identify the budget required and to establish a realistic timeframe for implementation.
- Develop a fundraising plan on a mixture of direct contribution from reserves and support from the public and private sectors.

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