

#

# Shaftesbury PLC

## Corporate Responsibility

### Action Plan

2011-12



RPS  
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## 1.0 Stakeholder Engagement

*Note: The timeframe of 2011–2012 for implementation of the objectives and targets is consistent with the financial year, which is 1<sup>st</sup> October 2011 to 30th September 2012.*

### Policy Goal A: Disseminate the Corporate Responsibility Policy and Promote Staff, Tenant and Principal Supplier Awareness

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
A1	<b>Disseminate the Policy to all the Company's staff, managing agents, contractors, and tenants and ensure that it is available to the public</b>	<ul style="list-style-type: none"> <li>Ensure Policy continues to be issued to all new commercial tenants as part of tenants pack.</li> </ul>	Number of new tenants receiving Policy	Managing agents
		<ul style="list-style-type: none"> <li>Ensure Contractors' Leaflet is issued as part of all refurbishment contracts</li> </ul>	% of contractors receiving contractors leaflet	Shaftesbury/Project Managers
A2	<b>Provide appropriate awareness raising and engagement with tenants within the portfolio</b>	<ul style="list-style-type: none"> <li>Engage with selected 10 tenants to discuss their approach to sustainability</li> <li>Replace Tenants' leaflet with a more detailed Sustainability Guide for commercial tenants</li> <li>Develop a Sustainability Leaflet for residential tenants and circulate by email</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings with selected tenants</li> <li>Number of commercial tenants receive Sustainability Guide</li> <li>Number of residential tenants that receive leaflet</li> </ul>	Shaftesbury/RPS/Managing agents

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
		<ul style="list-style-type: none"> <li>• Provide membership of Sustainable Restaurant Association (SRA) for every new restaurant tenant</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new restaurant tenants registered with SRA</li> </ul>	Shaftesbury
<b>A3</b>	<b>Provide appropriate training and awareness to staff and principal suppliers</b>	<ul style="list-style-type: none"> <li>• Undertake update awareness training for all personnel and key suppliers by November 2012.</li> </ul>	Awareness training attended by staff and suppliers	RPS/Shaftesbury
		<ul style="list-style-type: none"> <li>• Continue to issue the following checklists to the Principal Suppliers:               <ul style="list-style-type: none"> <li>- Contractors Checklist</li> <li>- Specification Checklist</li> <li>- Legal Compliance Checklist</li> </ul> </li> </ul>	Number of projects over £75,000 threshold where Checklists have been completed	RPS/Shaftesbury

**Policy Goal B: Review the Policy on an annual basis and report on the Company's performance**

Number	Objective	Targets 2011-12	Key Performance Indicator	Personnel Responsible
B1	The Policy will be reviewed on an annual basis and objectives and targets will be set.	<ul style="list-style-type: none"> <li>Set objectives and targets for 2011-12</li> </ul>	Action Plan reviewed	RPS/Shaftesbury
		<ul style="list-style-type: none"> <li>Review Policy in May 2012 for approval at the Board meeting in July 2012</li> </ul>	Policy reviewed and approved	
B2	The Company will monitor and report publicly on its performance	<ul style="list-style-type: none"> <li>Report performance against Action Plan on Company website,</li> </ul>	Report publicly available	RPS/Shaftesbury
		<ul style="list-style-type: none"> <li>Include summary of performance in Annual Report 2011-12</li> </ul>	Input into annual report	
		<ul style="list-style-type: none"> <li>Undertake annual audit in August – September 2012 to monitor performance against the Policy and Action Plan</li> </ul>	Audit completed	

**Policy Goal C: Shaftesbury will conduct its business with integrity**

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
C1	<b>Be honest, open, helpful and polite</b>	<ul style="list-style-type: none"> <li>Remain in FTSE4Good Index for 2011-12.</li> </ul>	Listing in FTSE4Good Index	Shaftesbury/RPS
		<ul style="list-style-type: none"> <li>Remain in Dow Jones Sustainability Index for 2011-12.</li> </ul>	Listing in DJSI Index	
		<ul style="list-style-type: none"> <li>Engage with key investors and other benchmarking agencies.</li> </ul>	Minutes of meetings/calls with investors	
C2	<b>Provide the standards of accommodation and services that have been agreed</b>	<ul style="list-style-type: none"> <li>Continue to maintain existing regular liaison between tenants, managing agents &amp; Shaftesbury.</li> </ul>	Records of meetings	Shaftesbury surveyors/Managing agents
C3	<b>Comply with all relevant laws and regulations and other key policy goals with regard to customer relations.</b>	<ul style="list-style-type: none"> <li>Achieve 100% compliance.</li> </ul>	% Compliance	Shaftesbury

## 2.0 Environmental Responsibility

### Policy Goal D: Comply with Legal Requirements

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
D1	Comply with all legal and regulatory requirements	<ul style="list-style-type: none"> <li>Review legislation checklists to ensure are current.</li> </ul>	Legal checklist reviewed	RPS to liaise with: <ul style="list-style-type: none"> <li>Shaftesbury</li> <li>Project Managers</li> <li>Managing agents</li> </ul>
		<ul style="list-style-type: none"> <li>Monitor environmental compliance on refurbishment and construction projects for 2011-12 using checklist</li> </ul>	Number of projects above £75,000 monitored	
		<ul style="list-style-type: none"> <li>Achieve zero environmental non-compliance for 2011-12</li> </ul>	Number of non-compliances	All above

**Policy Goal E: Before purchase, environmental audits are conducted where appropriate**

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
E1	<b>Undertake environmental/building health surveys of properties prior to purchase if appropriate</b>	<ul style="list-style-type: none"> <li>Ensure environmental/building health surveys are used to screen properties before purchase of all properties, including risks from climate change, rising water tables and localised flooding.</li> </ul>	Survey reports for all purchases	Shaftesbury/ Project Managers
E2	<b>Continue to invest only in 'brownfield' sites</b>	<ul style="list-style-type: none"> <li>Continue to achieve 100% use and regeneration of 'brownfield' land during expansion and refurbishment of portfolio.</li> </ul>	% of development on brownfield land	Shaftesbury

**Policy Goal F: Minimise environmental impacts and operate in an environmentally sustainable manner in management of properties**

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
F1	<b>Monitor and where possible reduce energy consumption and investigate opportunities for the use of renewable energy</b>	<ul style="list-style-type: none"> <li>Continue to monitor energy consumption in Shaftesbury Head Office and common parts of portfolio.</li> <li>Aim for solely owned common parts normalised data to not exceed 100kgCO<sub>2e</sub>/m<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>Total energy consumption tonnes CO<sub>2</sub></li> <li>Carbon per m<sup>2</sup> not to exceed target</li> </ul>	<ul style="list-style-type: none"> <li>Managing agents to collect data</li> <li>RPS to collate for reporting baseline</li> </ul>
		<ul style="list-style-type: none"> <li>Extend the use of Green Tariff electricity in Soho to Chinatown and when renewing energy contracts throughout the portfolio purchase 'green tariff' electricity when costs are within 5% of brown energy.</li> </ul>	% new contracts placed on green energy tariffs	Managing agents/Shaftesbury
		<ul style="list-style-type: none"> <li>Continue to monitor use of long life light bulbs within common parts of managed portfolio:                             <ul style="list-style-type: none"> <li>Aim for 90% use in Carnaby, Seven Dials and Longmartin</li> <li>Replace halogen spot lights with long life bulbs in Chinatown. Aim for 80%.</li> </ul> </li> </ul>	% of long life bulbs within portfolio	Managing agents

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
F2	<b>Monitor and, where possible, minimise water consumption</b>	<ul style="list-style-type: none"> <li>Investigate opportunities for including water meters in properties in Soho portfolio.</li> </ul>	Number of water meters installed	MJ Mapp
		<ul style="list-style-type: none"> <li>Monitor water use in Carnaby/Seven dials common parts – aim for 75% reporting of readings.</li> <li>Maintain usage at maximum of 0.5m<sup>3</sup>/m<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>% of meter readings</li> <li>Water use does not exceed 0.5m<sup>3</sup>/m<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>EA Shaw to collect data</li> <li>RPS to collate for reporting baseline</li> </ul>
		<ul style="list-style-type: none"> <li>Monitor water use for South Service yard in Chinatown – maintain constant usage</li> </ul>	Water use does not exceed 2010-11 usage	MJ Mapp

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
F3	<b>Monitor and reduce waste from its managed properties including the Head Office</b>	<ul style="list-style-type: none"> <li>Maintain discussions with Westminster CC to identify residential recycling point within Chinatown.</li> </ul>		Shaftesbury/MJ Mapp
		<ul style="list-style-type: none"> <li>Divert from landfill 80% of tenant generated waste from Carnaby and Seven Dials and Longmartin</li> </ul>	% of tenants' waste diverted from landfill	Shaftesbury/NB Real Estate/EA Shaw
		<ul style="list-style-type: none"> <li>Recycle a minimum of 30% tenants waste at Carnaby and Seven Dials</li> </ul>	% of waste recycled	EA Shaw
		<ul style="list-style-type: none"> <li>Recycle a minimum of 10% tenants waste at St Martin's Courtyard and divert minimum of 80% of remainder from landfill.</li> </ul>	% of waste recycled	Capita
		<ul style="list-style-type: none"> <li>Encourage tenants in Chinatown to recycle packaging waste.</li> </ul>	% of tenants packaging waste recycled	Shaftesbury/MJ Mapp
		<ul style="list-style-type: none"> <li>See if a central recycling point in Soho could be provided by Shaftesbury for office tenants.</li> </ul>		Shaftesbury/MJMapp
		<ul style="list-style-type: none"> <li>Continue to monitor volume of paper sent for recycling from Head Office.</li> </ul>	Tonnes paper recycled	Shaftesbury/RPS
		<ul style="list-style-type: none"> <li>Continue to monitor volume of paper purchased for use in Head Office</li> </ul>	% recycled paper purchased	Shaftesbury/RPS

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
F4	<b>Ensure that contractors (including cleaners, maintenance personnel etc.) comply with the Company Policy</b>	<ul style="list-style-type: none"> <li>Continue to issue Induction Leaflet to all contractors working on portfolio throughout 2011 -12.</li> </ul>	Number of Induction Leaflets issued	<ul style="list-style-type: none"> <li>Shaftesbury</li> <li>Managing agents</li> </ul>
		<ul style="list-style-type: none"> <li>Maintain documented audit trail of contractors that have received leaflet.</li> </ul>		<ul style="list-style-type: none"> <li>Managing agents to keep records</li> <li>RPS to audit</li> </ul>
F5	<b>Remove and dispose of hazardous materials e.g. asbestos in accordance with relevant legislation</b>	<ul style="list-style-type: none"> <li>Ensure up to date asbestos register is held for managed portfolio.</li> </ul>	Asbestos register updated	<ul style="list-style-type: none"> <li>Managing agents to maintain asbestos register</li> </ul>
		<ul style="list-style-type: none"> <li>Retain copies of waste transfer notes and record volume of hazardous waste disposed to landfill</li> </ul>		<ul style="list-style-type: none"> <li>Managing agents to collate hazardous waste data</li> <li>RPS to audit</li> </ul>

**Policy Goal G: Shaftesbury PLC expects its consultants and its contractors, to adopt ‘best environmental practice’ in the refurbishment of the Company’s property portfolio.**

Number	Policy Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
G1	<b>To operate in an environmentally sustainable manner throughout its activities</b>	<ul style="list-style-type: none"> <li>Continue to refurbish existing buildings and promote the re-use of materials to reduce the need to introduce additional ‘embodied’ carbon.</li> <li>Maintain BREEAM criteria for reuse of structure and façade in 100% of refurbishment:                             <ul style="list-style-type: none"> <li>50% of façade reused;</li> <li>80% by volume of existing primary structure reused</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>% of total façade reused</li> <li>% by volume of existing primary structure reused</li> </ul>	Shaftesbury
		<ul style="list-style-type: none"> <li>Continue to assess whether renewable energy technologies can be economically incorporated into future projects, including heat recovery technology.</li> </ul>	% of renewables included within refurbishment	Shaftesbury/Project Managers
		<ul style="list-style-type: none"> <li>Aim for BREEAM Very Good for any new developments.</li> </ul>	BREEAM Very Good	Shaftesbury/SPPM
		<ul style="list-style-type: none"> <li>Aim for an EPC Grade B EPC rating on new build</li> </ul>	EPC rating	Shaftesbury/SPPM
		<ul style="list-style-type: none"> <li>Ensure in all structural refurbishments over £75,000 (excluding retail shell) that the existing EPC rating is improved by:                             <ul style="list-style-type: none"> <li>One grade for listed buildings</li> <li>One grade where EPC rating is grade D</li> <li>Two grades for non listed building of EPC grade E or below</li> </ul> </li> </ul>	Increase in EPC rating for structural refurbishments	Shaftesbury/Project Managers

Number	Policy Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
G2	Efficient use of energy and water	<ul style="list-style-type: none"> <li>Project managers to use revised Specification and Contractor's checklists for all projects over £75,000.</li> </ul>	Number of schemes over £75,000 completing checklists	RPS/Project Managers
		<ul style="list-style-type: none"> <li>Install a minimum of 80% energy efficient lights in all refurbishment projects.</li> <li>Install movement sensors in all office space above 1500m<sup>2</sup></li> <li>Install movement sensors in all common parts' washrooms</li> </ul>	<ul style="list-style-type: none"> <li>% of energy efficient lights installed</li> <li>% of relevant schemes with movement sensors</li> </ul>	RPS/Project Managers

Number	Policy Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
G3	Timber will be sourced, where possible, from well managed sources certified by third party certification bodies	<ul style="list-style-type: none"> <li>Continue to maximise proportion of timber that is reused within projects and monitor for reporting purposes.</li> </ul>	% of timber reused within refurbishment	<ul style="list-style-type: none"> <li>Project managers</li> <li>RPS to audit</li> </ul>
		<ul style="list-style-type: none"> <li>Contractors to retain all timber supply invoices and ensure that full chain of custody details are recorded.</li> <li>RPS to collate information to identify proportion sourced from certified timber</li> </ul>	Chain of custody information on invoices	<ul style="list-style-type: none"> <li>Project Managers to ensure contractors retain invoices</li> <li>RPS to collate</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure that 100% of hardwood timber is sourced from a certified sustainable source.</li> </ul>	% of hardwood timber from a certified sustainable source	<ul style="list-style-type: none"> <li>Shaftesbury /Project Managers</li> <li>RPS to audit</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure that preferred suppliers demonstrate sourcing of a minimum of 50% of other types of timber from a certified sustainable source.</li> </ul>	% of other timber sourced from a certified sustainable source	<ul style="list-style-type: none"> <li>Shaftesbury /Project Managers</li> <li>RPS to audit</li> </ul>
		<ul style="list-style-type: none"> <li>Aim for suppliers to source a minimum of 10% timber from an FSC certified source.</li> </ul>	% of FSC timber sourced	<ul style="list-style-type: none"> <li>Project managers</li> <li>RPS to audit</li> </ul>

Number	Policy Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
<b>G4</b>	<b>Management and disposal of construction waste</b>	<ul style="list-style-type: none"> <li>Continue to monitor construction waste generated data for all projects above £75,000.</li> </ul>	Number of schemes above £75,000 collating data	<ul style="list-style-type: none"> <li>Project managers</li> <li>RPS to audit</li> </ul>
		<ul style="list-style-type: none"> <li>Project managers to ensure waste transfer notes retained as part of contract documentation.</li> </ul>	Waste transfer notes retained	
		<ul style="list-style-type: none"> <li>Ensure that all contracts above the legal threshold of £300,000 complete an appropriate Site Waste Management Plan (SWMP).</li> </ul>	Number of schemes with SWMP	
		<ul style="list-style-type: none"> <li>Provide training to all key site managers with respect to use of SWMPs.</li> </ul>	Number of site managers trained	<ul style="list-style-type: none"> <li>Project managers to identify site managers</li> <li>RPS to provide training</li> </ul>
		<ul style="list-style-type: none"> <li>Aim to reuse or recycle 80% of non-hazardous demolition and construction waste by weight for projects covered by a SWMP.</li> </ul>	% of reused or recycled waste for projects with SWMP	<ul style="list-style-type: none"> <li>Project managers</li> </ul>
		<ul style="list-style-type: none"> <li>RPS to repeat duty of care of 10% of waste contractors used for refurbishment contracts. Selected contractors to be agreed by November 2011 and audits to be undertaken by March 2012.</li> </ul>	Audit completed	RPS/Project Managers

Number	Policy Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
G5	<p><b>For projects of capital value over £75,000, and in excess of six weeks duration, Shaftesbury will sign up to Considerate Constructors Scheme. (NB. Schemes that only involve external repair and decoration will not be included)</b></p>	<ul style="list-style-type: none"> <li>• Require all principal contractors that work on Shaftesbury schemes to register as a company to CCS.</li> <li>• Ensure all eligible schemes are signed up for 2011-12</li> <li>• Achieve a minimum score of 26/40 (above satisfactory performance) on 80% of schemes audited.</li> </ul>	<ul style="list-style-type: none"> <li>• % of Principal Contractors registered with CCS</li> <li>• Number of schemes</li> <li>• % of schemes above 26/40</li> </ul>	<ul style="list-style-type: none"> <li>• Shaftesbury/ Project Managers/RPS</li> <li>• RPS to audit</li> </ul>
G6	<p><b>Improve biodiversity appropriate to the Group's urban location</b></p>	<ul style="list-style-type: none"> <li>• Improve biodiversity within existing portfolio through use of bird nesting boxes at appropriate locations.</li> <li>• Improve biodiversity within existing portfolio through inclusion of green roofs and walls where feasible.</li> <li>• Contact Beekeepers Association and explore other locations within portfolio to accommodate hives.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of schemes with bird boxes</li> <li>• Number of schemes with green walls/roofs</li> <li>• Number of bee hives within portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Shaftesbury/RPS to identify locations</li> <li>• Managing agents/Project managers to implement</li> </ul>

Number	Policy Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
G7	During construction the Company through its Project Managers will endeavour to minimise adverse impacts on the environment	<ul style="list-style-type: none"> <li>Continue to provide all contractors with a copy of the Company Policy &amp; Specification questionnaires etc. in tender documentation</li> </ul>	Number of schemes completing checklists	Project managers
		<ul style="list-style-type: none"> <li>Continue to issue Induction Leaflet to all contractors working on portfolio.</li> </ul>	% of contractors receiving contractors leaflet	Project managers
		<ul style="list-style-type: none"> <li>Ensure that a minimum of 80% water based paints are used to minimise pollution.</li> </ul>	% of water based paints specified	Project managers
		<ul style="list-style-type: none"> <li>Contractors to register with Community Repaint Scheme for disposal of unused paint.</li> </ul>	% of waste paint disposed to Community Repaint	Project managers
		<ul style="list-style-type: none"> <li>Continue to ensure that there are minimal emissions to air and water given small scale and location of schemes in central London</li> </ul>		Project managers

### 3.0 Social Responsibility

**Policy Goal H: Shaftesbury recognises the need for investing in its employees and provides opportunities for training and personal development**

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
H1	Ensure all employees have a performance review annually	<ul style="list-style-type: none"> <li>Shaftesbury to continue annual system of formal staff appraisal.</li> </ul>	% of staff receiving appraisal	Shaftesbury
		<ul style="list-style-type: none"> <li>Continue to provide CR awareness training to all staff and key suppliers with annual awareness training.</li> </ul>	List of attendees	Shaftesbury/RPS
		<ul style="list-style-type: none"> <li>Monitor and report on total training spend per employee</li> </ul>		Shaftesbury

**Policy Goal I: Shaftesbury is committed to providing its employees with safe and favourable working conditions that are free from unnecessary risk.**

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
I1	<b>Fully comply with all the requirements of the Health &amp; Safety at Work Act 1974 etc. for employees and those that may be affected by its activities</b>	<ul style="list-style-type: none"> <li>Ensure health &amp; safety induction training is being undertaken by contractors for 100% site staff including use of contractor induction leaflets.</li> </ul>		<ul style="list-style-type: none"> <li>Project Managers</li> <li>RPS to audit</li> </ul>
		<ul style="list-style-type: none"> <li>Undertake Occupational Health and Safety management review of Shaftesbury's operations in October 2012</li> </ul>	Attendance at seminar	RPS/Shaftesbury
		<ul style="list-style-type: none"> <li>Achieve zero reportable accident/incidents throughout 100% of the portfolio.</li> </ul>	Number of prohibition/enforcement notices received	Project managers
		<ul style="list-style-type: none"> <li>Record absenteeism within Shaftesbury Head Office.</li> </ul>	Number of days absent/employee	Shaftesbury

	<ul style="list-style-type: none"> <li>• Ensure findings of Considerate Constructors Scheme are implemented at 100% of projects:               <ul style="list-style-type: none"> <li>- Demonstrate written contact to neighbours at start of contract</li> <li>- Documented policies in place re. swearing and smoking</li> <li>- First aiders appropriately identified</li> <li>- Records of medical conditions kept on site</li> <li>- Adequate welfare facilities provided</li> </ul> </li> </ul>	<p>% of Schemes with satisfactory scores above 26/40</p>	<p>Project Managers</p>
	<ul style="list-style-type: none"> <li>• Ensure 100% of eligible sites have at least one external audit by CCS (includes health &amp; safety criteria).</li> </ul>	<p>% of eligible schemes subject to CCS audit</p>	<p>Project Managers</p>

**Policy Goal J: Shaftesbury is committed to providing equal opportunities for all its employees and potential employees**

Number	Objective	Targets 2011-12	Key Performance Indicator	Personnel Responsible
J1	<b>Monitor the effectiveness of the equal opportunities policy and comply with all the key employment legislation such as:</b> <b>Sex Discrimination Act, Race Relations Act, Disability Discrimination Act, Human Rights Act, Employment Equality Regulations etc.</b>	<ul style="list-style-type: none"> <li>Monitor approach to internal staff management &amp; recruitment to ensure compliance with equal opportunities policy and other key employment legislation.</li> </ul>	% of women in board/senior/management positions	Shaftesbury
		<ul style="list-style-type: none"> <li>Monitor staff turnover.</li> </ul>	% of leavers as part of total staff number per year	Shaftesbury
		<ul style="list-style-type: none"> <li>Monitor average length of service</li> </ul>	Number of years of service per employee	Shaftesbury

**Policy Goal K: Shaftesbury is committed to maintaining fair and competitive conditions of service at all times, which includes the consideration of flexible working**

Number	Objective	Targets 2011-12	Key Performance Indicator	Personnel Responsible
K1	<b>Provide opportunities for flexible working</b>	<ul style="list-style-type: none"> <li>Record number of staff with flexible working/part time arrangements.</li> </ul>	% of staff	Shaftesbury

## 4.0 Community Engagement

**Policy Goal L: Shaftesbury is committed to being a good corporate citizen within its local community through both charitable giving and engagement**

Number	Objectives	Targets 2011-12	Key Performance Indicator	Personnel Responsible
L1	<b>Join the London Benchmarking Group and continue to align its charitable giving and community involvement to its chosen areas of investment in the heart of London's West End.</b>	<ul style="list-style-type: none"> <li>Ongoing financial support to key charities and community support for 2011-12.</li> </ul>	<ul style="list-style-type: none"> <li>List of key charities</li> </ul>	Shaftesbury
		<ul style="list-style-type: none"> <li>Select relevant benchmarking measurements</li> </ul>	<ul style="list-style-type: none"> <li>As per LBG</li> </ul>	Shaftesbury
L2	<b>Shaftesbury will continue to engage with the local community through the provision of advice and resources.</b>	<ul style="list-style-type: none"> <li>Ongoing support to nominated charities through staff involvement for 2011-2012.</li> </ul>	<ul style="list-style-type: none"> <li>Staff hours</li> </ul>	Shaftesbury
		<ul style="list-style-type: none"> <li>Continue to provide office space for small charities within portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>Office space provided</li> </ul>	
		<ul style="list-style-type: none"> <li>Continue to support and provide facilities for up and coming artists and fashion designers.</li> </ul>	<ul style="list-style-type: none"> <li>List of individuals supported</li> </ul>	
		<ul style="list-style-type: none"> <li>Continue to work with statutory bodies through financial support to improve the local environment and public realm e.g. lighting projects, pavement maintenance etc. Extend support to Chinatown and other schemes in Carnaby/Seven Dials.</li> </ul>	<ul style="list-style-type: none"> <li>Value of support</li> </ul>	