



Building Sustainable Communities in Partnership

St Leger Homes of Doncaster

Environmental Strategy 2017 - 2020

Executive Summary

Climate change is happening and if we are to avoid a global temperature rise of more than 4⁰C this century we need to act now to reduce our carbon emissions. The Carbon Change Act 2008 set targets for the UK to move to low carbon economy by reducing greenhouse gas emissions by 80% by 2050.

As temperature rise and extreme weather events become more commonplace we need to be ready for those risks, particularly, in Doncaster, for the risk of surface flooding.

SLHD is a big business in Doncaster, employing over 800 people, operating out of 9 different locations, managing over 20,000 homes, covering an area of over 200 square miles. We recognise that all we do has an environmental impact and this strategy details what we are going to do in the next three years to mitigate the effects of what we do. The strategy covers our homes, premises, travel, waste, people and the environment.

However, we also recognise that this is not a standing start. We have already done a great deal to lower our carbon footprint through investment in homes, reducing office locations, improving our management and reducing our waste. This strategy builds on that solid foundation and sets out our plans to further improve on our environmental performance leading up to 2020.

Purpose

Building Sustainable Communities in Partnership

This Environmental Strategy is designed to support the vision, values, strategic objectives and delivery of the SLHD 2015 – 2020 Business Plan. In particular, the objective in the Business Plan to explore the use of sustainable methods of energy efficiency, in achieving the following outcomes:

- Reducing fuel poverty
- Reducing our carbon footprint and
- Reducing our waste

The main purpose of the strategy is to set out our plans to improve our environmental performance over the next 3 years in the context of the global need to reduce carbon and minimise the level of global warming.

We also recognise the threat of Fuel Poverty to our customers and we need to have a strategy for managing that risk and helping as many people out of the trap of being on a low income, while spending more than the average of energy costs.

Context

The world - Climate Change

Climate change is happening with measurements showing that the average temperature at the Earth's surface has risen by about 0.8°C over the last century. Thirteen of the fourteen warmest years on record have occurred in the 21st century and in the last 30 years each decade has been hotter than the previous one.

The UK is already affected by rising temperatures. The average temperature in Britain is now 1°C higher than it was 100 years ago and 0.5°C higher than it was in the 1970s.

Along with warming at the Earth's surface, many other changes in the climate are occurring, which include warming oceans, melting polar ice and glaciers, rising sea levels and more extreme weather events.¹

Climate experts predict we could easily see global temperature rise of more than 4°C this century if we don't act now to cut carbon emissions. At the Paris climate conference (COP21) in December 2015, 195 countries, including the UK, adopted the first-ever universal, legally binding global climate deal, to do all they can to help keep the already-unavoidable rise to below 2°C, preferably below 1.5°C, to minimise climate disruption and all that could mean. The agreement is due to enter into force in 2020.²

National - UK Legislation and Strategy

The UK is at the forefront of developing a low carbon economy, providing green growth and economic development. This has been stimulated by the Climate Change Act (2008) which established the world's first legally-binding national framework to reduce the UK's greenhouse gas emissions by at least 80 percent by 2050. The Act also introduced five year "carbon budgets" to 2050 and a target to reduce emissions by at least 34 per cent by 2020³.

The Government's fuel strategy⁴ recognises that there are over 320,000 fuel poor households in England who live in properties rated below band E level Energy Performance Certificate (EPC) rating for energy efficiency. For them, this means needing to spend on average £1,000 a year more on energy to heat their home compared to a typical home.

The diagram below shows the different energy efficiency bands with A being the most energy efficient and G being the least.

The fuel poverty strategy sets a 2020 milestone for as many of the F and G rated homes as reasonably practicable to be brought to Band E by 2020. Longer term, the

¹ <https://www.gov.uk/guidance/climate-change-explained>

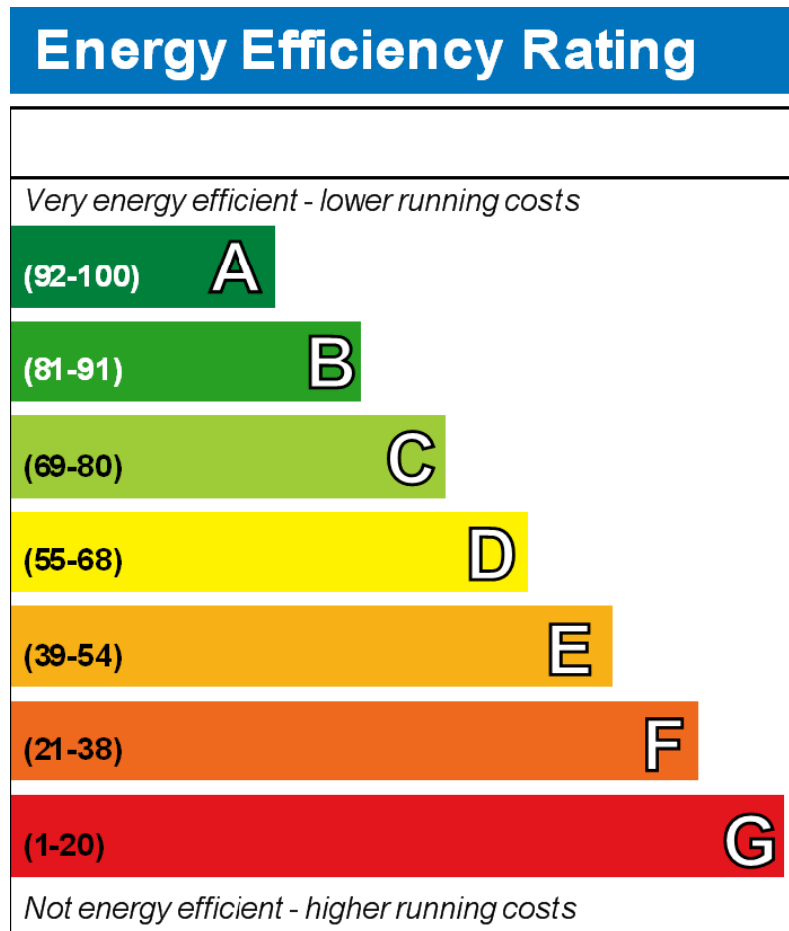
² http://www.wwf.org.uk/what_we_do/tackling_climate_change/

³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/48081/1683-4th-carbon-budget-policy-statement.pdf

⁴

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/408644/cutting_the_cost_of_keeping_warm.pdf

new fuel poverty legal target for England, says that by 2030, as many fuel poor homes as reasonably practicable must achieve a Band C energy efficiency standard.



Note. SLHD manages 81 homes with an EPC below E, although we believe that the actual number is lower than this owing to old energy data not being updated. The strategy sets out how we intend to deal with these 81 properties in the *Our Homes* section.

Local – The Doncaster Picture

Long term studies in Doncaster⁵ have found that:

- The climate is changing faster now than it has at any time over the past 100 years
- The annual average temperature now stands at 10.5°C. It has increased by 1°C since 1985 - fluctuation in the previous 75 years were limited to +/- 0.2°C
- Summer temperatures are increasing at a faster rate than winter temperatures; however, both are getting warmer. Since 1985 Doncaster has experienced an increase in the number of annual sunshine hours and the trend will continue with summer temperatures regularly reaching 30°C with more dry spells for longer periods

⁵ <http://www.doncaster.gov.uk/services/environmental/local-climate-impact-on-doncaster>

- Rainfall has also increased significantly since 1990. This fact, coupled with the development of land on flood plains, blocked drainage and the 'run-off' of water, poses a significant future flood risk to the Borough

Doncaster's ten-year weather timeline shows that 'extreme events' have more than doubled from 2006 onwards. Flooding, snow and very cold weather have had a major impact on the road network and the ability of services to deliver. The majority of council services and partner organisations, such as SLHD, have adapted to these major events, developing alternative methods of communication and action plans.

SLHD Business Plan 2015 - 2020

Our vision is:

- To deliver Excellent Value for Money Services in all that we do
- To ensure we are Customer Focused by engaging with our tenants and customers and involving them in decision making and service delivery
- To provide Quality Homes in Quality Neighbourhoods where people want to live
- To be a catalyst for change and become a housing provider of choice, an employer of choice and a partner of choice

Our values are:

- Fairness
- Excellence
- Empowerment
- Local

Our Strategic objectives are to ensure we are a customer focused organisation by putting our tenants and customers at the heart of what we do by:

- Ensuring we deliver Value for Money by making best use of our resources
- Addressing the impact of welfare benefit reforms on our tenants
- Supporting communities and individuals by tackling crime and anti-social behaviour, and providing support to sustain tenancies
- Improving our performance to build on our excellent service delivery
- Maintaining and improving homes and properties by investing wisely and managing effectively
- Improving our communications both internally and externally with others
- Developing opportunities for new business growth and diversification

We have six strategic priorities, they are:

1. Enhancing our housing offer
2. Improving community engagement
3. Making a real contribution to social and economic regeneration
- 4. Exploring the use of sustainable methods of energy efficiency**

5. Defining and developing relevant partnerships
6. Improving our systems and processes to better support tenants and customers

As part of priority 4, the Business Plan details approaches and measures to improve energy efficiency in the homes we manage in order to help address fuel poverty. The Business Plan also pledged to reduce the environmental impact of our business operations. Specifically, the Business Plan contains the following actions:

OUTCOME 2015-2020	ACTIONS TO ACHIEVE OUTCOME
Contribute to addressing fuel Poverty	<ul style="list-style-type: none"> • Explore new technologies to provide energy efficiencies • Raise customer awareness of energy costs and options
Reduced carbon footprint	<ul style="list-style-type: none"> • Carry out baseline assessment to identify opportunities • Ensure compliance with minimum standards • Develop and implement Environmental Strategies
Reduction in waste generated by business activities	<ul style="list-style-type: none"> • Identify and prioritise opportunities for waste reduction • Review procurement practices to ensure value for money and lifetime costs

Strategy

This strategy covers all aspects of the work that SLHD does recognising that everything we do has an environmental impact of one sort or another. The strategy covers;

- the homes we manage
- the premises we operate out of
- our travel
- the waste we produce
- the customers we serve
- the staff we employ
- and the environment that we work in.

In each of the areas we examine the nature of the work that we do, what the environmental impact is of that work, and what we plan to do to mitigate that damage. We also make reference to what we have done in recent years to improve the environmental performance of the Company. The strategy sets out a pledge in each of the areas followed by particular actions for the next three years.

As this is a three year strategy, we have concentrated on firm deliverable actions that will make a real difference over a relatively short time. We have done a lot in recent years to improve environmental performance, such as the massive investment that we have made in the homes we manage on behalf of Doncaster Metropolitan Borough Council (DMBC), through the Decent Homes Programme, but, we consider that there is more to do and in the next three years we will be formulating a more far reaching 5 year strategy for 2020 – 2025, to meet Government targets and commitments. Preparatory work on longer term vision, in the next three years, will put us in a good place to tie the 2020 – 2025 strategy into SLHD’s 5 year business planning cycle.

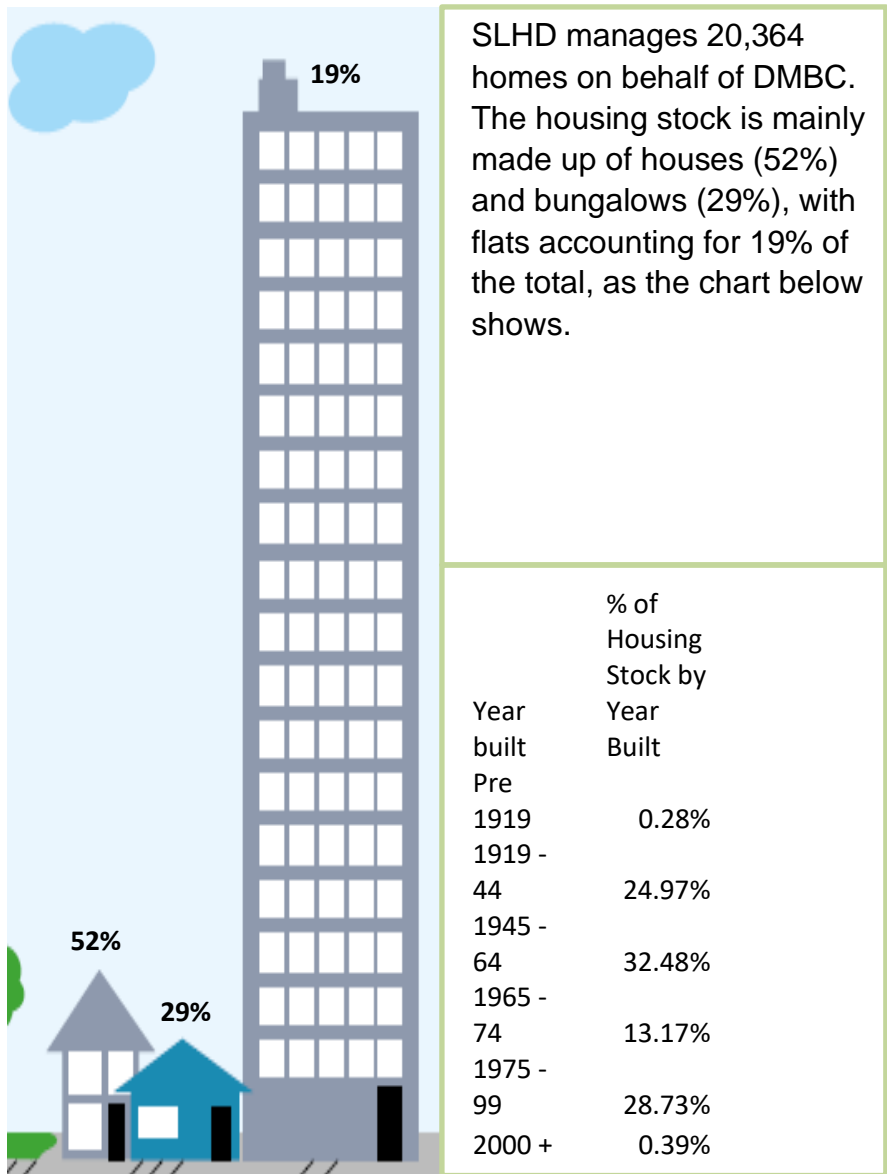
The tie in with the longer term goal of becoming carbon neutral as an organisation is set out in the table below. Note that the detailed action plan for 2017 to 2020 is to be found at appendix A to the strategy.

2017	<ul style="list-style-type: none"> • Adopt new environmental strategy • Establish baseline environmental performance • Set up environmental champions group to spearhead changes • Deliver year 1 actions to reduce carbon emissions
2018	<ul style="list-style-type: none"> • Further explore options for reducing carbon • Attain SHIFT accreditation (see below) • Deliver year 2 actions to reduce carbon emissions
2019	<ul style="list-style-type: none"> • Consider options for carbon off setting • Deliver year 3 actions to reduce carbon emissions
2020 to 2025	<ul style="list-style-type: none"> • Drive to become carbon neutral • Investing in renewable energy sources • Begin carbon offsetting programme • Retrofitting existing stock where necessary • New build at zero carbon



SHIFT is the sustainability standard for the housing sector, provided by Sustainable Homes and formally recognised by the Homes and Communities Agency. It is an independent assessment and accreditation scheme that demonstrates organisations are delivering against challenging environmental targets. The targets and milestones in this strategy have been set with the aim of achieving a SHIFT accreditation later in 2018.

Our Homes



In terms of age, we are managing an aging number of homes with the oldest being post WW1 and 58% of the stock built before 1965 (see chart above). Over 3,000 homes are of a non-traditional construction type.

We recognise that national greenhouse emissions from buildings (including homes) account for 17% of the UK total⁶. The emissions primarily come from fossil fuel use in space heating. In recent years, emissions associated with homes have reduced due to improved energy performance from higher levels of insulation, as well as more efficient appliances and lighting. However, decarbonising space and water heating is one of the biggest challenges for carbon budgets. Low-carbon heat currently accounts for less than 2% of buildings heat demand. There is significant further potential to reduce emissions through more efficient appliances and insulation.

Progress so far

⁶ <https://www.theccc.org.uk/charts-data/ukemissions-by-sector/buildings/>

Over the last 10 years SLHD has completed a great many schemes, investing £304m, in replacement windows and doors, external wall insulation, cavity wall insulation, loft insulation, new heating systems and approximately 16,200 energy efficient boilers and Solar PV to a large number of the properties we manage which has improved their overall energy efficiency.



Solar PV on Council Housing:

- Savings of £119,700 for 684 homes receiving solar PV (Photovoltaics)
 - Saving an average of £175 per household per year
- £2.6m of Council investment in Solar PV will return £5.8m of (government Feed in Tariff payments) income to the Housing Revenue Account
- 2.05 megawatts of new electricity generation
- 889 tonnes of carbon saved per annum

External Wall Insulation on Council Housing

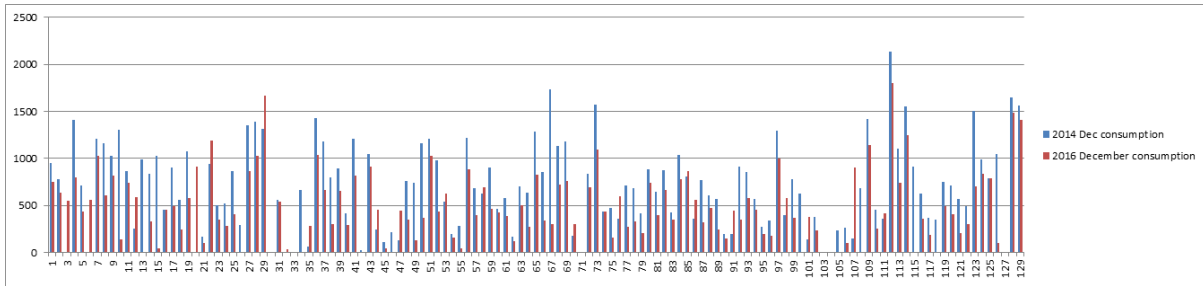
- 1,660 solid wall properties had external walls insulated
- Saving an average £260 per household per year
- 1,826 tonnes of carbon saved per annum

Other initiatives include the replacement of communal lighting in high rise flats with LED lighting with an energy saving of just under 50% per unit. We have also installed air source heat pumps in 21 properties, which are off the gas grid.

We have installed a Biomass boiler at the district heating scheme on the Ennerdale estate and introduced better controls to make all district heating systems more efficient. The table below shows the savings that have been achieved in electricity and gas usage, equating to more than 23 tonnes of carbon per year. We are also generating approx. £70k per annum in Renewable Heat Incentive payments.

Ennerdale District Heating					
	Elec kWh	t/CO2	Gas kWh	t/CO2	Total t/CO2
2015/16	63,820	31.68	1,193,968	219.77	251.45
2016/17	52,649	26.13	1,094,922	201.54	227.68
Savings	11,171	5.54	99,046	18.23	23.78

In 2016 we completed the external wall insulation and replacement of windows at Silverwood House and already this had shown that customers are using less energy than they did in the winter of 2014, see graph below:



In 2009 our average energy rating calculated by Standard Assessment Procedures (SAP) for the Council Housing Stock was 60.7 and we set a target to increase the average to 65 by 2014. The average SAP score in 2017 is 66.09, which reflects the improvement in thermal efficiency achieved through the various investment programmes. A SAP score of 66 is average when compared with the sector as a whole.

We want to do more, because we recognise that customers on low income may still be vulnerable to fuel poverty, if their incomes, after tax and housing costs are less than half of the national average and their fuel costs are more than 20% higher than the national average. We don't know how many of our customers are in fuel poverty, but we know that 62% of our customers are in receipt of Housing Benefit, so are likely to have an income that less than half the national average. Using that figure we calculate there could be in the region of 1,093 households potentially in fuel poverty, because they are living in a property with an EPC band below D at which level we consider fuel costs may be 20% higher than national averages.

Fuel Poverty	Below Band E	Below Band D
No of Customers	50	1,093

Our pledge from 2017 to 2020 is:

To provide homes that are warm, sustainable and energy efficient to reduce customers' energy needs and combat fuel poverty

Our actions to achieve this pledge are:

- Use SAP data to identify where there is a risk of fuel poverty. We will work with DMBC's energy team to visit to offer support and where possible help to lift those people out of fuel poverty
- Update SAP energy data on our asset management data base, starting with lowest ratings, by collecting new energy data. Where a low SAP score is found to be correct we will target those properties for options appraisal
- Set a target for minimum SAP based on fuel poverty calculations of incomes in Doncaster at 55 (level D) for the duration of the strategy
- Set a target for average SAP for the same period at 70 (level C), to tie in with the Government's 2020 Climate Change Act commitments
- Starting in 2018-19 and continuing into 2019-20 re-commence ECO works, including external wall insulation and new roofs, on hard to heat solid wall

properties, with a minimum 400 of the remaining 2,000 to be completed by 2020

- Continue to invest in 700 heating upgrades per year, with A rated combi boilers, and Thermostatic Radiator Valves
- Continue to convert the remaining 180 homes with solid fuel to either renewable heating, such as air source heat pumps or gas heating
- Thermally upgrade 22 Trusteel homes using nano technology, or similar innovative product, to improve thermal comfort
- Review specification on internal, external planned works programmes and voids to reduce water usage. Internal programmes to include low flow taps and showers and dual flush WCs. External programmes to include water butts for rainwater harvesting
- Establish the amount of water usage where it would be more economical for households to have a water meter installed and make this information available to customers

Our offices and Premises

SLHD employs 809 people across a wide range of functions including repairs, collection of rent and rent arrears, estates management, tenancy enforcement, tenant consultation and participation, changes of tenancy, debt counselling, insurance claims, right to buy applications, housing options and homelessness advice, tenancy support, and a private landlord service - St Leger Lettings.

SLHD presently operates out of 9 locations, not including our presence at the Civic Building. We recognise that an operation of this size can have a considerable environmental impact. As a result, we will keep under review the locations we use to ensure we continue to deliver the best service and maximise effectiveness. For example, since 2009 SLHD, has centralised to one depot at Shaw Lane, from 5 separate locations in the Borough and centralised to one office at St Leger House, from 3 separate locations.

We know, from above, that the environmental impact of emissions from buildings equates to 17% of the total greenhouse gases in the UK.

Progress so far

One of the initiatives that has led to the reduction in energy costs in premises has been the installation of more energy efficient heating and lighting, for example, motion-sensor lighting and air conditioning/heating units.

Our pledge from 2017 to 2020 is:

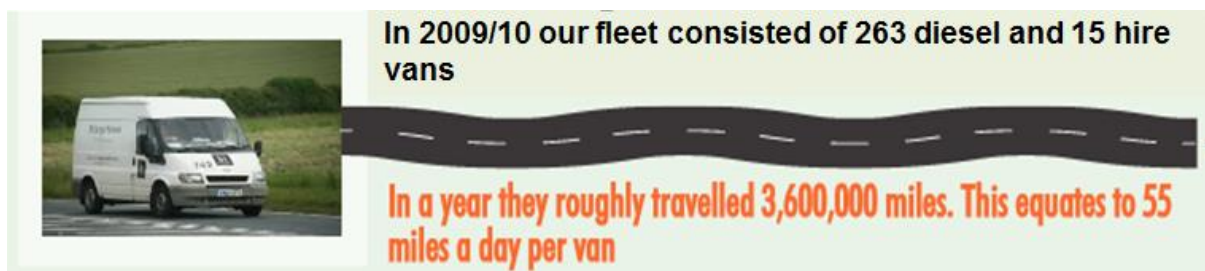
To improve the sustainability of the buildings we occupy by reducing energy emissions and the resources we use

Our actions to achieve this pledge are:

- We will calculate kgCO2/m2/year figure for locations and use the information to make good decisions about reducing carbon when opportunities occur
- We will continue to reduce the amount of printing we do. We are introducing 'print on presence' cards for staff to reduce the amount of printing that is put through to the printer but not collected. We will move to paperless meetings. All printers to be set at double page, double-sided, black and white copy as default.
- We will introduce paperless ordering of materials from our stores for the in house workforce, saving 2,500 paper orders per month and will remove the need for 1 printer plus all the consumables it uses
- We will replace the older lighting and air con units at St Leger Court with low energy more environmentally friendlier units
- As per the ICT Strategy we will continue to replace equipment with new provision that has a better environmental performance
- We will ensure that, wherever possible, every business improvement initiative has a measureable environmental benefit

Our Travel

Doncaster is geographically the country's largest metropolitan borough council, covering an area of 219 square miles and the distribution of homes under management is wide within the Borough, meaning that travel, in order to deliver core services is essential. As transport accounts for about a quarter of UK greenhouse gas emissions⁷, SLHD wants to ensure that we are doing all we can to reduce travel, wherever possible, and where it is essential, ensure that it is done in the greenest possible way.



Throughout 2009/10 the SLHD fleet used £352,308.92 in fuel, since then the opti-time scheduling system has been introduced to make transport more efficient.



⁷ <https://www.theccc.org.uk/charts-data/ukemissions-by-sector/transport/>

Progress so far

During 2015/16 61 vehicle replacements took place. The new vans produce half the emissions of those they replaced.

In 2017 the number of fleet vehicles has reduced to 228 not including 6 hire vans with an annual fuel cost of £315,367.36, a saving of just under £37k at 2009 rates.

In addition to the fleet, staff using their own vehicles travelled 240,000 miles in 2015/16. This cost the company £107,791.

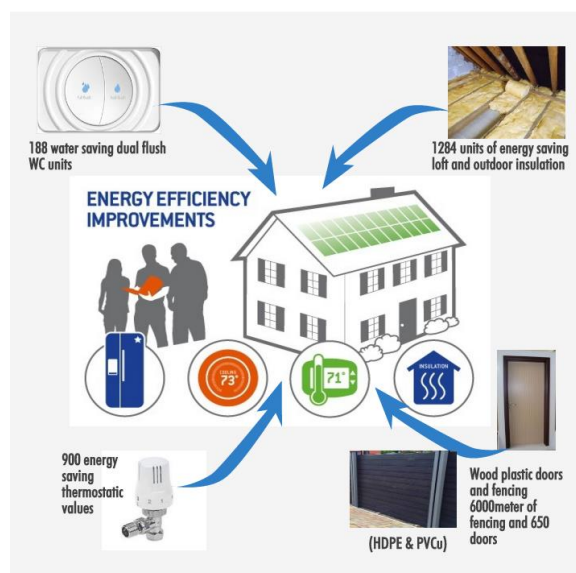
Our pledge from 2017 to 2020 is:

To reduce the impact of our travel by tackling emissions in our vehicle fleet and encouraging greener staff travel options

Our actions to achieve this pledge are:

- Continue to replace older fleet vehicles with new vehicles, starting in 2017 with the replacement of 129 '58 plate vehicles, with EURO4 emissions, to new EURO6 standards
- Investigate electric vehicles for future fleet replacement, from 2017 onwards
- Introduce video conferencing, such as Go to Meet, or Zoom, to reduce staff travel between offices
- Encourage home working more widely to reduce staff commuting
- Encourage greener options for travel by provision of cycle to work scheme (from May 2017), cycle storage, car sharing and greater use of public transport
- Explore salary sacrifice scheme for staff to obtain low emission cars and charging points for electric cars
- Survey staff to find out how many people travel to work other than by private vehicle, see below also

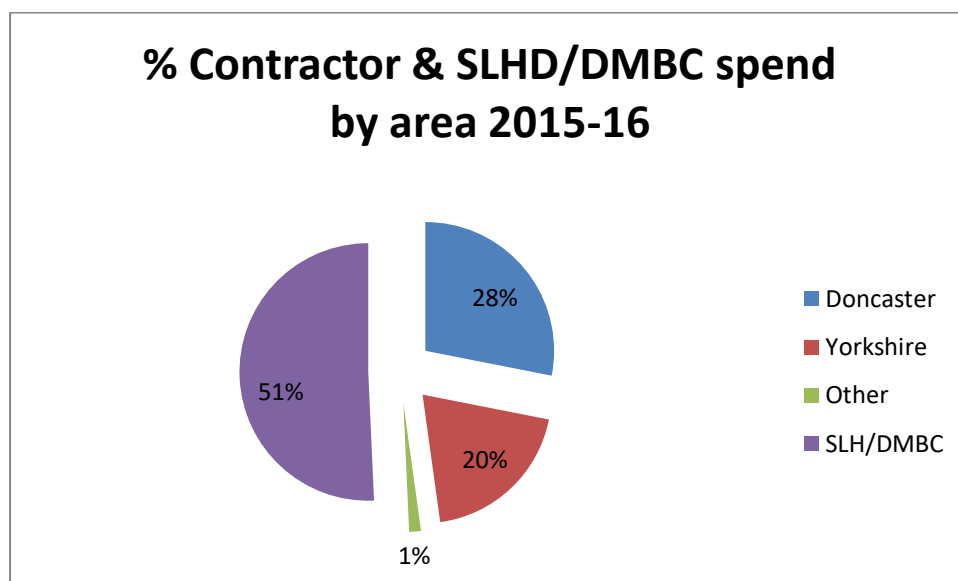
Our Purchases



SLHD is one of the biggest buyers of goods and services in the Borough, with contractor spending at £24m in 2015-16. Our Procurement Strategy recognises the importance of corporate social responsibility in sourcing locally wherever possible, for the social, environmental and economic well-being of Doncaster.

Progress so far

The chart below shows that, in 2015-16, 79% of spending was within the Doncaster area and 20% in Yorkshire, meaning that just 1% was spent further afield.



SLHD is part of a number of framework agreements with integrated solutions for employment and skills outcomes and carbon and waste reduction outcomes.

We have introduced electronic procurement on larger tenders to reduce the amount of printing and paper that was involved in the process.

We know that local purchasing is better for the environment and it enhances local job creation and wealth while strengthening community cohesiveness. Bringing goods from afar generally requires using more energy than transporting goods locally, and reduces the threat of pollution that leads to environmental contamination.

Our pledge from 2017 to 2020 is:

To make our procurement even more sustainable

Our actions to achieve this pledge are:

- To continue to have a responsible procurement policy emphasising local value to minimise distance travelled in the supply chain
- To work with our local suppliers to enable them to be more environmentally friendly, for example, by holding regular supplier events for local companies to share good environmental practice

- To source goods made from recycled materials, where they offer good VfM, including whole life costings
- To source goods from sustainable sources, such as FSC timber, recycled paper and fair trade tea and coffee, where they are VfM
- To roll out electronic procurement to smaller value tenders and purchases

Our Waste

There are many benefits of recycling. It conserves the world's natural resources, which are in short supply. Recycling also saves energy, for example, recycling aluminium uses 95% less energy than to produce and recycled paper uses 40% less. Recycling reduces land fill, which pollutes soil and water, and uses valuable space⁸. Landfill waste contributes to 4% of the UK's greenhouse gas emissions⁹. The UK generates over 200 million tonnes of waste per year, of which 50% goes to landfill¹⁰.

SLHD operates a business that is spending £5.5m per year on capital replacements, £2.5m on void properties and £2.1m on heating and electrical upgrades, all of which generate waste. How we deal with that waste is an important consideration to the environment.

Progress so far

As we have been moving into new premises we have been implementing recycling waste stations rather than individual desk bins. This has been a success and has helped reduce the cost to clean the buildings, reduce the cost for refuse collections and increased the amount of waste that is recycled.

Our pledge from 2017 to 2020 is:

To reduce the environmental impact and volume of our waste

Our actions to achieve this pledge are:

- Reduce the amount of waste going to landfill as a consequence of our work. At Shaw Lane we are introducing a pilot scheme, whereby, waste is sorted into different streams before it is put into skips, thereby increasing the amount of waste that is recycled and the income we derive from it
- Chip green waste and use the chippings in our ongoing grounds maintenance activities wherever possible
- Consider the appointment of a waste management company to co-ordinate the management of all waste streams to reduce cost, increase recycling and create efficiencies
- Increase the amount of recycling we do, for example, reviewing the waste

⁸ https://www.foe.co.uk/living/articles/benefits_of_recycling_32350

⁹ <https://www.theccc.org.uk/charts-data/ukemissions-by-sector/waste/>

¹⁰ <https://www.gov.uk/government/statistics/uk-waste-data>

collections at all offices and communal halls to provide more recycling options and reduce the amount of general waste collections

Our Customers

As we have seen SLHD has had a number of programmes that improve thermal performance so that our customers are happier in their homes. However, we recognise that, while having warmer homes is of course a good thing, it is only half the job. Addressing behaviours which waste energy at the same time as carrying out energy efficiency works will enable our customers to benefit not just from having warmer homes but from lower energy use too.

Sustainable Homes' National Energy Study (NES)¹¹ was a major study involving 500 housing association homes, across England in the winter of 2013-14, looking at ways to encourage residents to change energy behaviours. The study found that:

- Homes with higher SAP values were not reducing residents energy costs as much as might be anticipated
- Some residents who experienced difficulties with their bills were not necessarily those on the lowest incomes.
- More than half of residents on the lowest incomes did not consider themselves to be having difficulty with bills, however, the lowest income groups and also those experiencing the most difficulties were spending more on their energy than others.
- Those who displayed the least understanding of their heating systems tended to be the highest users.

We know, from customer feedback, that some people are still having problems heating their homes and with that in mind we want to do more to help them, in tandem with the physical improvements that we continue to make.

The NES study found that practical information such as normal levels of energy use, which appliances use most power and how to understand an energy bill could be effective at helping people understand how they could influence the amount of gas and electricity they used.

Progress so far

We have been working closely with the Energy Team at Doncaster Council on various initiatives to influence customers' behaviour and provide good quality energy advice, which have included;

- A campaign to change solid fuel heated properties to mains gas central heating

¹¹ <http://www.sustainablehomes.co.uk/research-project/national-energy-study-two/>

- Visits to customers with solar PV and ECO wall insulation to ensure that they are getting maximum benefit from the improvements we have made
- Training staff on energy efficiency so that they can give good advice when visiting to assess cases of damp and condensation, including making referrals to the Energy Team, where appropriate
- Promoting the Big Switch, which has saved Doncaster households an average £234 per year on their energy bills.

Our pledge from 2017 to 2020 is:

To raising environmental awareness amongst our customers to help them to save money

Our actions to achieve this pledge are:

- Ensure good quality advice is given to new and existing customers, though a **Home User Guide** on greener travel options, cycle storage, recycling, local facilities, how to use your heating controls, big switch and managing condensation. Get the same information to TRIP and TARAs so that customer representatives are well informed
- Have an environmental sustainability item in House Proud each addition linked to the season and promote through social media
- Equip our staff to be able to offer energy advice to customers as part of their home visits and interactions with tenants

Our Staff

As stated above SLHD Doncaster employs 809 members of staff operating out of different locations in the Borough. It is understood that while improvements to buildings and replacing old equipment can bring environmental benefits, changes in staff behaviour can have a big impact too.

Analysis of electricity usage at St Leger Court shows that approx. 17% of the peak demand is still being used when the offices are empty; this equates to roughly 4.5KWh.

Office equipment such as computers and laptops contribute to the overall electricity usage. Since 2009/10 office equipment has gone through a number of changes and refreshes. The following table shows how we have reduced the energy consumption for office equipment by up to 30%;

Device	KWH	KG CO2	2008 / 2009	Power consumption (8 hour day)	KG CO2	2015 / 2016	Power consumption (8 hour day)	KG CO2
PC's	600	175	500	300000	87500	323	193800	56525
Laptops	300	88	0			213	63900	18744
Printers	300	88	200	60000	17600	19	5700	1672
Tablets			0			174		
Phones			0			575		
Microfische scanners			2			2 - awaiting disposal		
				360000	105100		263400	76941

The 4.5KWh used when the office is closed is potentially due to some of these devices being left on. As a consideration;

- Each fridge / dishwasher left on overnight uses 0.1 KWh
- Each monitor left on standby uses 0.015 KWh
- Each light left on uses 0.06 KWh

Ordering stationery has also been analysed to consider our awareness of environmental impacts. From April 2016 to January 2017 SLHD spent £57,834.67 on stationery.

Order value	Frequency	%
below £30	53	11.78%
£31 - £60	122	27.11%
£61 - £100	95	21.11%
over £100	180	40.00%
Total	400	

Ordering individual items of low value is both not environmentally friendly and potentially not cost effective. Some of the orders below the £30 order value included one for 63p and another at £1.05 as an example. By raising awareness and promoting bulk stationery orders across different teams and offices SLHD could minimise the number of deliveries required reducing the impact on the environment whilst also potentially reducing the cost per item by ordering larger volumes at a discount.

Progress so far

Drawing on the support for environmental issues identified at the staff conference in November 2016 a small group of staff from different sections of the business has begun to meet to and have expressed a willingness to become our Green Champions.



Picture - Staff Conference Carbon footprint Challenge

Our pledge from 2017 to 2020 is:

To raise environmental awareness amongst our staff to promote behavioural change

Our actions to achieve this pledge are:

- A green champions staff group set up, which will have a key role in the delivery of the actions identified in the strategy and a mandate from Board to encourage and support colleagues to improve 'green' behaviours
- Have a champion in each office location to act as peer example and promote environmental awareness such as switching off and think before you print. They will monitor energy usage, water usage and waste in each location to establish baseline and measure improvement, for example, the amount of waste diverted from landfill
- Extend office bin recycling to all locations
- Introduce environmental impact assessment into consideration of ADP and Team Meetings recognising that responsibility lies with all from front line staff to EMT
- Introduce a '10 great green things to do at work' in induction process for new starters
- Hold staff briefing sessions on Environmental Strategy – overall contents of the strategy, what it means to them, what a difference they can make
- Survey staff on attitudes and behaviours in 2017 to set baseline and again in 2020 to measure distance travelled

Our Environment

There is a great deal of open space on the estates we work in and we see that there is an opportunity there to provide more habitats for the benefit of wildlife, as well as to encourage residents to make do similar things in their own gardens and on their balconies.

England's biodiversity plan, Biodiversity 2020¹², is a Government strategy aiming for healthy, well-functioning ecosystems with more and better places for nature for the benefit of wildlife and people.

We want to encourage the setting aside of land or areas that native species can thrive in. This might be wild grass, green roofs or walls, old logs being allowed to rot or bat or bird boxes.

Progress so far

We have been active in promoting Doncaster's Gardens in Bloom through House Proud on a regular basis over the last few years and we have been supportive of initiatives from residents to grow their own produce, for example, at Woodlands,

¹² <https://www.gov.uk/government/publications/biodiversity-2020-a-strategy-for-england-s-wildlife-and-ecosystem-services>

where the gardening group has created a vegetable plot, greenhouse and seating area at the Community Centre.

However, we recognise that we want to more to promote wildlife in the next three years.

Our pledge from 2017 to 2020 is:

To promote ecological diversity in our homes and estates

Our actions to achieve this pledge are:

- Implement Biodiversity Plan, with assistance from an ecology specialist
- Increase (and record) the number of ecological enhancements on existing estates through native planting, wildflower meadows and bird and bat boxes
- Consider hedge planting and landscaping rather than railings and fencing in environmental schemes
- Survey customers asking residents what enhancements they have made themselves and/or carry out an ecological survey of the estates, linked to stock condition surveys

Risks

The effects of rising temperatures are causing more extreme weather events and as a result SLHD needs to know how to quantify and manage the risks that those bring. To that end SLHD will be undertaking risk analyses including flood risk, as a priority, drought and overheating. We will continue to work with Emergency Planning at DMBC in connection with these risks.

Consultation

At the SLHD staff conference in November 2016, staff and TRIP members, were invited to measure their carbon footprint, in the Innovation Lounge. Around 40 people did so and they made personal pledges for how they would reduce their carbon footprint in future. The table below contains the pledges that were made:

Food	Home	Travel	Stuff
<ul style="list-style-type: none"> • Eat out less often • Buy more local food • Get a compost bin/stop wasting food 	<ul style="list-style-type: none"> • Check my insulation • Turn lights off when not using them 	<ul style="list-style-type: none"> • Use car less/get a greener car • Go on holiday without flying • Walk/bike more/cycle to work • Use public transport 	<ul style="list-style-type: none"> • Buy less stuff

They also put forward ideas for how they thought SLHD could improve its environmental performance. Many of the people who took part on the consultation expressed an interest at being involved in the creation and delivery of this strategy and they have become part of a newly formed green champions group.

A customer focus group was held on 17th January 2017. Customer's shared their views about what sustainability meant to them, they discussed and agreed the aims of the strategy and put forward suggestions for future green initiatives. Some of the comments made are as follows:

Sustainability means keep going, if you take something out, you put something back, like planting trees

My cavity wall insulation has saved me £400 per year

Customers expressed a desire for more green improvements such as:

Another phase of solar panels, sensor controlled communal lighting, dual flush WCs fitted as standard, phasing out of diesel fleet and replacement with hybrid vehicles.

Review & Monitoring

This strategy is due to be reviewed in 2020, and the action plan will be monitored by EMT on an annual basis.

The following performance measures are proposed:

- Minimum SAP rating of homes
- Average SAP rating of homes
- Kg CO₂/m₂/year of office accommodation

- % purchases from Doncaster
- % purchases in Yorkshire

Financial Implications

It is envisaged that the initiatives in the strategy can all be achieved within existing budgets and if anything we should achieve cost savings with better management of energy and waste, for example. From a capital point of view, SLHD can also stay within budget and still achieve the SAP targets in the strategy, partly by updating data, which will result in SPA ratings increasing, showing more accurately the previous investment and partly through the investment that is planned and within present capital budgets.

Four year budgets have been set for the improvements and investment within the Council's housing stock therefore we have clear financial budgets within which we must target our expenditure.

Communications

One of the main thrusts of the Strategy is to raise awareness on environmental matters with staff and customers alike. The key message is we can all make small changes in what we do, which put together can have a big impact on reducing environmental damage.

Research has shown that physical improvements to improve energy efficiency, for example, are more effective when they are done alongside, behavioural change programmes.

As the strategy is rolled out there will be some great messages to be sent out to the public in Doncaster and the wider Sheffield City Region, which will help to strengthen the St Leger brand as an organisation that takes its environmental responsibility very seriously.

ENVIRONMENTAL STRATEGY ACTION PLAN

PLEDGE 1: To provide homes that are warm, sustainable and energy efficient to reduce customers' energy needs and combat fuel poverty				
Action specified in strategy	How we will measure success (outcomes)	Milestones to achieve action	By when	By Whom
We will use SAP data to identify where there is a risk of fuel poverty. We will work with DMBC's energy team to visit to offer support and where possible help to lift those people out of fuel poverty	<ul style="list-style-type: none"> That all properties have an up to date SAP score 	<ul style="list-style-type: none"> SAP ratings recorded for all HRA managed properties 	30/09/2017	SLHD Assets Team
	<ul style="list-style-type: none"> That all properties with a SAP score below 55 are referred to DMBC's energy team for advice 	<ul style="list-style-type: none"> Properties with SAP rating < 55 identified 	31/12/2017	SLHD Assets Team
		<ul style="list-style-type: none"> Properties / households referred to DMBC 	31/12/2017	SLHD Assets Team
		<ul style="list-style-type: none"> Support visits carried out by DMBC's energy team 	31/03/2019	DMBC Energy Team
We will update SAP energy data on our asset management data base, starting with lowest ratings, by collecting new energy data. Where a low SAP score is found to be correct we will target those properties for options appraisal to recommend either improvement or disposal	<ul style="list-style-type: none"> That all properties have an up to date SAP score 	<ul style="list-style-type: none"> SAP ratings recorded for all HRA managed properties 	30/09/2017	SLHD Assets Team
	<ul style="list-style-type: none"> That all properties with a SAP score below 55 are 'options appraised' and a decision regarding their future is made 	<ul style="list-style-type: none"> Project plan for options appraisal is developed 	31/12/2017	SLHD Assets Team
		<ul style="list-style-type: none"> That all options appraisals are carried out an way forward for each asset agreed 	31/08/2018	SLHD Assets Team
We will set a target for minimum SAP based on fuel poverty calculations of incomes in Doncaster at 55 (level D) for the duration of the strategy	<ul style="list-style-type: none"> No properties have a SAP rating below 55. 	<ul style="list-style-type: none"> Way forward identified in options appraisal are implemented and completed for properties with SAP rating below 55. 	31/08/2019	SLHD Assets Team
We will set a target for average SAP for the same period at 70 (level C), to tie in with the Government's 2020 Climate	<ul style="list-style-type: none"> Average SAP rating increased from 66 to 70. 	<ul style="list-style-type: none"> SAP ratings recorded for all HRA managed properties 	30/09/2017	SLHD Assets Team
		<ul style="list-style-type: none"> Analysis of properties with SAP rating between 56 and 	31/08/2019	SLHD Assets Team

Change Act commitments		70 carried out.		
		<ul style="list-style-type: none"> Way forward identified for properties with SAP rating between 56 and 70. 	31/12/2019	SLHD Assets Team
Starting in 2018-19 and continuing into 2019-20 re-commence ECO works, including external wall insulation and new roofs, on hard to heat solid wall properties, with a minimum 400 of the remaining 2,000 to be completed by 2020	<ul style="list-style-type: none"> 400 hard to heat properties improved 	<ul style="list-style-type: none"> 200 properties improved 	31/03/2019	SLHD Assets Team
		<ul style="list-style-type: none"> 200 properties improved 	31/03/2020	SLHD Assets Team
Continue to invest in 700 heating upgrades per year, with A rated combi boilers, and Thermostatic Radiator Valves	<ul style="list-style-type: none"> Heating upgraded to 2,100 properties 	<ul style="list-style-type: none"> 700 heating upgrades completed 	31/03/2018	SLHD M&E Team
		<ul style="list-style-type: none"> Further 700 heating upgrades completed 	31/03/2019	SLHD M&E Team
		<ul style="list-style-type: none"> Further 700 heating upgrades completed 	31/03/2020	SLHD M&E Team
Continue to convert the remaining 180 homes with solid fuel to either renewable heating, such as air source heat pumps, or, gas heating	<ul style="list-style-type: none"> Number of properties with solid fuel heating reduced from 180 to 171. 	<ul style="list-style-type: none"> 3 properties converted from solid fuel heating 	31/03/2018	SLHD M&E Team
		<ul style="list-style-type: none"> 3 properties converted from solid fuel heating 	31/03/2019	SLHD M&E Team
		<ul style="list-style-type: none"> 3 properties converted from solid fuel heating 	31/03/2020	SLHD M&E Team
Thermally upgrade 22 Trusteel homes using nano technology, or similar innovative product, to improve thermal comfort	<ul style="list-style-type: none"> Thermal improvements carried out to 22 Trusteel properties 	<ul style="list-style-type: none"> 22 properties improved 	31/03/2018	SLHD Assets Team
Review specification on internal, external planned works programmes and voids to reduce	<ul style="list-style-type: none"> Specifications reviewed and updated to reflect environmental considerations. 	<ul style="list-style-type: none"> External and internal works specification is reviewed and updated 	31/12/2017	Contract and Compliance Team

water usage. Internal programmes to include low flow taps and showers and dual flush WCs. External programmes to include water butts for rainwater harvesting		<ul style="list-style-type: none"> 2018/19 programme of works commences with new specification 	01/04/2018	SLHD Assets Team
Establish the amount of water usage where it would be more economical for households to have a water meter installed and make this information available to customers	<ul style="list-style-type: none"> Evidenced based advice available for customers on the appropriateness of switching to metered water supply. 	<ul style="list-style-type: none"> Research carried out to ascertain 'tipping point' where metered supply becomes better VFM than water 'rates'. 	31/03/2018	Business Excellence Team
		<ul style="list-style-type: none"> Information sharing campaign with customers developed and undertaken advising of findings of research. 	31/03/2019	Communications Team
		<ul style="list-style-type: none"> Case study evaluation to test impact of select number of customers who have 'switched'. 	31/03/2020	Business Excellence Team
<p>PLEDGE 2: <i>To improve the sustainability of the buildings we occupy by reducing energy emissions and the resources we use</i></p>				
Action specified in strategy	How we will measure success (outcomes)	Milestones to achieve action	By when	By Whom
We will calculate kgCO2/m2/year figure for locations and use the information to make good decisions about reducing carbon when opportunities for rationalisation occur	<ul style="list-style-type: none"> Baseline and annual understanding of carbon waste generated from business activities 	<ul style="list-style-type: none"> Baseline position for all accommodation locations established 	31/12/2017	SLH Asset Management
		<ul style="list-style-type: none"> 2017/2018 carbon emissions assessment 	30/06/2018	SLHD Asset Management
		<ul style="list-style-type: none"> 2018/19 carbon emissions assessment 	30/06/2019	SLHD Asset Management

		<ul style="list-style-type: none"> 2019/2020 carbon emissions assessment 	30/06/2020	SLHD Asset Management
We will continue to reduce the amount of printing we do. We are introducing 'print on presence' cards for staff to reduce the amount of printing that is put through to the printer but not collected. All meetings to be paperless. All printers to be set at double page, double-sided, black and white copy as default. We are also moving to a paperless stores ordering system.	<ul style="list-style-type: none"> Reduce by a minimum of 10% the amount of photocopying undertaken in the business from 2,000,000 copies per annum to 1,458,000. 	<ul style="list-style-type: none"> Fobbed printing rolled out to Shaw Lane Depot 	31/05/2017	SLHD ICT Team
		<ul style="list-style-type: none"> Fobbed printing rolled out to remaining SLHD offices 	30/06/2017	SLHD ICT Team
		<ul style="list-style-type: none"> Paperless stores ordering 	31/03/2018	Contract and Compliance Team
		<ul style="list-style-type: none"> Communications campaign launched to encourage 'paperless' working and reduce copying. 	01/07/2017	Green Champions
We will replace older lighting and air con units with low energy more environmentally friendlier units, where we can	<ul style="list-style-type: none"> All old air conditioning units replaced and lighting upgraded at SLC 	<ul style="list-style-type: none"> Facilities investment strategy developed 	30/09/2017	SLHD Asset Management
		<ul style="list-style-type: none"> 2017/18 – 2019/20 facility improvements delivered 	31/03/2020	SLHD Asset Management
As per the ICT Strategy we will continue to replace equipment with new provision that has a better environmental performance	<ul style="list-style-type: none"> 558 pieces of equipment replaced with better environmentally performing items 	<ul style="list-style-type: none"> 194 items replaced 	31/03/2018	SLHD ICT Team
		<ul style="list-style-type: none"> 187 items replaced 	31/03/2019	SLHD ICT Team
		<ul style="list-style-type: none"> 177 items replaced 	31/03/2020	SLHD ICT Team
We will ensure that, wherever possible, every business improvement initiative has a tangible environmental benefit	<ul style="list-style-type: none"> Environmental impact and benefit is routinely considered as part of any business improvement initiative 	<ul style="list-style-type: none"> Methodology for including environmental impact and benefits is developed and included in future business improvement reviews 	30/09/2017	Business Excellence Team
		<ul style="list-style-type: none"> New methodology is adopted by all service 	01/10/2017	SMT

		areas across the business when carrying out business improvements		
PLEDGE 3: <i>To reduce the impact of our travel by tackling emissions in our vehicle fleet and encouraging greener staff travel options</i>				
Action specified in strategy	How we will measure success (outcomes)	Milestones to achieve action	By when	By Whom
Continue to replace older fleet vehicles with new vehicles, starting in 2017 with the replacement of 129 '58 plate vehicles, with EURO4 emissions, to new EURO6 standards	<ul style="list-style-type: none"> 129 vehicles replaced with new EURO6 models 	129 vehicles replaced	31/03/2018	Repairs and Maintenance
		16 vehicles replaced	31/03/2019	Repairs and Maintenance
		17 vehicles replaced	31/03/2020	Repairs and Maintenance
Investigate electric vehicles for future fleet replacement, from 2017 onwards	<ul style="list-style-type: none"> Investigations into alternate hybrid models completed and way forward agreed 	<ul style="list-style-type: none"> Research into alternate options undertaken 	31/12/2017	Repairs and Maintenance
		<ul style="list-style-type: none"> Decision taken on way forward 	31/03/2018	EMT
Introduce video conferencing, such as Go to Meet, or Zoom, to reduce staff travel between offices	<ul style="list-style-type: none"> Video / telephone conferencing actively used across the business to reduce staff travel 	<ul style="list-style-type: none"> Video/telephone conferencing solutions identified 	31/08/2017	SLHD ICT Team
		<ul style="list-style-type: none"> Training provided to SMT on the use and benefits of video/telephone conferencing 	31/10/2017	Green Champions /SLHD ICT Team
		<ul style="list-style-type: none"> SMT begin roll out use of video/telephone conferencing across their service areas 	01/11/2017	SMT
Encourage home working more widely to reduce staff commuting	<ul style="list-style-type: none"> Increase in staff routinely working from home 	<ul style="list-style-type: none"> Consideration across the business given to home working possibilities 	31/03/2018	Heads of Service

		<ul style="list-style-type: none"> • Home working piloted in selected service areas 	31/12/2018	Heads of Service
		<ul style="list-style-type: none"> • Subject to successful pilot, home working rolled out to other service areas as appropriate 	01/04/2019	Heads of Service
Encourage greener options for travel by provision of cycle to work scheme, cycle storage, car sharing and greater use of public transport	<ul style="list-style-type: none"> • Increase in staff regularly using 'greener' options to travel to work (monitored through staff survey) 	<ul style="list-style-type: none"> • Cycle storage provided across SLHD buildings 	30/09/2018	SLHD Asset Management
		<ul style="list-style-type: none"> • Cycle to work scheme introduced 	31/05/2017	HR Team
		<ul style="list-style-type: none"> • Green travel promoted to staff 	30/03/2018	Comms Team
Explore salary sacrifice scheme for staff to obtain low emission cars	<ul style="list-style-type: none"> • Potential for scheme investigated and if feasible introduced 	<ul style="list-style-type: none"> • Potential for salary sacrifice scheme investigated and way forward agreed. 	31/03/2018	HR Team
Survey staff to find out how many people travel to work other than by private vehicle, see below also	<ul style="list-style-type: none"> • Baseline position of staff travel habits captured and change in any behaviours captured at the end of the strategy 	<ul style="list-style-type: none"> • Staff 'green survey' developed 	31/07/2017	Green Champions
		<ul style="list-style-type: none"> • First staff 'green survey' carried out and baseline position established 	30/09/2017	SLHD Asset Management Team
		<ul style="list-style-type: none"> • Mid-point survey undertaken and analysis carried out against baseline position 	31/10/2019	SLHD Asset Management Team
		<ul style="list-style-type: none"> • 'Final' staff green survey undertaken and analysis carried out against baseline position 	30/09/2020	SLHD Asset Management Team
PLEDGE 4: <i>To make our procurement even more sustainable</i>				

Action specified in strategy	How we will measure success (outcomes)	Milestones to achieve action	By when	By Whom
To continue to have a responsible procurement policy emphasising local value to minimise distance travelled in the supply chain	<ul style="list-style-type: none"> New procurement strategy in place with further emphasis on commitment to environmental sustainability in the supply chain 	<ul style="list-style-type: none"> Procurement strategy drafted for consultation 	31/12/2017	Contract and Compliance Team
		<ul style="list-style-type: none"> Procurement strategy agreed 	31/03/2018	Contract and Compliance Team
To work with our local suppliers to enable them to be more environmentally friendly, for example, by holding regular supplier events for local companies, meet the buyer events	<ul style="list-style-type: none"> Improved relationships with local suppliers through the hosting and participation in various support and engagement events 	<ul style="list-style-type: none"> 4 supplier engagement and support events held 	31/03/2018	Contract and Compliance Team
		<ul style="list-style-type: none"> 4 supplier engagement and support events held 	31/03/2019	Contract and Compliance Team
		<ul style="list-style-type: none"> 4 supplier engagement and support events held 	31/03/2020	Contract and Compliance Team
<p>To source goods made from recycled materials, where they offer good VfM, including whole life costings</p> <p>To source goods from sustainable sources, such as FSC timber, recycled paper and fair trade tea and coffee</p>	<ul style="list-style-type: none"> Increased number of material items being utilised that are recycled or come from sustainable sources 	<ul style="list-style-type: none"> Baseline position established on range of items from sustainable or recycled sources 	30/09/2017	Contract and Compliance Team
		<ul style="list-style-type: none"> Plan developed and implemented outlining approach to be taken to increase items from recycled or sustainable sources 	31/12/2017	Contract and Compliance Team
		<ul style="list-style-type: none"> Mid-point position established on range of items from sustainable or recycled sources 	31/12/2018	Contract and Compliance Team
		<ul style="list-style-type: none"> End point position on range of items from sustainable or recycled 	31/03/2020	Contract and Compliance Team

		sources		
To roll out electronic procurement to smaller value tenders and purchases	<ul style="list-style-type: none"> Increased number of procurement exercises completed electronically 	<ul style="list-style-type: none"> Procurement plan updated to reflect which will be carried out electronically 	31/08/2017	Contract and Compliance Team
PLEDGE 5:				
<i>To reduce the environmental impact and volume of our waste</i>				
Action specified in strategy	How we will measure success (outcomes)	Milestones to achieve action	By when	By Whom
To reduce amount of waste going to landfill as a consequence of our work. At Shaw Lane we are introducing a pilot scheme, whereby, waste is sorted into different streams before it is put into skips, thereby increasing the amount of waste that is recycled	<ul style="list-style-type: none"> 10% reduction in waste going to landfill from Shaw Lane site 	<ul style="list-style-type: none"> Baseline position of waste going to landfill from Shaw lane depot established 	31/07/2017	Contract and Compliance Team
		<ul style="list-style-type: none"> Segregation of waste at Shaw Lane commences 	01/08/2017	Contract and Compliance Team
		<ul style="list-style-type: none"> Effectiveness of waste segregation analysed 	31/12/2017	Contract and Compliance Team
We will chip green waste (and use the chippings in our on-going grounds maintenance activities wherever possible)	<ul style="list-style-type: none"> Reduction in green waste going to landfill (links into above action) 	<ul style="list-style-type: none"> Chipping equipment purchased 	31/03/2017	Housing Management
		<ul style="list-style-type: none"> Routine chipping of waste considered and opportunities identified 	31/07/2017	Housing Management
		<ul style="list-style-type: none"> Routine chipping commences where operational possibly 	01/08/2017	Housing Management
To consider the appointment of a waste management company to co-ordinate the management of all waste streams to reduce cost, increase recycling and create efficiencies	<ul style="list-style-type: none"> Waste management company appointed and recommendations on more effective way forward presented for consideration 	<ul style="list-style-type: none"> Specification of new waste management provider developed 	31/05/2017	Contract and Compliance Team
		<ul style="list-style-type: none"> Procurement of new waste management provider completed 	31/08/2017	Contract and Compliance Team

		<ul style="list-style-type: none"> Initial findings and recommendations from waste management company presented and way forward agreed 	31/12/2017	Contract and Compliance Team
To increase the amount of recycling we do, for example, reviewing the waste collections at all offices and communal halls to provide more recycling options and reduce the amount of general waste collections	<ul style="list-style-type: none"> Increase recycling by 10% 	<ul style="list-style-type: none"> Establish baseline recycling amounts 	30/09/2017	SLHD Asset Management
		<ul style="list-style-type: none"> Consider options for increasing recycling 	30/09/2017	Green Champions
		<ul style="list-style-type: none"> Roll out recycling initiatives 	01/01/2018	SLHD Asset Management
PLEDGE 6: <i>To raising environmental awareness amongst our customers to help them to save money</i>				
Action specified in strategy	How we will measure success (outcomes)	Milestones to achieve action	By when	By Whom
Ensure good quality advice is given to new and existing customers, though a Home User Guide on greener travel options, cycle storage, recycling, local facilities, how to use your heating controls, big switch, managing condensation etc. Get the same information to TRIP and TARAs so that customer representatives are well informed	<ul style="list-style-type: none"> Home user guide developed and in use 	<ul style="list-style-type: none"> Home User Guide Developed 	31/03/2018	Green Champions
		<ul style="list-style-type: none"> Home User Guide Launched 	01/08/2018	SLHD Asset Management
		<ul style="list-style-type: none"> Review impact of Home User Guide with tenants 	31/08/2019	SLHD Asset Management
Have an environmental sustainability item in House Proud each addition linked to the season	<ul style="list-style-type: none"> Regular environmental sustainability articles included in House Proud 	<ul style="list-style-type: none"> 3 environmental articles include in House Proud during 2017/18 	31/03/2018	Comms Team
		<ul style="list-style-type: none"> 4 environmental articles 	31/03/2019	Comms Team

		include in House Proud during 2018/19		
		<ul style="list-style-type: none"> 4 environmental articles include in House Proud during 2019/20 	31/03/2020	Comms Team
Equip our staff to be able to offer energy advice to customers as part of their homes visits and interactions with tenants	<ul style="list-style-type: none"> Increased awareness of energy advice for staff and tenants 	<ul style="list-style-type: none"> Training package for staff developed around giving simple energy advice 	30/09/2017	People Development
		<ul style="list-style-type: none"> Training rolled out and completed 	31/07/2018	People Development
PLEDGE 7: <i>To raise environmental awareness amongst our staff to promote behavioural change</i>				
Action specified in strategy	How we will measure success (outcomes)	Milestones to achieve action	By when	By Whom
A green champions staff group set up, which will have a key role in the delivery of the actions identified in the strategy	<ul style="list-style-type: none"> Active Green Champions Group established and delivering actions identified in this plan 	<ul style="list-style-type: none"> First Meeting of the 'Green Champions' group held 	31/03/2017	Asset Management Service Manager
		<ul style="list-style-type: none"> Annual statement highlighting impact and achievements of 'Green Champions' produced and shared 	31/05/2018	Green Champions
		<ul style="list-style-type: none"> Second annual statement of achievements produced 	31/05/2019	Green Champions
		<ul style="list-style-type: none"> Third annual statement of achievements produced 	31/05/2020	Green Champions
To have a champion in each office location to act as peer example and promote environmental awareness such as switching off, think before you print etc. Building managers will monitor	<ul style="list-style-type: none"> Active Green Champions in each SLHD location 	<ul style="list-style-type: none"> Annual statement highlighting impact and achievements of 'Green Champions' produced and shared 	31/05/2018	Green Champions
		<ul style="list-style-type: none"> Second annual statement 	31/05/2019	Green

energy usage, water usage and waste in each location to establish baseline and measure improvement, for example, the amount of waste diverted from landfill.		of achievements produced		Champions
		<ul style="list-style-type: none"> • Third annual statement of achievements produced 	31/05/2020	Green Champions
Extend office bin recycling to all locations	<ul style="list-style-type: none"> • Office bin recycling in all locations 	<ul style="list-style-type: none"> • Audit of what is in place to identify gaps in provision 	30/09/2017	Green champions
		<ul style="list-style-type: none"> • Introduce office bin recycling in all locations 	31/12/2017	SLHD Asset Management
To Introduce environmental impact assessment into consideration of ADP and Team Meetings recognising that responsibility lies with all from front line staff to EMT	<ul style="list-style-type: none"> • Environmental impact becomes an 'automatic' consideration in our business planning and team meeting processes 	<ul style="list-style-type: none"> • Methodology identified for including environmental impact assessment to ADP and team meetings 	30/09/2017	Business Excellence Team
		<ul style="list-style-type: none"> • Environmental impact assessment rolled out into team meetings 	01/01/2018	SMT
To introduce a '10 great green things to do at work' in induction process for new starters	<ul style="list-style-type: none"> • SLHD's commitment to 'green values' is evident to new starters and forms part of the induction process 	<ul style="list-style-type: none"> • List and details of 10 great green things to do at work is developed 	31/12/2017	Green Champions
		<ul style="list-style-type: none"> • 10 great green things to do at work is rolled into the induction process 	01/04/2018	People Development
To hold staff briefing sessions on Environmental Strategy – overall contents of the strategy, what it means to them, what it a difference they can make	<ul style="list-style-type: none"> • All staff have received a briefing about SLHD's commitment to Environmental Sustainability 	<ul style="list-style-type: none"> • Staff briefings commence 	01/07/2017	Green Champions
		<ul style="list-style-type: none"> • Staff briefing sessions complete 	31/10/2017	Green Champions
To survey staff on attitudes and behaviours in 2017 to set baseline	<ul style="list-style-type: none"> • Baseline assessment of 'staff attitudes' towards green issues 	<ul style="list-style-type: none"> • Staff 'green survey' developed 	31/07/2017	Green Champions

and again in 2020 to measure distance travelled	established and direction of travel captured at end of the strategy.	<ul style="list-style-type: none"> • First staff 'green survey' carried out and baseline position established 	30/09/2017	SLHD Asset Management Team
		<ul style="list-style-type: none"> • Mid-point survey undertaken and analysis carried out against baseline position 	31/103/2019	SLHD Asset Management Team
		<ul style="list-style-type: none"> • 'Final' staff green survey undertaken and analysis carried out against baseline position 	30/09/2020	SLHD Asset Management Team
PLEDGE 8: <i>To promote ecological diversity in our homes and estates</i>				
Implement a biodiversity plan with assistance from an ecology expert	<ul style="list-style-type: none"> • Biodiversity plan in place 	<ul style="list-style-type: none"> • Appoint expert to work with us to formulate plan to deliver actions in this pledge 	31/07/2017	SLHD Asset Management
		<ul style="list-style-type: none"> • Plan in place ready to roll out ecological improvements 	31/01/2018	Green Champions
To increase (and record) the number of ecological enhancements on existing estates through native planting, bird boxes etc.	<ul style="list-style-type: none"> • Increased number of environmental and ecological improvements on our estates 	<ul style="list-style-type: none"> • Opportunities for the inclusion of environmental or ecology improvements identified 	30/08/2017	Green Champions
		<ul style="list-style-type: none"> • Plan for rolling out ecological and environmental improvements developed 	31/01/2018	Green Champions
		<ul style="list-style-type: none"> • Roll out of improvements commences 	01/04/2018	SMT
To consider hedge planting and	<ul style="list-style-type: none"> • Alternate approaches to fencing 	<ul style="list-style-type: none"> • Research and evaluation 	31/12/2017	SLHD Asset

landscaping rather than railings and fencing in environmental schemes	considered and way forward agreed	undertaken into feasibility		Management
		<ul style="list-style-type: none"> Way forward agreed 	31/03/2018	SLHD Asset Management
To survey customers asking residents what enhancements they have made themselves and/or carry out an ecological survey of the estates, linked to stock condition surveys	<ul style="list-style-type: none"> Customer environmental and ecology priorities identified and incorporated into future estate improvement plans 	<ul style="list-style-type: none"> Include questions in next STAR survey around environmental enhancements on estates 	31/03/2018	Customer Relations Team
		<ul style="list-style-type: none"> Utilise feedback from survey to inform future environmental and ecological enhancements on estates 	30/09/2018	SLHD Asset Management Team
RISK				
Flood risk assessment	<ul style="list-style-type: none"> Flood risk assessment completed 	<ul style="list-style-type: none"> Action plan in place to manage all risks identified 	31/03/2018	SLHD Asset Management
Overheating risk assessment	<ul style="list-style-type: none"> Overheating risk assessment completed 	<ul style="list-style-type: none"> Action plan in place to manage all risks identified 	31/03/2019	SLHD Asset Management
Drought risk assessment	<ul style="list-style-type: none"> Drought risk assessment completed 	<ul style="list-style-type: none"> Action plan in place to manage all risks identified 	31/03/2020	SLHD Asset Management