

The Wrekin

Housing Trust

Environmental Sustainability Strategy



Think locally. Act globally.

Working to reduce fuel poverty.

Introduction

Welcome to our Environmental Sustainability Strategy. This is a three-year plan that pulls together the work we have already been doing and then maps out what we will do in the immediate to medium term.

We are the joint sponsors of the Strategy. We are introducing this together, as a sign of the partnership we have in responding to climate change and being environmentally more responsible. We have agreed a number of key principles and we know that few of these can be achieved without joint effort.

The key principles are:

- Raised awareness and education.
- More responsibility in the way we choose, use, reuse and dispose of resources.
- Reducing our carbon footprints.
- Better management of the risks and impacts of climate change.
- Better cost management for residents and the organisation in light of rising fuel and material costs.
- Aiding affordable warmth for our tenants and helping to reduce the number of tenants who fall within fuel poverty (*linking to our financial inclusion and capability strategy*).

We have a commitment to respond to these areas. Rising fuel costs, changing weather patterns and a growing awareness of the damage these can cause, through floods and heat-waves, lead us to reinforce our local actions in response to a global issue.

This is the theme of our Strategy; **Thinking Globally and Acting Locally.**

We know that many of our customers and partners share our concerns and our commitment to act. We are open to new thinking and welcome your ideas and actions as we roll out the Action Plan that accompanies this Strategy. We need to think differently about our behaviours, adopt new standards in our homes and travel and understand better the impacts we have in our everyday lives.

This is about **environmental responsibility** in everything we do, but we cannot do it all at once. We enlisted the help of Sustainable Homes Limited in pulling these ideas together. They have previously delivered training for us in EcoHomes XB and the new Code for Sustainable Homes and helped enormously in identifying bite size chunks for us to move forward with.

We invite you to get on board. Between us, we can inspire and influence many among our communities to behave in a way that protects and enhances our local environments and start to go some way to protect our quality of life. We have a long way to go but this Strategy is a signal of our direction.



Wayne Gethings, Director of Asset Management

Len Harley, Tenant Board Member



Looking Back...

As part of the review of our sustainability activity we took a look back to measure the progress we have already made and what has worked particularly well.

Using our key principles as a guide, we sorted our achievements, and have listed them on the following pages, but in no priority order.

Key Symbols

To help quickly identify what we are trying to achieve with our actions, we have placed a symbol alongside them. These symbols are based on our chosen key principles.

Awareness and education



Resource management



Carbon footprints



Management of the risks and impacts of climate change



Cost efficiencies (Inclusive of financial inclusion and affordable warmth)



Awareness & Education...



Our achievements in raising awareness and education are as follows (in no particular order):

- Joint work with Encams (environmental consultancy) on our Safer, Cleaner, Greener Neighbourhoods initiative.
- Partnership with Energyextra. In the first 12 months this has helped 160 residents save money on fuel bills and combat fuel poverty. (See our extended case study on page 4).
- Influenced our supply chain of contractors and consultants by specifying the adoption of environmental responsibility, measuring tenders using environmental assessment as part of the contract award and specifying waste management plans in maintenance and construction contracts.
- Preparation for the introduction of Energy Performance Certificates in October 2008.
- Providing more information about environmental responsibility in our revised Home User Guides issued to residents in new homes.
- Staff training on EcoHomes XB and the Code for Sustainable Homes.

The outcome of the above is that we have raised our own awareness of what works, advised residents on how to use their homes more efficiently and we appreciate how we can use our influence through others to make a real difference.

Case Study—Energyextra



Background information

Energyextra were asked to visit a tenant who was receiving bills from three different suppliers after the housing team were unable to resolve this after several attempts. The tenant, a gentleman in his early sixties, had suffered a number of strokes that left him unable to understand or articulate what was happening to the energy providers involved. The housing team were concerned, as he had turned off his storage heaters because he was upset and confused by everything and worried he could not afford to have his heating on. This left him with just a gas fire to keep him warm.

Prior to his stroke, the gentleman had lived in his own privately owned house. Although he moved into his rented bungalow in March 2007, his own property was not sold until September 2007, leaving him responsible for the energy supplies at both addresses. Whilst void, the bungalow had been referred through the Energyextra voids process to Southern Electric, however he took up the tenancy and moved in a week before this was completed.

The property that the tenant owned was with British Gas for gas and nPower for electricity. As he gave a forwarding address for the bills to be sent to, British Gas then attempted to transfer the supply also. Both providers set up direct debits for the electric, and a budget plan had been set up with nPower for the gas supply at the bungalow.

The final bills were issued for the former property and promptly paid in October by the tenants support worker. The direct debits continued to both British Gas and Southern Electric and then a bill arrived from nPower for the gas. The support worker had tried to sort out the problem and had been repeatedly told by British Gas that they were the provider and she would have to sort it out with Southern Electric. It was at this point that Energyextra were contacted and asked for their help.

Action Taken

Energyextra quickly established that the gas supply was with nPower and advised the tenant to pay the arrears and to carry on with the budget plan. They then contacted metering services, who confirmed that the electricity supplier was indeed Southern Electric. After numerous phone calls between the two supply companies they managed to give correct opening meter readings and established that British Gas had carried out an erroneous transfer (transfer without proper consent) and that the supply did belong to Southern Electric.

A refund cheque was issued from British Gas for £660 (the amount that had been paid by direct debit during a 10-month period) and a new bill raised from Southern Electric for £491 for the same period of billing given the same meter readings—giving a massive saving of £169 between different providers! They then looked to help in transferring the electricity account to Southern Electric to enable the tenant to make further savings by having a dual fuel agreement. The tenant further qualified for the reduced social tariff due to his level of income and the benefits he receives. By registering him on the social tariff with the provider he will benefit from a further reduction of 10% on his energy unit prices.

Conclusions

By calculating the tenants average consumption, Energyextra were able to give him an indication of the number of units of energy he was using daily. He was shown how saving just 30p per day can save him approximately £110 per year, by employing a number of energy efficiency measures such as using his water heater overnight on the timer instead of during the day on the boost switch. They left him confident enough to switch his heaters back on, advising in their correct operation and how to keep warm and well during the winter months, therefore lessening the risk of developing cold related illnesses.



Case Study

Waste Management

Every year The Wrekin Housing Trust undertakes a considerable major refurbishment programme. In the past this has produced a significant amount of waste. We are working closely with our contractors to minimise the impact of these works by ensuring that we re-use existing materials where possible to reduce waste or recycle as many materials as possible for re-use in other processes.

On site

An example of how our contractors are actively dealing with the waste at site level is given by our current contract with Danescourt Roofing.

Tile and Mortar Rubble



In the majority of cases we are re-using the existing roof tiles and therefore not producing significant volumes of tile rubble, however in a few instances where we do remove the tiles they are placed into a separate skip specifically for waste rubble / mortar, which is then removed from the site by Green Skips and crushed to make hardcore.

Existing Tile Lath

All the existing tile lath is no longer mixed in with all the other general waste instead it is removed from the site daily by Danescourts lorry and taken to Green Skips where it is shredded and recycled to be re-used in making worktops.



Cardboard Packaging

The cardboard packaging is collected daily on site placed in a "Jumbo" bag then removed by Danescourts lorry and sent for recycling, the plastic packaging is removed at Danescourts yard and sent for recycling.

Existing Underslaters Felt

The only material that we have been unable to find a more environmentally friendly solution is the existing underslaters felt which currently gets sent to landfill, however we are still looking for solutions with felt manufacturers and on the Internet to see if we can prevent this in the future.

The implementation of this process has not only improved our **Carbon Footprint** it has also given rise to increased efficiency on site, the site is certainly tidier because we are dealing with the waste on a daily basis and the amount of skips on site has reduced significantly. In the longer term we are confident that the introduction of the SWMP will give Danescourt and WHT shared efficiency savings.

Awareness & Education

Action Plan 2008—2011

Property Services

- Introduce and pilot smart metering in homes.
- Initiate joint review of waste management with contractor partners.
- Explore establishment of Innovation Conversations with contractor and consultant partners and peer group reviews.
- Produce additional data on environmental impact of materials used.

Office and business practices

- Explore smarter working business model, remote working and alternative travel to work.
- Extend office waste recycling.
- Introduce new performance targets in personal performance and operational plans.
- Extend IT equipment central management defaults.
- Pilot the extended use of “Skype” communications and conference calls.
- Establish internal champions group to inspire change, monitor performance and bring forward innovations.
- Reinforce governance around environmental responsibility.

Housing Management & Resident Involvement

- Establish Communication and Education Strategy for residents and staff.
- Maintain Communications Strategy and Performance Feedback.
- Establish communications for the introduction of Energy Performance Certificates.
- Consult on new standards in new build and refurbishment and choice in new materials.
- Instigate incentive scheme for resident achievements in environmental responsibility.
- Establish wider partnership initiative with schools and other relevant local groups.

In-house Maintenance Operations

- Review choice of materials and products used.
- Extend select list reviews to include environmental policies of suppliers.

For more detail on all Action Plans, visit the [Appendix section](#).



Resource Management...



Our actions and achievements in resource management are as follows:

- Introduction of more responsible waste management plans in our property services work; tracking timber recycling and crushed hardcore for reuse thus avoiding the use of landfill sites. Establishing the recycling partnership we have with Pink Skips (see our extended case example on Page 8)
- Paper recycling in our offices; recycling 9 tonnes last year and growing year by year, the equivalent of 3,600 reams of paper or 720 boxes of new paper.
- Pink Skips currently take all cardboard from HQ.
- We take our waste from the in-house landscaping team for composting at Simpro Shifnal.
- Working with Travis Perkins, our main materials supplier, building more informed information about the impact of the materials we specify and use.
- Arrangements to recycle lamps and batteries.
- Introduction of water butts in the new homes we provide to reduce the consumption of mains water in gardens.
- Recycling facilities at our Arleston Lane Exemplar New Homes Project as well as grass roofs to maximise water efficiency and reduce water run-off (plus see carbon footprint section and our extended case study on Page 9)
- Replaced chilled water facilities at our offices with mains cooling and filtering to reduce the vehicle movements and packaging associated with bottled supplies.
- Recycled printer toners and other computer components.
- Recycled furniture in partnership with Chairs and Spares.

...with the outcome that we have brought environmental responsibility to the forefront of our operating activities.



Case Study

Pink Skips

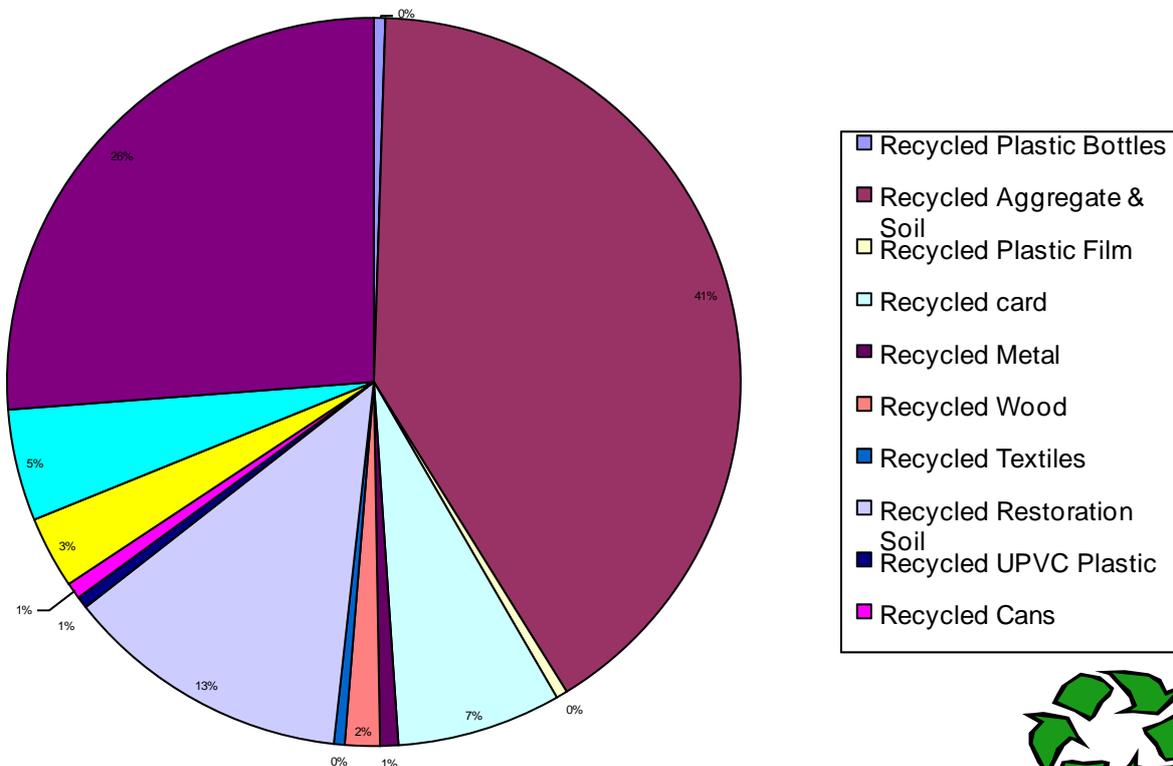
Pink Skips is a privately owned waste management company who work with The Wrekin Housing Trust on managing its building wastes.

Operating from our purpose built offices and waste processing centre in Telford they offer a complete waste management and recycling service for the Trust.

During the last 12 months 79% of the waste has been recycled.



Wrekin Housing Trust Recycling Profile



Case Study— New Homes Exemplar



One of the Trust's current planned new developments will transform a site containing 21 old flats that are structurally defective and very inefficient to heat, into a new housing scheme providing 11 new apartments and nine 2 and 3 bedroom houses aiming to meet Sustainable Homes code level 3 with some to level 4

The family houses have been designed to have solar panels to reduce heating costs with insulation levels designed to exceed the current minimum Building Regulation standards by 25%, making these new homes far more energy efficient than any other dwellings within the district.

Entrance view into the site as proposed, illustrating south facing balconies and roof mounted solar panels.



A key feature of the new apartments will be a 'green roof' which increases insulation levels yet reduces rainwater run-off contributing to sustainable drainage and consequently helping future flooding problems.

Resource Management

Action Plan 2008—2011

Property Services

- Review procurement, tender and contract documentation including EU Journal Specifications.
- Review design brief of new homes (Code for Sustainable Homes) and refurbishment of existing stock.
- Initiate joint review of waste management with contractor partners.
- Explore establishment of Innovation Conversations with contractor and consultant partners and peer group reviews.
- Produce additional data on environmental impact of materials used.

Office and business practices

- Extend office waste recycling.

Housing Management and Resident Involvement

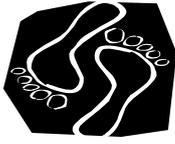
- Consult on new standards in new build and refurbishment and choice in new materials.
- Instigate incentive scheme for resident achievements in environmental responsibility.

In-house Maintenance Operations

- Review choice of materials and products used.
- Extend select list reviews to include environmental policies of suppliers.
- Improve waste management systems.
- Consider brand affiliation partnering.



Carbon Footprint...



Our actions and achievements in reducing The Trust's carbon footprint are as follows:

- Introduced a 1 million annual programme of replacing boilers with highly efficient condensing boilers reducing greenhouse gases and saving residents £151 per year on average (see our extended case study on Page 12).
- Use diesel vehicles in our fleet which provide more mileage per litre of fuel with reduced carbon emissions.
- Distributed energy efficient light bulbs free to most of our residents.
- Installed A and A+ rated appliances where we provide white goods such as fridges and washing machines, and given advice for residents on the benefits of these appliances where they provide their own.
- Piloted new design with solar orientation, green roof and solar heating at the Arleston Lane Project.
- Submitted a planning application for a wind turbine to introduce renewable energy to our head office, and looking into solar hot water .
- Include low water use WC cisterns in our bathroom refurbishment programmes.
- Waste recycling segregation bins in new housing developments.
- Provision of cycle sheds in new properties to encourage less reliance on cars and healthy lifestyles.
- Higher thermal efficiency in our homes through our Decent Homes Programme; increasing our SAP ratings of thermal performance to 67.24 on average (all homes SAP 2005 as at Sept 2008).
- Designing our new homes to EcoHomes Very Good (88 homes to date plus a further 31 planned to achieve sustainable homes code level 3), which reduces carbon emissions from an average of 6 tonnes per home per year to 2 tonnes per year in new buildings. Many of our new developments include solar water heating and rainwater recycling provision, which further reduce costs to our tenants and benefit the environment.

...with the outcome that we have begun to make significant inroads in preparing for and facilitating change and understanding future probable regulatory shifts in standards.

Case Study—

High Efficiency Boiler Replacements

Boilers account for around 60% of the carbon dioxide emissions in a gas heated home. When a gas appliance becomes less efficient, it uses more gas and costs our tenants more money. By fitting a new high efficiency condensing boiler with full heating controls, tenants will significantly cut their home's carbon dioxide emissions and can save as much as £270 a year on their heating bills.

At The Wrekin Housing Trust we spend approximately £1.2 million per year upgrading central heating systems. Last year we replaced 610 boilers and 132 full central heating systems. An efficient new boiler can save up to 875kg of CO₂ and £130 a year. Add in a full set of heating controls as well as a new boiler, and this increases the total savings to around £250 and 1.7 tonnes of CO₂ a year.

We estimate that by fitting new boilers we reduced the amount of carbon produced by our properties by 758 tonnes last year, and saved our tenants £112,300 last year on their heating bills in 2007. We have been fitting high efficiency boilers for 9 years now and 6000 properties have new boilers or central heating systems – so the savings for tenants are substantial.

By installing new central heating systems and boilers we are contributing not only to improving our assets, but also helping to tackle fuel poverty through lower fuel bills and improving living standards for our tenants.

The Wrekin Housing Trust has made good use of energy efficiency funding. We claimed grants of £36,000 last year for fitting energy efficient boilers and heating controls, which will be used to fund more heating systems



Carbon Footprint

Action Plan 2008—2011

Property Services

- Pilot green appointments in repairs i.e. Linking journeys geographically.
- Introduce and pilot smart metering in homes.
- Review design brief of new homes (Code for Sustainable homes) and refurbishment of existing stock.
- Initiate joint review of waste management with contractor partners.
- Explore establishment of Innovation Conversations with contractor and consultant partners and peer group reviews.

Fleet Management

- Revisit fleet management arrangements and business travel commitments in light of geographic spread.
- Undertake fleet audit.

Office and business practices

- Explore smarter working business model, remote working and alternative travel to work.
- Extend IT equipment central management defaults.
- Pilot the extended use of “Skype” communications and conference calls.
- Review Shop ICT equipment to improve communications.

In-house Maintenance Operations

- Reduce vehicle movements.



Climate Change



We are continually tracking and learning from our actions to date. We have assembled data and are looking at how we might use this information in a more sophisticated way in the future. A large part of the actions in this document have been about responding to the present with the future in mind. There is a rapidly emerging threat to our social and organisational stability and we are using these experiences to frame how we can work with all our stakeholders in mitigating our behaviours and adapting our properties and business activities for the future.

...with the result that we are becoming better prepared for and alert to changes in our climate and localities.

Climate Change Management

Action Plan 2008—2011

Property Services

- Review procurement, tender and contract documentation including EU Journal Specifications.
- Pilot green appointments in repairs i.e. Linking journeys geographically.
- Review design brief of new homes (Code for Sustainable Homes) and refurbishment of existing stock.
- Initiate joint review of waste management with contractor partners.
- Explore establishment of Innovation Conversations with contractor and consultant partners and peer group reviews.
- Produce additional data on environmental impact of materials used.

Fleet Management

- Revisit fleet management arrangements and business travel commitments in light of geographic spread.
- Undertake fleet audit.

Office and business practices

- Explore smarter working, business model, remote working and alternative travel to work.
- Introduce new performance targets in personal performance and operational plans.
- Extend IT equipment central management defaults.
- Pilot the extended use of "Skype" communications and conference calls.
- Review position on the introduction of a formal environmental management system.
- Establish internal champions group to inspire change, monitor performance and bring forward innovations.
- Reinforce governance around environmental responsibility.

In-house Maintenance Operations

- Reduce vehicle movements.
- Extend select list reviews to include environmental policies of suppliers.
- Improve waste management systems.
- Consider brand affiliation partnering.



Better Cost Management



- Reduced fuel bills for residents via Energyextra advice, distribution of energy efficient light bulbs, higher performance boilers and thermal efficiency via the Decent Homes work.
- Reduced vehicle fuel costs and leasing arrangements.
- Smarter use of technology in ordering and carrying out work e.g. repair visits and appointments (appointment software, text and telephone alerts), use of handheld computers to capture data and download it into other software more efficiently.
- Increasing use of double side printing as a requirement to reduce paper consumption.

...with the result that environmental efficiencies are increasingly mainstreamed with financial efficiencies.

Cost Efficiencies

Action Plan 2008—2011

Property Services

- Review procurement, tender and contract documentation including EU Journal Specifications.
- Introduce and pilot smart metering in homes.
- Initiate joint review of waste management with contractor partners.
- Explore establishment of Innovation Conversations with contractor and consultant partners and peer group reviews.
- Produce additional data on environmental impact of materials used.

Fleet Management

- Revisit fleet management arrangements and business travel commitments in light of geographic spread.
- Undertake fleet audit.

Office and business practices

- Explore smarter working business model, remote working and alternative travel to work.
- Extend office waste recycling.
- Pilot the extended use of “Skype” communications and conference calls.
- Review Shop ICT equipment to improve communications.

Housing Management and Resident Involvement

Consult on new standards in new build and refurbishment and choice in new materials.
Instigate incentive scheme for resident achievements in environmental responsibility.

In-house Maintenance Operations

- Reduce vehicle movements.
- Improve waste management systems.
- Consider brand affiliation partnering.



Eco-Pledge and Suggestions

We are proud that we have made an impressive start to our journey but there remains a long way to go. Some of this work has emerged from our earlier sustainability strategy and some from other policy initiatives such as fuel poverty and efficiency drives and new legislation. Often we are inspired by an idea or suggestion from among our staff colleagues or from residents. We are keen to maintain this stance by both looking at the environmental impacts of all our policies and by encouraging organic growth via inspiring ideas from within The Wrekin Housing Trust family.

To help keep our focus on environmental sustainability we are introducing an environmental assessment to all future policy changes. It will be a requirement for policy and strategy papers going to the Board and to the Tenants Board to contain an assessment on how new direction will impact on the environment.

We are also inviting staff and residents to make an EcoPledge; that is an individual commitment to changing their behaviours in the face of climate change during the life of this Strategy. We can then keep track of what is happening at an individual level and add to the more formal work we do. For more details on how to make the EcoPledge please contact [Gary Komora](#) on [217178](#)

Looking Forward...

We feel that we have got the early stages broadly right and feel that we can move into the next phase, with some confidence, by building on what has gone before.

Our three-year plan starts at the beginning April 2009 and takes us to March 2012 when we will review how well we have done and set out on the next phase.

The guiding key principles are the rallying point for the next three years. They help us focus and continue to provide an environmental rationale as part of our wider social and economic drive to sustainable and successful development as an organisation and as a service provider.

We have organised the Strategy in the form of an Action Plan (see Appendix). The key events of each year are shown below with an action or set of actions, who is responsible for taking it, when it will happen and who or what will benefit from those actions. There is more detail to the first two years as we have a much clearer picture of what we need to do early and we will use our annual review process to build a more detailed picture of the final year.

Broadly we are working towards:

- Higher levels of understanding and engagement with environmental responsibility among stakeholders.
- Lower carbon emissions and better resource management as a result.
- Reduced costs.
- Meeting our legislative and regulatory responsibilities.
- Adding to our data to and performance frameworks.

There will be an extensive period of consultation to make sure that our stakeholders and partners help us drive forward these changes. If you are inspired to sign an EcoPledge let us know and help build our bigger picture for change.

Measuring Our Progress

Measuring our progress

We are developing a number of key performance indicators to measure how well we do over the next three years and beyond. During the first year we will establish a set of baseline statistics and we will annually publish information that will demonstrate our progress.

We will measure:

- The number of reams of paper we use each year.
- How much we recycle (office waste, consumables and maintenance materials).
- Business mileage.
- Electricity and other fuel consumption (office and landlord services together with the study on the impact of smart metering in 200 residents' homes).
- Water consumption (offices and a potential study on water consumption in residents' homes).
- Staff opinions and attitudes to our progress.
- Resident opinions and attitudes to our progress.
- EcoPledge commitments and publish case studies.

In publishing this information we will demonstrate both the environmental gains and the cost efficiency gains. For example, in terms of reduced business mileage we will publish both the carbon reduction gains and the reduced fuel costs. In other areas we will publish percentage gains in, for example resident opinions on our activities.

Gradually we will develop more sophisticated performance criteria but we feel that these areas will give us a good start in tracking the Strategy and its impacts.

Appendix

The Wrekin Housing Trust

Environmental Sustainability Strategy

Action Plan 2008-2011

Action	By whom	By when	Target	Outcome
Property Services				<u>Symbols</u>
Review procurement, tender and contract documentation including EU Journal specifications	Category Managers	Year 1-3	All contract documentation to be reviewed for environmental assessment implications on renewal	Recycling Management
Pilot green appointments in repairs i.e. linking journeys geographically	Property TSM's	Year 1-2	To test the validity of changing repair response times to reduce vehicle movements. Offer incentives to residents such as Fairtrade vouchers if outside current performance targets	Management Footprint
Introduce and pilot smart metering in homes	Head of Asset Management	Year 1	200 units to be distributed to residents and behaviours tracked	Footprint Education Cost
Review design brief of new homes (Code for Sustainable Homes) and refurbishment of existing stock	Head of Development Consultancy	Year 2	Ensure all new homes secure Code Level 3 minimum	Footprint Management
Initiate joint review of waste management with contractor partners	Head of Asset Management	Year 1	Develop joint waste management strategy via protocols on specifications, delivery and collections, packaging, recycling and disposal. Extend current waste management plans across all activities	Footprint Cost Recycling Management
Explore establishment of Innovation Conversations with contractor and consultant partners and peer group reviews	Head of Asset Management & Head of Development Consultancy	Year 2	Programme of regular meetings to explore and respond jointly to trends in construction and maintenance and management arrangements	Education Footprint Cost Recycling
Produce additional data on environmental impact of materials used	Head of Asset Management	Year 2	Project with Travis Perkins to produce environmental chain of custody on material used in construction and maintenance including cleaning materials	Education Costs Recycling
Phase environmental technology into the planned improvement programme (suggestion from tenant work-	Head of Asset Management	Year 1-3	Phase in order from changing behaviour > Increase insulation > Water recycling > Renewables	Education Management
Timber window V Upvc evaluate the most environmental option (suggestion from tenants work-	Building Surveying Manager	Year 2	Carry out review and options appraisal	Recycling
Ensure new heating systems are specified to get ready for future introduction of renewables (suggestion from	Building Services Manager	Year 2-3	Changes to heating designs	Footprint

Appendix cont...

Action	By whom	By when	Target	Outcome
Property Services				<u>Symbols</u>
Revisit fleet management arrangements and business travel commitments in light of geographic spread	Head of Finance	Year 1	Benchmark other fleet management models, explore vehicle tracking and choice of fuel types. Feed information into wider business model review	Footprint Cost Management
Introduce environmental assessment on new properties (suggestion from tenant workshop)	Head of Development	Year 1-3	Assessment on S106 and HC funded schemes	Footprint
Undertake fleet audit	Head of Finance	Year 1	As above but for existing vehicles and leased cars	Footprint Cost
Office and business practices				
Explore smarter working, business model, remote working and alternative travel to work	Directors	Year 1-3	Ongoing review of HR and business practices in light of climate change, organisational efficiencies and geographical spread	Management Cost Footprint Education
Extend office waste recycling	HQ Building Executive	Year 1	Provide facilities for extending office waste segregation, employee briefings and instructions to cleaners	Recycling Education Cost
Introduce new performance targets in personal performance and operational plans	Directors, Team Leaders and HR Manager	Year 2	Extension of performance monitoring to collect data and mainstream environmental performance	Education Management
Extend IT equipment central management defaults	ICT Consultancy Manager	Year 1	Introduce higher level of centrally managed defaults to printers (double sided printing), workstations (sleep modes) and audit all ICT equipment to reduce consumption	Management Footprint Education
Pilot the extended use of "skype" communications and conference calls	HR / ICT Consultancy Manager	Year 2-3	Project to determine the extension of remote working and telephony costs	Cost Management Education
Review Shop ICT equipment to improve communications	General Managers / ICT Consultancy Manager	Year 2-3	Review to reduce incidental costs in travel and printing	Cost Footprint
Review position on the introduction of a formal environmental management	Directors	Year 2	Review the business case for introducing a formal management system in light of experience and	Management
Establish internal champions group to inspire change, monitor performance and	Directors	Year 1 and on-going	Establish programme of quarterly meetings	Education Management
Reinforce governance around environmental responsibility	Directors	Year 1 and ongoing	Introduce environmental assessment commentary in all new strategies and policies, add climate change implications to risk map, identify Board Champion	Education Management

Appendix cont...

Action	By whom	By when	Target	Outcome
				<u>Symbols</u>
Housing Management and Resident Involvement				
Establish Communication and Education Strategy for residents and staff	Comms. Manager and General Managers	Year 1 and ongoing	Establish awareness programme including newsletter articles, advice sheets, resident handbooks and service sheet revisions, home user guides, resident visits to exemplar schemes, website material	Education
Maintain Communications Strategy and Performance Feedback	All	Year 1 and ongoing	Celebrate success	Education
Establish communications for the introduction of Energy Performance Certificates	Head of Asset Management	Q3/08	Consultation exercise complete by October 2008	Education
Consult on new standards in new build and refurbishment and choice in new materials	Head of Asset Management / Head of Development	Year 2	Consultation on revised standards in eco-construction and eco-maintenance	Education Recycling Cost
Instigate incentive scheme for resident achievements in environmental responsibility	General Managers	Year 2	Project to inspire and reward innovation and behaviour change	Education Recycling cost
Establish wider partnership initiative with schools and other relevant local groups	General Managers	Year 3	Pilot projects to grow sustainability in neighbourhoods targeting young people	Education
Raise tenant awareness of how they can help towards reducing CO2 (suggestion from tenant workshop)	C&M	Year 1	Increase C&M coverage and look at introducing web blog on web site	Education
Extend the scope of the use of Chairs and spares scheme across the Trust	Financial Inclusion Manager	Year 1-3	Increase usage across the Trust	Recycling
In-house Maintenance Operations				
Review choice of material and products used	Property TSM's	Year 1-2	Review products and materials re environmental impacts and revise specifications where necessary. Explore options for supporting local economy and suppliers	Education Recycling
Reduce vehicle movements	Property TSM's	Year 1-2	Review van stock management system to reduce journeys. Review card job system on failed appointments. Consider recharge and carbon footprint information to residents failing to keep appointments	Management Footprint Costs
Extend select list reviews to include environmental policies of suppliers	Head of Asset Management	Year 1 and ongoing	Grow targeted annual % of supplies sourced from / with suppliers with environmental policies	Education Recycling Management
Improve waste management systems	Head of Asset Management/ HQ Building Executive	Year 1 and ongoing	Review board and sheet material dimensions. Explore consistency in supplies e.g. timber lengths. Review "just in time" logistics	Management Costs Recycling
Consider brand affiliation partnering	Property TSM's	Year 1-2	Explore options for driving higher environmental standards and lower costs	Recycling Costs Management