

HEXAGON HOUSING ASSOCIATION

SUSTAINABILITY STRATEGY

2014-2017

Version	<i>Sustainability Strategy V 2.1</i>
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Approved by	<i>Director's Group</i>
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Location	

1.0 Introduction

1.1 Mission:

Hexagon's mission is to meet housing, care and support needs in South London and North Kent, and assist with economic and social regeneration.

1.2 Corporate Objective:

To be socially responsible in the way we run our business and, in particular, to focus our efforts on promoting environmental sustainability.

1.3 Statement of intent:

Hexagon is committed to achieving sustainability in all that we do; in our office premises, employment and business practices; in our core services of building new homes, maintaining our existing homes and providing services to residents and service users. We are committed to a holistic approach to sustainability which balances the achievement of social, environmental and economic benefits.

1.4 Strategic Objectives:

This new strategy will therefore continue to build upon its previous incarnation and expand its remit to encapsulate:-

- all of our properties
- our residents
- supply chain
- stakeholders

With the aim of achieving the SHIFT Gold award in 2017

1.5 Definition of Sustainability:

Improving the quality of human life while living within the carrying capacity of supporting ecosystems",

1991 "Caring for the Earth" report definition.

This means

- minimising the harm that our business causes to the local and global environment;
- maximising the quality of life for our residents and service users;
- maintaining the financial viability of our business.

1.6 Overview:-



1.7 The sections in the strategy below will give more detail on each of the headings identified in the chart above.

2.0 Strategic components

2.1 As identified in the table above under the strategic umbrella there are 6 key elements all of which are co-dependent and have an important part to play in their own right.

- Development
- Greening the stock
- Offices
- Resident Involvement
- Community Involvement
- Special Projects

2.2 Development – Building new homes:

Our objective:-

To achieve and where we can afford to exceed, the sustainability standards for new homes set by the Homes and Communities Agency and local planning authorities. We will aim to do this using designs and technologies which improve the quality of life for residents and can be easily maintained over the lifetime of the homes.

2.3 Greening the stock:

Our objective:-

To achieve a level of energy performance across our existing property portfolio that will meet carbon emission reduction targets, and substantially eradicate fuel poverty. This will be achieved through our existing planned work programmes and specifically targeted externally funded projects and support.

2.4 Offices:

Our objective:-

To measure and reduce the carbon and environmental footprint of our offices, nursing homes and business travel. This will be achieved through applying sustainability principles to the products we purchase, how we recycle and how we will dispose of our waste.

2.5 Resident Involvement:

Our objective:-

To provide user –friendly advice and assistance to our residents and service users on the choices they can make to improve the efficiency of their homes and lessen the impact on the environment. This will be achieved by creating Green Champions who will be trained to assist us in this task

2.6 Community involvement:

Our objective:-

To create a focus on practical home improvements and behavioural choices that will encourage all in the community to adopt a more energy conscious lifestyle. This will be achieved by creating a series of Beacon Homes where these activities and choices have taken place and upon completion will be opened to the community for inspection. An video will be produced and put on You tube for the benefit of all Hexagons customers and the wider community as well

2.7 Special Projects:

Our objective:-

To further enhance energy improvement options and opportunities for our property portfolio. This will be achieved by us pro-actively seek through our supply chain opportunities to explore new methods, products and techniques that will assist us in making further improvements.

3.0 Partnership Activities:

- 3.1 Recognising that the technical requirements and financial implications to Hexagon are substantial, a broader approach is being adopted whereby the strategy and additional resources is further supported by:-
- 3.2 **Create** - a joint development partnership of medium sized housing associations based in London. Since 2008, Hexagon has been working with two other members of the partnership (Gallions and Newlon) on a joint sustainability strategy and action plan. Hexagon's sustainability strategy continues to incorporate those objectives.
- 3.3 **Sustainable Homes** the body behind **SHIFT** and are considered to be a key partner in their future activities. Having signed a new 3 year membership deal we are reviewing, funding opportunities, lobbying for enhancements to Government initiatives and influencing policies.
- 3.4 **Re:New** is the GLA's official partner looking at London wide opportunities for assisting in retrofitting projects across at least 100,000 homes in the capital. Working to the Mayors Climate Change Mitigation and Energy Strategy, this partner is looking to broker funded opportunities to address hard to treat properties and other projects that will contribute to meeting the 60% CO2 reduction targets on the 1990 level by 2025.
- 3.5 **Bexley, Croydon, Greenwich, Lewisham and Southwark** local authorities all of which have their own sustainability strategies for both environmental and community sustainability. We will keep updated on and, where possible, contribute to the development of these strategies and reflect these in our own plans.
- 3.6 **Private sector partners** who deliver our programmes of building new homes and making improvements to existing homes, as well as our property maintenance service. We will continue working together to reduce the environmental impact of these operations, as well as using our purchasing power to encourage other suppliers to adopt sustainable practices.

4.0 Resident and Service user requirements:

- 4.1 In the 2010-2014 strategy, Residents rated their priorities in the following order:-
 - Energy efficiency
 - Water saving
 - Keeping cool in summer
 - Recycling
 - Green transport
 - Gardening/grow your own/ wildlife
- 4.2 These views were taken into account, these will be tested again for continued relevance, alongside testing for new ones and looking at the impact of choice when it comes to determining retrofitting activities to individual properties.

5.0 Independent benchmarking and assessment

- 5.1 Hexagon's Board will continue to monitor progress in implementing this strategy and the associated action plan by requiring an annual progress report.
- 5.2 Hexagon's subscription to SHIFT (Sustainable Homes Index for Tomorrow), will continue to benchmark it against 50 other organisations / 3 million + properties on their database across the four assessment criteria –
 - strategy and management,
 - offices,
 - existing stock
 - new build.

6.0 Key Performance Indicators:

- 6.1 The following current KPI's will track performance and will be monitored and added to if needed by the Sustainability Group on a quarterly basis:
 - Use of Electricity at Sydenham Rd Head Office
 - Use of Electricity at Townley
 - Use of Electricity at Woodcote
 - Use of Gas at Sydenham Rd Head Office
 - Use of Gas at Townley
 - Use of Gas at Woodcote
 - Average SAP of Housing Stock
 - Number of homes with Low SAP rating
 - Business Mileage
 - Reams of paper purchased
 - Cost of print cartridges
 - Waste volumes at Sydenham Rd Head Office
 - Contractor waste diverted from landfill

7.0 Conclusion

- 7.1 Hexagon in a short period of time has established a good track record, whilst the foundations are well laid we still have much to achieve.
- 7.2 By raising the profile of this strategy and embedding it in all of the six activities identified in the chart we will move our actions and activities from being that of a strategic target to one of company culture and personal pride.
- 7.3 The measurable activities attached in Appendix 1 will provide the targets for the next three years based on the current position, potential constraints and associated strategies.
- 7.4 Progress on this action plan will be reported back to the board on its anniversary each year.

STRATEGIC OBJECTIVES & SPECIFIC MEASURES 2014 – 2017

1.0 Development

Baseline April 2014	Target to be achieved by March 2017	Constraints	Strategies	Progress to date Jan 2015	Further progress to Jan 2016	Final position March 2017
<p>New homes completed in the 2011-15 programme achieved and average assessment of following levels⁽¹⁾</p> <p>As at December 2013</p> <p>CSH3 22.6% CSH4 48.2% Eco Homes very good 26.2% N/A 3% (Concrete House is a listed building refurb so wasn't assessed)</p>	<p>All newly built homes to be targeted to achieve CSH level 4 or better by 2017 with no increase in Hexagon subsidy per home compared to the 11/15 programme.</p>	<p>Capital cost of green technology. Limited knowledge of performance and future maintenance requirements. Availability of capital grant and need to compete for land with developers building to lower standards.</p>	<p>Sustainable development strategy already in place, setting out approach to achieving level 4. Policy of developing only on brown field sites, using contractors who are committed to reducing their environmental impact.</p>			
<p>The 168 new homes completed in the 11-15 programme had average SAP ratings ranging from 75 to 91, with an average of 85.1.</p>	<p>All newly built homes to have a SAP rating of at least 85</p>	<p>As above</p>	<p>Sustainable development strategy, already in place, setting out approach to achieving high SAP ratings.</p>			
<p>97% of the new homes completed in 2011-15 had a green travel plan, 97% had space for secure cycle storage and space for recycling facilities.</p>	<p>All newly built homes to have a green travel plan, space for safe and secure cycle storage, and for waste and rainwater water recycling* (*wherever possible.)</p>		<p>Green travel plan, space for secure cycle storage and for recycling to be included in design specification.</p>			

<p>All new homes completed in 2013-14 (up to December-13) were assessed for flood risk, and mitigating design features included where necessary.</p>	<p>All newly built homes designed to reduce the impact of climate change on residents and on the building.</p>	<p>Much of Hexagon's area of operation (South East London) is prone to subsidence, and some areas are at risk of flood.</p>	<p>Potential impact of flood, drought/subsidence, heat and storm assessed at feasibility stage, and designs amended as necessary.</p>			
<p>All new schemes funded in the 2011 – 15 programme provided advice to residents about accessing local car schemes, where there was a local facility</p>	<p>Residents of all new schemes to be given 1 year's membership of a local car club</p>	<p>Capital constraints to add further years free places</p>	<p>Residents of all new schemes to be given 1 year's membership of a local car club, where there is one available within a reasonable distance</p>			
<p>Not all schemes had direct and easy access to car club opportunities.</p>	<p>Where there isn't a local car club vehicle close to a scheme, liaise with the car club provider and arrange for a space and car to be provided if the provider confirms it is commercially viable. Car club vehicles to be provided on the road, (not within schemes) in a location to be agreed with the provider</p>	<p>The roll out and coverage of car schemes in our areas of operation have not been consistent.</p>	<p>Where there isn't a local car club vehicle close to a scheme, liaise with the car club provider and arrange for a space and car to be provided if the provider confirms it is commercially viable. Car club vehicles to be provided on the road, (not within schemes) in a location to be agreed with the provider</p>			
<p>1 of the completed 11/15 funded schemes had an electric car charging point.</p>	<p>On all new schemes, provide at least 1 charging point for an electric car</p>	<p>Lack of demand installation and charging mechanisms not in place</p>	<p>On all new schemes, provide at least 1 charging point for an electric car, where this is viable</p>			
<p>New scheme designs have evolved over the years and the use of glass has increased leading to a potential impact in</p>	<p>All appraisals are to include an assessment of the solar gain and potential for overheating through glass surfaces. Where excessive solar</p>	<p>Planning guidance and localised preferences within planning authorities</p>	<p>Where excessive solar gain is a potential risk the design of glazed areas is to be reduced where</p>			

solar gain.	gain is a potential risk the design of glazed areas is to be reduced or other mitigation methods undertaken. On all new schemes, where full height glazing is provided, blinds will be supplied	provide a challenging base from which to influence.	Planning permission allows. Other mitigation methods are to be undertaken where glazing can not be reduced.			
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(1) CSH stands for Code for Sustainable Homes. The higher the level the more sustainable the design in terms of energy/CO2, pollution, water, health and well-being, materials, management, surface water run-off, ecology and waste. The levels run from 1 to 6.

2.0 Greening the Stock

Baseline April 2014	Target to be achieved by March 2017	Constraints	Strategies	Progress to date Jan 2015	Further progress to Jan 2016	Final position March 2017
At December 2013, 3023 properties were measured using the Carbon in Homes software tool. This identified 1778 properties below RdSAP level C	All existing homes to have a SAP rating, with an average score of at least 70.	Cost to undertake, with no financial return to the association.	Asset management strategy agreed with residents, targeting the most cost effective improvements. These are likely to include further loft insulation, A rated boilers and water efficient fittings.			
At December 2014, 6 of Hexagon's homes had a SAP ⁽³⁾ rating below 40, and a further 275 below 50. The average SAP rating across the stock was 66.78	No home to have a SAP rating below 50, unless the resident refuses any upgrades offered, and fewer than 100 homes with a rating below 60. Average SAP rating to be at least 70.	Cost to undertake, with no return to the association. Not all residents allow access to lofts for insulation works.	Target loft insulation and planned boiler replacement programmes at homes with the lowest SAP ratings.			
Initial assessment indicates that XX of our existing homes may still be at risk of flooding as the climate changes.	A long-term flood mitigation plan in place for all properties at high risk of flooding. A general plan in place for mitigating the risks of drought/subsidence, heat and storm.	Cost to undertake flood mitigation measures.	Determine which properties are at high risk and which mitigation methods are cost-effective.			
Limited use of Water conservation appliances across existing stock	All existing properties with access to gardens be given an opportunity to rainwater harvest via the installation of water butts.	Cost of purchase and installation	Work with local authorities, water companies and environment agency to secure help and advice on water conservation activities			

Limited knowledge amongst residents in active energy management and reduction in energy use.	33% of Hexagons properties to have access to Smart meter technology	Requires consent from bill payer to install at present. 2020 becomes mandatory	Work with both Gas and Electricity contractors to enhance awareness and engage with energy suppliers to gain access to meters			
Water conservation actions limited to retrofitting appliances. Opportunities for residents to monitor use limited.	20% of Hexagons properties to have Water meters installed.	Requires consent from bill payer and scale of roll out across London an issue for Thames Water	Engage with Thames Water to raise visibility of meters and benefits to be gained. Enhance website to increase awareness of water conservation requirements			
Limited focus on ecological improvements to enhance sustainable habitats and diversity	At least 3 new schemes with ecological enhancements to support insect and wildlife habitats.	Concerns over attracting vermin / predators	Seek local partner to review options and opportunities for ecological improvements and bio diversity activities.			

(2) Carbon in Homes is a measure of the energy efficiency of residential properties.

(3) RdSAP is an energy efficiency rating, which can range from 0 to 100. We are using the measure known as RdSAP2009.

(4) Feed in tariff is a government-guaranteed payment for every kilowatt hour of electricity generated over 25 years.

3.0 Offices

Baseline April 2014	Target to be achieved by March 2017	Constraints	Strategies	Progress to date Jan 2015	Further progress to Jan 2016	Final position March 2017
A Staff survey (September 2013) indicated 80% of our staff considered Hexagon as an Environmentally Responsible Organisation.	85% of staff to consider Hexagon as an Environmentally Responsible Organisation.	Resources to maintain frequent communication on sustainability and two way flow of ideas.	Communications plan via staff intranet and notice boards. Green champions group to lead by example and encourage and motivate peers and managers to keep green issues in mind when decisions are made. All team work-plans to include at least one sustainability objective every year.			

<p>244,000 kg of CO₂ emitted through energy use in our main office and two nursing homes during the period to December 2013. Indicating an 11% reduction on the 09/10 level</p>	<p>Reduce CO₂ emissions by a further minimum of 5% by 2017.</p>	<p>Success depends on the day to day decisions of every member of staff.</p>	<p>Work with a private sector partner to install electricity-generating solar panels where cost-effective. Provide information to staff on sustainability issues at work, including energy and water-saving advice.</p>			
<p>20,000 kg of CO₂ was emitted through car/van use for business travel during 12/13 a 73% reduction on the 9/10 level.</p> <p>Casual car user levels of CO₂ was also reduced by 67% on the 09/10 level</p> <p>Single occupancy vehicle use down from 55% to 45%,</p> <p>Use of public transport up 11% on 09/10 levels</p> <p>Cycling up 3% likewise</p>	<p>Reduce CO₂ emissions from car/van use by a further 10% by 2017.</p> <p>Further 10% reduction sought by 2017</p> <p>Further 10% reduction sought by 2017</p> <p>Increase in use of public transport on 2013 level of 5% by 2017</p> <p>Increase in use on 2013 level by 2% by 2017</p>	<p>As above.</p>	<p>Implement a green travel plan.</p>			
<p>1286 reams of paper used in 12/13 a 22% reduction on 09/10 level</p>	<p>Reduce paper use by a further 8% by 2017</p>	<p>As above</p>	<p>Implement a document management system and print management strategy.</p>			
<p>Measures of waste generated by our operations is restricted to number of bags for recycling produced and number of 350 ltr. recycling bins identified on our invoices</p>	<p>Record the amount of waste generated by our operations, and ensure that year on year we are producing less waste that at year end 2013</p>	<p>As above.</p>	<p>Procurement strategy to require assessment of environmental credentials as part tender criteria. All development and larger maintenance</p>			

generated.			contracts to include targets for percentage of waste recycled.			
No direct Water conservation measures in place within the HQ building	Metered supplies to be recorded on a quarterly basis. With results published on the intranet annually. Water saving targets to be confirmed once base usage identified.	As above	Detailed monitoring of use and trends will be drawn up to predict and manage use. Will also be part of a conservation campaign within the building			
No water saving devices to taps and shower heads within the HQ building.	Aerated Tap and shower heads to be fitted in 2014.	As above	Provide aids, adaptations and resources to assist in conservation activities			
No usage at present of smart technology to monitor use of Gas within the HQ building	Replacement Gas meter and remote monitoring equipment to be installed in 2014. Reduction targets to be set once base usage identified.	Outside temperatures and staff comfort levels will impact on use	Provision of tools, technology and information with which to manage and achieve objectives.			

4.0 Resident Involvement

Baseline April 2014	Target to be achieved by March 2017	Constraints	Strategies	Progress to date Jan 2015	Further progress to Jan 2016	Final position March 2017
<p>Sustainability advice provided to 100% of residents via Home News.</p> <p>Workshops at residents away day.</p> <p>Energy Switching advice has been identified and provided.</p> <p>Fuel poverty advice and support now provided via our Financial Inclusion Officer</p>	<p>Sustainability advice actively provided to all residents who request it, in the format they prefer (face to face, telephone, website or other digital formats)</p>	<p>Availability of staff time and expertise to provide face to face advice where needed/or if working in partnership, resources of partner to provide this advice.</p>	<p>Train front line staff to signpost support to mitigate fuel poverty.</p> <p>Extend advice to residents on how to use heating controls.</p> <p>Supported Housing Sustainability Strategy already in place.</p>			

All of the homes completed in 11-15 development programme had home user manuals, sustainability aspects were included.	All residents moving into newly built homes provided with homes will have printed advice on how to use the energy/water savings aspects of their home, its green travel plan, and waste collection/recycling facilities. Environmental improvement advice will also be given.		Sustainable development strategy includes requirement for home user manuals			
All Hexagon residents have access to recycling facilities.	Provide ongoing information about the benefits of recycling and our performance on an annual basis	Keeping people engaged with the benefits and indeed need for this activity to be undertaken.	Work with residents and local authorities to determine how recycling information and relevant data might be provided.			
No established scheme to promote composting within our housing stock	Identify which local authorities will provide assistance in this area, including free bins and composted waste collections	Financial, resource and logistical constraints by all parties	As above			
Green Champion roll out has been limited to date.	8 champions to be recruited by 2017	Lack of interest or uptake.	Involvement in the production of the Greening the stock strategy and identifying specific Champion activities.			
Tangible demonstration projects are not yet in place to provide an opportunity for residents to see benefits at first hand	6 Beacon Home demonstration projects will be developed over the next 3 years	Reluctance for 2 each of the suitable homes to be made available twice in a year.	Greening the stock strategy, Beacon Homes demonstration projects that show before and after fittings and results of Energy Saving activities including lifestyles.			
Resident Inspectors are not trained in energy efficiency /	Energy efficiency training to be given to inspectors so they can review	Reluctance of inspectors to undergo further	Involvement in determining the Greening the stock			

conservation opportunities.	properties with additional knowledge base	training; associated training costs higher than acceptable	strategy.			
No regular Energy efficiency workshops	4 workshops per year to be provided between April 2014 and March 2017	Low take up or lack of engagement by new Repairs and Gas Contractor	Contractual obligations have been placed on contract.			

5.0 Community Investment

Baseline April 2014	Target to be achieved by March 2017	Constraints	Strategies	Progress to date Jan 2015	Further progress to Jan 2016	Final position March 2017
An interest in community learning courses and reuse/recycling expressed by residents	Community learning courses with reuse/recycling element to be completed by 100 residents.	Reliant on low cost/free courses and partner commitment	Work in partnership with learning providers and others to offer community learning courses designed to promote recycling and re use. E.g. sewing and garment making, jewellery making, creative card craft, turning old into new. Also gardening, community gardening and incredibly edible			
Residents accessing ad hoc energy efficiency advice from FIA	Energy efficiency		Work in partnership with other organisations to organise practical workshops on energy efficiency Explore the use of video to demonstrate effective use of heating systems and energy efficiency tips			
Behind the curve on differing methods of communication .High levels of expenditure on traditional methods such as	Reduced Paper based consumption, and lower levels of envelopes and postage costs.	Residents not online, capacity and capability within the business and associated	New Digital Communications Group Focus on the exploration of new digital communication /social media..			

postage. Hexagon Customer Services has set a target to reduce this.		budget provision	Increased use of social media and digital communication to reduce paper consumption, incorporating digital inclusion, getting residents online.			
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6.0 Special Projects

Baseline April 2014	Target to be achieved by March 2017	Constraints	Strategies	Progress to date Jan 2015	Further progress to Jant 2016	Final position March 2017
Voltage optimisers on trial in 6 locations	100 properties to be benefitting from lower energy consumption	Not part of mainstream budget consideration at present. No track record of effectiveness in our stock	To identify technology improvements that can assist all our customers to reduce energy consumption and lower CO2 footprint.			
Improving position with LED Lighting in terms of cost and lower energy usage. Adaptations more cost effective and within reach of budgets	2000 units to benefit from LED lights.	Customer understanding of performance vs cost as initial expenditure is 5 times higher than low energy replacement.	To roll out improvements in communal areas and in all major works prior to investing in all units Links to energy providers to be strengthened			
Heat recovery units in bathrooms are being rolled out to properties with high levels of condensation, trials will be completed in 1 st quarter 2014	200 of properties with excessive levels of condensation to have been retrofitted with heat recovery units	Resistance from customers on the grounds of additional costs of running the component	Looking at more sustainable ways of tackling lifestyle issues in properties especially those with a repeated tendency for damp and mould treatments.			

<p>External wall insulation has been afforded to 17 properties to date via large subsidies / grants</p>	<p>60 properties to be retrofitted</p>	<p>Budgetary and resource issues. Recent changes to ECO subsidies and changes to Governments approach to this major issue</p>	<p>To improve the SAP rating of all our stock especially the hard to treat solid wall properties. Invest in insulation where possible and gain access to grants and other support / new products where possible.</p>			
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