



Climate Change Strategy 2008 - 2016

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Farsi

ما متعهد می باشیم که موقعیت منصفانه برای دسترسی به اطلاعات فراهم آوریم. اگر شما این اطلاعات را به زبان یا شکل دیگری میخواهید، لطفاً با ما تماس بگیرید.

French

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Polish

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Urdu

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Call 0845 8 507 507 or email communications@wdh.co.uk
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Foreword

Wakefield and District Housing (WDH) is committed to tackling climate change and becoming a carbon neutral organisation by 2016.

This Strategy outlines our proposals to show how we are going to achieve this and highlights some of the fundamental challenges we face. A massive step change is required in terms of investment and behaviour if we are to meet our ambitious targets.

The Government has been very clear in its guidance about tackling climate change and has set targets which organisations need to achieve.

It goes without saying that as we play such a large part in local life, our properties, employees and other activities will affect the environment. This Strategy shows how we must build on past achievements and raise awareness of stakeholders to bring about positive change to protect the environment for future generations.

KEVIN DODD
Chief Executive
Wakefield and District Housing

KEN TAYLOR
Chair of Board
Wakefield and District Housing

Climate Change Strategy 2008 - 2016

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1. Introduction and Summary

Wakefield and District Housing's (WDH) Vision is to create 'confident communities'. In order to achieve this we need to create sustainable communities. As part of this WDH must respond to the challenges faced by climate change.

There is now a general acceptance of the existence of climate change and the effects that it has on the local community. Through the summer of 2007, the Wakefield district was affected by severe flooding that caused substantial damage to homes and businesses, the cost of which has yet to be fully assessed.

Although we cannot say that any particular severe weather event is due to climate change, the frequency of such weather events can be attributed to it.

In response, the Government has set a number of targets to:

- Reduce carbon dioxide (CO₂) emissions by between 26% and 36% by 2020.
- Reduce CO₂ emissions by 60% by 2050.
- To build Carbon Neutral Homes by 2016.

WDH has a key role to play in tackling climate change, both at a regional and a national level. As the largest provider of social housing in the Wakefield district, we have a responsibility to ensure that our housing stock is as energy efficient as possible, with our tenants fully aware of the issues surrounding climate change and what they can do to help tackle it.

As one of the top ten employers in the area, with over 1,300 employees spread over numerous sites, we have a responsibility to ensure their actions and the buildings they are located in, have minimal effect on the environment.

As a business that operates 365 days per year, we have a supply chain that brings in various materials. We need to ensure that, when we secure these supplies, we are minimising the effects of climate change.

WDH will calculate our Carbon Footprint on an annual basis. By calculating this, through our Climate Change Strategy, WDH will deliver a series of actions over the next eight years to ensure we are a carbon neutral organisation by 2016.

The effectiveness of these will be monitored through the annual calculation of our Carbon Footprint, a tool through which to measure the CO₂ emissions of the organisation.

In order to publicise and promote the Climate Change Strategy, a Charter has been developed. The aim of this public facing document is to show WDH's commitment towards tackling climate change. It will be displayed in all WDH buildings.

By creating and delivering this Strategy, WDH will show other organisations how they too can deliver effective measures to tackle climate change.

In order to achieve this, not only will WDH need to work together as an organisation to reduce carbon emissions from our day to day activities, but it will also need to neutralise any residual emissions through the acquisition of carbon offsets.

Through the implementation of this Strategy we will lead the way among housing associations in tackling climate change.

2. Wakefield and District Housing's Corporate Vision and Values

Our **Vision** is to create **confident communities** throughout the district and beyond. People in confident communities feel safe where they live, trust the services they receive and are confident about their future prosperity and opportunities.

We have a challenging **mission** statement to achieve our Vision to **inspire, transform and promote excellence**. We will **inspire** our tenants and residents, employees, partners and the housing sector to deliver a transformation of the communities we serve. To do this we are committed to delivering a three star service, ensuring excellence runs through all aspects of our work, and judging ourselves through the eyes of others.

Our values are to be **creative, inclusive and work with integrity**. Working to these **values** will help us deliver excellence and become an employer of choice.

Our **Strategic Objectives** are to:

- Be a landlord of choice by putting the customer first.
- Adopt best practice in good governance to be a well managed business.
- Be a positive force through leadership and influence to develop the potential of our people.
- Be a partner of choice to create better places to live.

Our Vision recognises that we will need to **explore new ways of working** and that this will be driven by a process of **opening up ourselves to both external and internal challenge** in the way that local services are provided to ensure that local **communities receive appropriate high value services**. Our Vision sets down these expectations will be carried out **honestly with total transparency** and that our decisions will be made **professionally and with integrity**.

Our efforts as a Social Enterprise and our ability to raise the bar and make significant social impacts by 2020 will depend to some extent on how successful we are at delivering services for the optimum cost whilst maintaining quality and customer satisfaction.

We will look to maximise the impact of the Strategy overall by working with others where appropriate, investing our resources in local innovation to develop skilled workforces for the future.

All of our Vision expectations will require some form of investment and through this Strategy we will be able to direct resources and actions so that **choices for modern living are achieved**.

WDH's Climate Change Strategy has eight aims that link to the broader Strategic Objectives as detailed below:

Strategic Objective	Strategy Aims
Be a landlord of choice by putting the customer first.	Make all our homes energy efficient. Make all tenants and employees aware of what they can do to help.
Adopt best practice in good governance to be a well managed business.	Reduce carbon emissions from fleet vehicle journeys. Increase the level of recycling across WDH.
Be a positive force through leadership and influence to develop the potential of our people.	Reduce carbon emissions from employee journeys. Ensure we have an eco friendly supply chain.
Be a partner of choice to create better places to live.	Build all our new homes to reduce CO ₂ emissions by at least 25%. Install renewable energy onto our housing stock.

3. Background to Strategy

This Strategy has been developed to enable WDH to take a more proactive role in tackling climate change. Over a period of time the organisation has invested in a number of energy efficiency measures, for example, by insulating our housing stock, installing high efficiency gas boilers and more recently by installing renewable technology into our properties.

Although helping to reduce the Carbon Footprint these actions need to be implemented through a more strategic approach.

During the development of the Strategy, we considered the national drivers for climate change, and also looked at its effect on the regional and local area.

The National Picture

Climate change presents a serious challenge for responsible businesses and organisations in the twenty first century. Most scientists now agree that rising atmospheric concentrations of greenhouse gases (GHGs), particularly CO₂ threaten to have severe impacts on food production, natural ecosystems and human health over the next 100 years.

In response to the threat of climate change, the Kyoto Protocol was adopted in December 1997. Under the Protocol industrialised countries have a legal binding commitment to reduce their collective GHG emissions by at least 5% compared to 1990 levels by the period 2008-2012.

The UK ratified the Kyoto Protocol in May 2002 as part of a joint ratification by European Union countries. The UK commitment is for a 12.5% reduction in Kyoto greenhouse gases; however, the UK has now pledged to reduce CO₂ emissions by:

- 20% of their 1990 level by 2010.
- 26% of their 1990 level by 2020.
- 60% of their 1990 level by 2050.

In addition to these targets, the Code for Sustainable Homes was introduced in April 2007 to replace Ecohomes. Its aim is to ensure that all new build developments meet strict targets in relation to CO₂ emissions, with the intent that from 2016 all new build developments must be carbon neutral.

The emphasis of the Ecohomes Scheme now focuses on existing housing. Ecohomes for Existing Buildings (XB) is a voluntary environmental assessment method for existing managed stock. The Building Research Establishment (BRE) developed Ecohomes XB in recognition of the need to improve the environmental performance of existing housing. In fact, improving the environmental performance of existing housing is extremely important, as the housing stock in 2050 will consist of 86% of housing that exists at this current time. To achieve 60% CO₂ emissions reductions by 2050 means that greater emphasis must be targeted towards existing housing.

The Regional Picture

Across the Yorkshire Region, the effects of climate change have been felt over the past five years. The proportion of rainfall received in winter relative to summer has changed over time. The last 30 of the 240 years of measurement have seen Yorkshire faced with our wettest winters ever compared to our summers. This has resulted in regular winter flooding, a common occurrence over the region.

In the Wakefield district the effects of climate change have been felt through unpredictable weather systems, such as the rainfall that caused high levels of flooding during the summer of 2007.

As such, it is essential that businesses, and individuals alike, assume responsibility in how their actions can affect the climate.

Wakefield and District Housing

Every organisation produces greenhouse gases. Unfortunately though, many organisations ignore the negative impact their actions have on the environment. WDH, through the development and subsequent implementation of the Carbon Neutral Strategy, is looking to bring about a solution to our GHG emissions.

4. What Have We Learned?

This Strategy has been developed in response to the national change in focus in the UK towards climate change.

Since WDH was created climate change has become increasingly recognised as a major, realistic threat for future generations. As such, a number of leading organisations, in both the private and public sector, have developed Climate Change Strategies and are implementing measures to tackle this threat.

WDH wants to be one of the organisations leading the fight against climate change. Despite a number of measures that are already underway in the organisation, there has been a realisation that a step change in the way that WDH thinks and operates is required. This Strategy and the associated Action Plan will bring about these changes.

WDH understands that there are three factors that affect the Carbon Footprint of our organisation:

- Energy consumption.
- Travel.
- Waste.

Already, WDH is tackling climate change in terms of the housing stock that we own. There has been considerable investment in it to bring it up to the Wakefield Standard. This is superior to the Government's Decent Homes Standard, and particularly focuses on providing full heating systems and full insulation measures to the housing stock. The Wakefield Standard includes:

- PVCu double glazed windows installed.
- Full central heating systems installed, including room thermostat, electronic programmer and Thermostatic Radiator Valves (TRVs).
- High quality insulated external doors.
- Cavity Wall Insulation to all suitable properties.
- Top up loft insulation to 270mm (scheme to be completed by March 2009).

Through these measures energy efficiency and environmental performance of our housing stock has increased. This has already led to a reduction in CO₂ emissions.

However, becoming a carbon neutral organisation involves much more than investing in energy efficiency measures in our housing stock.

Investing in renewable energy technologies is required to reduce the emissions even further. By providing fossil fuel heating systems, in particular gas, electric and solid fuel systems, the CO₂ emissions from the housing stock are still high, despite the fact that many of these systems are modern and efficient. WDH needs to invest in Ground Source Heat Pumps, Air Sources Heat Pumps, solar hot water systems and wood burning biomass boilers. All of these technologies not only reduce CO₂ emissions, but also reduce fuel costs to the end user. As an Registered Social Landlord (RSL), this is a priority for WDH as it will help to alleviate Fuel Poverty.

Our tenants have a vital role to play in the fight against climate change. The inclusion of renewable and energy efficiency technologies in our properties will not be effective if tenants are not educated in how to operate heating systems and understand general energy efficiency techniques. It is essential that WDH engages tenants and provides them with as much information as possible.

WDH's commercial activities have a significant impact on the climate. Our office accommodation needs to be improved in terms of energy efficiency and renewable energy. WDH employees will also play a large role in the success of the Strategy, as they will need to change the way they operate as individuals. We understand that organisational behaviour change is required to take WDH forward as a carbon neutral organisation.

In addition to energy, waste and transport also contribute to climate change.

Transport covers a number of categories:

- Employee travel to work.
- Employee travel at work.
- WDH fleet travel.

A recent Employee Travel to Work Survey has been completed that identifies that the majority of employees travel between five and fifteen miles to work. Given this locality of the workforce, WDH needs to look at introducing a Green Travel Policy that offers incentives and solutions to employees in terms of reducing their mileage to work. This could include incentives for car sharing, use of public transport and, in the wider scale of things, the introduction of mobile working so that employees can work from home or satellite offices.

Employee travel at work has also been monitored for the past year, and again, by linking into the Green Travel Plan it is hoped that miles travelled per employee can be reduced. The vehicle emissions of employees whilst carrying out their jobs is an area where significant improvements can be made.

The final aspect of transport is WDH's van fleet, which consists of 400 vans that provide services to tenants. Given the size of the district, and the large number of vans that are on the road at any one time, the Carbon Footprint is high.

A Systems Thinking approach has recently been tested on the Castleford Depot of the Technical Services department which has led to improved efficiencies, including the reduction of the number of journeys completed per van and the number of miles travelled. By adopting this approach across the fleet, and combining it with new fuel technologies, the emissions from the van fleet can be significantly reduced.

Waste from the commercial buildings is an area that needs to be focussed on. A number of recycling initiatives have been brought into the organisation. This includes paper, cardboard, aluminium can, plastic cups, printer cartridges and plastic milk bottles. However, many of these initiatives are limited to Merefield House only, and as such CO₂ savings by diverting waste from landfill have been limited. In order to improve on this, these initiatives need to be rolled out across the organisation as whole.

Due to the nature of the offices, it may be the case that one solution will not be appropriate for all locations, so an assessment of the recycling needs of all commercial buildings is an issue that needs to be considered.

In order for WDH to move forward with carbon reductions, it is essential that through the Carbon Neutral Strategy a whole organisation approach be adopted. Further to this, targets need to be set in order to drive the implementation of the Strategy forward.

5. Aims of the Strategy

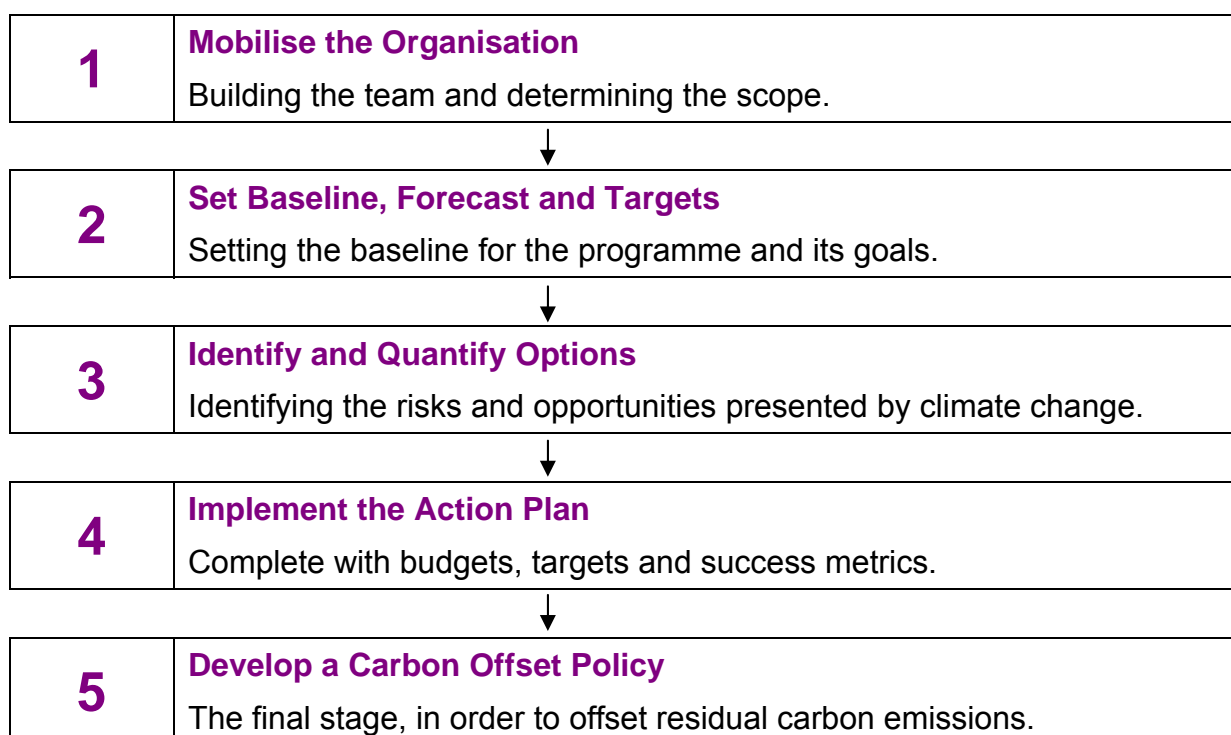
There are eight key aims of the Climate Change Strategy:

- Make all our homes energy efficient.
- Make all tenants and employees aware of what they can do to help.
- Reduce carbon emissions from fleet vehicle journeys.
- Increase the level of recycling across WDH.
- Reduce carbon emissions from employee journeys.
- Ensure we have an eco friendly supply chain.
- Build all our new homes to reduce CO₂ emissions by at least 25%.
- Install renewable energy onto our housing stock.

The intention of this Strategy will be for WDH to:

- Reduce its Carbon Footprint.
- Become carbon neutral by the offsetting of residual CO₂ emissions.

There are five key stages of development for WDH to become carbon neutral through the implementation of the Climate Change Strategy. These are as follows:



These five stages contain further elements in order for the Strategy to succeed.

Aim 1: Mobilising the Organisation

In order for the Strategy to be successfully implemented, it is important that key employees within WDH are involved in the process.

A Carbon Reduction Implementation Group is to be developed, which will be responsible for carrying the project forward successfully.

Determination of the scope and ambition of WDH with regard to carbon savings and climate change mitigation.

Obtain key stakeholder buy-in regarding the Strategy and associated issues.

Develop an Action Plan to become the main reference document for the implementation of the Strategy. This will contain a clear timetable for implementation, and identify responsibilities and internal resources, budgets required and so on.

Aim 2: Set Baseline, Forecast and Targets

In order to baseline the current position of WDH, a Carbon Footprint will be calculated. This is defined as: 'The total set of GHG emissions caused directly and indirectly by an [individual, event, organisation, product] expressed as CO₂ equivalent.'

There are two benefits for producing a Carbon Footprint. It will allow WDH:

- To manage emissions and reduce the Carbon Footprint over time.
- To report the Carbon Footprint accurately to a third parties.

WDH's Carbon Footprint will take into account three main types of emissions classification:

- People Behaviour - including household energy consumption, household waste, employee commuting, employee awareness.
- Housing Stock - including household energy consumption.
- Business Activities - including commercial energy consumption, WDH fleet travel, employee travel, commercial waste.

In addition to the Carbon Footprint, the financial impact of energy consumption will be calculated to provide a baseline energy spend for WDH.

Aim 3: Identify and Quantify Options

The Action Plan will identify and quantify options that can be taken forward.

The Action Plan will be constantly assessed.

The Action Plan will identify opportunities for emissions reductions and assessing their impact on carbon emissions and overall performance (including financial implications, management practices and public image).

Opportunities for reductions will be initially assessed in terms of feasibility, and then through a cost benefit analysis to identify the specific context of each element of the project.

Aim 4: Implement Action Plan

There are a number of actions required within the implementation of the Action Plan:

- 1) Launch the Action Plan - Internally launch the Strategy and Action Plan, communicate the objectives of the Strategy to all employees, and how they can make the Strategy a success.
- 2) Plan, implement and monitor projects - The Carbon Group plans in more detail the tasks required for delivery of projects. Once projects are underway, the group will be responsible for monitoring progress and feeding this back to relevant employee members.
- 3) Monitor progress of implementation - Monitoring of timescales of the overall Action Plan will be required to ensure that the Strategy will succeed. Regular review meetings will be held with the Carbon Group and Senior Management to ensure that the Strategy meets Strategic Objectives.
- 4) Update Carbon Footprint - This will need to be calculated on an annual basis to assess emissions reductions.
- 5) Report progress and communicate success - In order to ensure the Strategy is successful, it is essential that employees are kept informed of progress in terms of implementation. They will be informed of successes and failures and what lessons can be learnt. Communication Plans will be investigated within the Action Plan.
- 6) Review Action Plan and Strategy - The Climate Change Strategy and Action Plan will be updated on an annual basis to ensure that it remains timely and relevant. It is anticipated that the Government will increase legislation to reduce carbon emissions, and the Strategy will be amended as legislation is introduced. The annual review will also identify any new opportunities for inclusion in the Action Plan.

- 7) Externally launch the Action Plan - It is important that WDH is seen to be leading by example and by informing our tenants of what we are doing, and more importantly, what they can do to help will ensure that the Strategy is a success. WDH will also communicate the Strategy to other housing associations, local authorities and organisations to make them aware of how climate change can be tackled.

Aim 5: Develop a Carbon Offset Policy

Regardless of how much CO₂ is reduced from actions taken by WDH, there will always be some emissions that are unavoidable. In order to become truly carbon neutral, a robust Carbon Offsetting Policy will need to be developed. This will ensure that only high quality offsets are purchased from verified projects that genuinely create carbon emissions reductions. WDH will be looking into innovative offset solutions in order to report as a carbon neutral organisation.

The offsetting of the residual CO₂ is the final stage in the implementation of the Climate Change Strategy. As a result, this will be targeted after all direct and indirect reduction measures have been implemented.

Overall the implementation of the Strategy will:

- Contribute, at a local level, to the delivery of the UK climate change programme.
- Address the causes and effects of climate change and secure maximum benefit for our communities.
- Achieve reduction of GHG emissions from energy purchase and use, travel and transport, waste production and the purchase of goods and services.
- Encourage, through education and advice provision, the local community to reduce their GHG emissions.
- Enable WDH to work with key providers to assess the potential effects of climate change on our communities and identify ways in which we can adapt.
- Provide opportunities for the development of renewable energy generation.

6 Plans for Change

The Action Plan will be derived from the specific objectives as detailed below.

1. Specific Objectives People Behaviour is as follows:

- Deliver an Energy Efficiency Information Service to tenants to provide them with energy saving tips, telephone and Internet support and home visits where necessary.
- Work in partnership with Wakefield Council to promote recycling facilities to all tenants.
- Promote sustainable modes of transport to residents to provide reasonable facilities to encourage wider scale use, for example, secure cycle storage, access to public transport.

- Promote the Flexible Working Hours Scheme, and introduce a Working from Home Policy.
- Cut carbon emissions relating to employee travel year on year.

2. Specific Objectives for Housing Stock are as follows:

- Target resources in key areas where fuel poverty is predominant.
- Increase the Standard Assessment Procedure (SAP) rating of existing housing stock year on year, through the Improvement Programme, and also by the inclusion of new and renewable technologies.
- Achieve a minimum 30% reduction in carbon emissions for all new housing developments compared to minimum Building Regulation standards, by:
 - a) Building homes to high energy efficient standards with healthy internal environments

and / or
 - b) Including renewable energy technologies.
- Expand the installation of renewable energy innovation, which where included in:
 - a) Existing homes will meet at least 10% of the energy demand.
 - b) New homes will meet at least 30% of the energy demand.
- Deliver an Energy Efficiency Information Service to tenants to provide them with energy saving tips, telephone and Internet support and home visits where necessary.

3. Specific Objectives for Business Activities are:

- Introduce environmental Key Performance Indicators (KPI) and targets across the organisation.
- Introduce recycling facilities across the organisation.
- Introduce requirement for top fifty suppliers to have an Environmental Management System or appropriate policy in place.
- Review success of strategies and benchmark against national figures to compare performance.
- Progressively reduce the use / waste of natural resources across the organisation, linking with KPIs.
- Improve the energy efficiency of all WDH buildings through the implementation of physical and educational measures.
- Reduce the Carbon Footprint of the organisation through the continuous implementation of the Carbon Neutral Strategy.

7. Expected Outcomes

The implementation of the Strategy will have numerous outcomes as follows:

- Reduced CO₂ emissions by 5% per annum.
- Improved energy efficiency of housing stock by three SAP points per annum.
- Reduced volumes of waste sent to landfill from WDH by 5% per annum.
- Reduce energy consumption in WDH buildings by 30% by 2011.
- Achieve Environmental Management Standard BS:8555 by 2011.

There will be additional benefits from the implementation of the Strategy as follows:

- Reduced energy bills for tenants.
- Reduced level of fuel poverty in the Wakefield district.
- Financial savings from increased recycling and energy efficiency activity.
- Education and empowerment of employees in terms of the environment.
- Promotion of WDH as a leading organisation in terms of environmental sustainability.
- Delivery of sustainable communities.

8. Equality and Diversity

WDH will ensure that in delivering services we continue to be inclusive and representative. We want all tenants and residents to be involved regardless of age, ability and background and will provide the support needed to enable this.

We aim to be effective in encouraging wider involvement and, to achieve this, we will research the needs of communities within the district so that we can tailor our services to meet their diverse needs.

We will ensure that information is available in a variety of formats, including different languages, on audio cassette and large print, by newsletter, leaflets, information in Service Access Points and the website. This will help all tenants and residents have access to up to date information.

WDH has a separate overarching Equality and Diversity Strategic Framework 2006-2010. A copy of this can be obtained by contact the Equality and Diversity Manager on 01977 724696 or via the website www.wdh.co.uk.

9. Monitoring Review

The monitoring and review of the Strategy will be carried out through an annual review. The annual review will involve an update Carbon Footprint analysis, from which overall progress from the Strategy can be monitored.

This will be through a recalculation of the Carbon Footprint, with an updated Strategy highlighting actions that have been achieved through the year.

KPIs that will be implemented through the production of the Strategy will be reviewed on a quarterly basis, in line with standard WDH KPIs.

Each task for improvement in the action plan has performance indicators and targets so we can measure the level of improvement once the task has been achieved.



Vision

To create confident communities

Mission

To inspire, transform and promote excellence

Values

To be creative, inclusive and work with integrity

delivering promises, improving lives