

# Hastoe

Group



## Greening Hastoe Strategy

2016/17



## Hastoe places great importance on sustainability,

from the homes we build and manage, the offices we run and services we procure, to enabling residents to have warm, comfortable homes that are affordable to run. The **Greening Hastoe Strategy** sets out our priorities for achieving environmental sustainability across the four core areas of the business: residents, homes, offices and governance.



The previous Greening Hastoe Strategy (2014/16) was the catalyst for several significant achievements (full details of all the achievements are outlined in **table 1**). Greening investment and initiatives are making positive impacts on residents' lives and the environment. Hastoe has positioned itself as the go-to organisation for expertise and opinion on sustainable housing, providing the opportunity to influence at the national level. The Sustainability Manager was recognised as a finalist at the high profile Women in Construction Awards 2015, and the heat pump retrofit programme won a Housing Excellence Award for the second year running.

However the change of Government after the General Election in May 2015 has brought in a raft of changes which

will make the delivery of sustainability more challenging. There is now a more challenging economic climate for the social housing sector coupled with a regulatory shift away from greening and sustainability (such as the end of the Code for Sustainable Homes). In addition the Welfare Reform will impact on the financial capacity of residents. **Therefore the 2016/17 strategy will focus on reducing costs for Hastoe and maximising income for residents.**

To reflect the fast changing political and financial landscape, the format of the Greening Hastoe Strategy has changed to focus on one year at a time, instead of the two year timeframe used previously. This will enable Hastoe respond to any significant changes and provide the ability to amend priorities as and when needed.

**The Greening Hastoe Strategy 2016/17 was approved by the Hastoe Board in November 2015.**

**Greening produces value for money for Hastoe:**

- ★ **Greening has generated £5.5 million in funding and subsidies.**
- ★ **The green investment in our homes save residents £200 per year on average (dependent on type of measures installed) and has saved 8100 tonnes of carbon per year. There is also an early indication that this has a positive impact on arrears.**
- ★ **The greening of the Hampton Wick office has already reduced our carbon footprint by 13%.**



ACHIEVEMENTS OF THE 2014-16 STRATEGY – TABLE 1

### Residents

- ★ A suite of affordable warmth initiatives have been developed under the **“Winter Warmers” umbrella initiative**:
- ★ **Provision of Green Doctor visits to 316 residents** in primarily off gas locations, in partnership with Groundwork. The programme has targeted predominantly older residents, with a second phase in 2015 piloting visits with young families. It has been very well received. Indicative outcomes include carbon saving across all properties of 27 tonnes and £6320 cost savings per year.
- ★ **Thermal curtains** were provided to 15 residents across our regions, with a further roll out planned to at least ten residents identified as in need by the Green Doctors programme.
- ★ **The inclusion of a special four page pull out in ‘At Home’ magazine (winter issue)** to provide simple advice on how to use heating controls and simple energy efficiency tips. This has been highlighted as best practice by Sustainable Homes Ltd at resident education events.
- ★ **The high profile National Energy Study**, managed by Sustainable Homes (100 Hastoe participants) has concluded that housing associations are the most trusted source of energy efficiency advice. Phase two of the study will be reporting results shortly.
- ★ **Widening of the Home Energy Bills Study (HEBS)** resident sample to at least 100 residents with electric storage heaters, and expanding the sample to include on-gas properties and properties with renewables for comparison. Results from the first two years of the study indicate that 87% of the residents are underheating.

### Homes

- ★ **Hastoe has an average SAP rating of 74.1**, putting us in the top 20% of the best performing social landlords.
- ★ **182 Code level 4 units have been completed** including 13 Passivhaus units.
- ★ **51 ground source heat pumps have been retrofitted**, saving 92 tonnes of carbon and an average of £350 per year for residents.
- ★ **232 retrofitted ground source heat pumps** have been registered for the Renewable Heat Incentive income of £840,000 over seven years.
- ★ **A review of the Hastoe Green Homes Standard has been completed**, with the adoption of an amended standard of a minimum of SAP 69. 400 homes have achieved the standard since 2011.
- ★ **The Green Investment programme**, driven by the Hastoe Green Homes Standard, has reduced the number of homes below SAP 69 by a third, and has reduced the number of homes below SAP 50 by 75%.
- ★ **There has been a major interrogation of how green technology performs in use**, to understand maintenance liabilities and to aid the targeting of future investment; with the establishment of processes to improve how technology is designed, installed and maintained.
- ★ **There has been some very early analysis of the positive impact of green investment on rent arrears.** Hastoe participated in Sustainable Homes research into the impact of energy efficiency on voids and rent arrears “Touching the Voids”. The research found that homes with higher SAP ratings are void for fewer days compared to low SAP properties. Correspondingly, high SAP properties have lower operational costs. In terms of the Hastoe data, it showed that Hastoe's average number of void days per SAP rating are below the average of the sample of the study.
- ★ **A further 160 fruit trees have been provided** to new and existing homes through the Hastoe Orchard initiative, bringing the total up to 1300 since 2010, enhancing biodiversity on our schemes.

## ACHIEVEMENTS OF THE 2014-16 STRATEGY – TABLE 1

## Offices

- ★ **The completion of a carbon assessment** of the Hastoe offices has established a carbon footprint of 105 kgCO<sub>2</sub>/m<sup>2</sup>/yr. The assessment identifies that there is a need to reduce the footprint by 2% per year to meet the Government target of an 80% reduction in carbon by 2050 (25 kgCO<sub>2</sub>/m<sup>2</sup>/yr).
- ★ **Solar panels have been installed** on the roof of the Hampton Wick office, which will reduce the carbon footprint by 13% to 91.56 kgCO<sub>2</sub>/m<sup>2</sup>/yr, providing a total Feed in Tariff income of £258,616 over 25 years.
- ★ **A green audit has been undertaken** of the offices and Green Office Action Plan has been developed.
- ★ **A green team has been re-established** with increased buy-in from staff.
- ★ **Greening Hastoe News and a Greening section** included in Corporate Induction Days for new staff and Board members.
- ★ **Review of utilities procurement** has been undertaken, with more competitive tariffs sought for all offices and landlord supplies.

## Governance

- ★ **A high silver rating achieved** on the SHIFT assessment 2014.
- ★ **Greening actions identified** for Board members.
- ★ **Heads of Service facilitating communication** on greening at senior management level.

## GREENING HASTOE STRATEGY 2016/17

## Residents

**In the 2016/17 strategy our key objective is maximizing residents' income by promoting simple, low cost, measures to improve energy efficiency and thermal comfort:**

## Actions

- ★ Update the Affordable Warmth Plan, using improved resident profiling data for targeting initiatives.
- ★ Pilot the use of the Green Doctors "First Aid Kit" as a lower cost method of delivering Green Doctor energy efficiency visits to residents, supported by advice, guides and "how to" videos.
- ★ Consider a small trial of providing floor coverings to vulnerable residents, similar to the thermal curtains initiative.
- ★ Investigate the feasibility of running a large scale "supported switching" campaign using no fee social/community energy brokerage organisations or similar community collective switching organisations.
- ★ Improve resident education and awareness messages to ensure that residents get the optimum use out of heating and efficiency measures.
- ★ Engage with the national roll out of smart meters to facilitate the process for our residents.

## Homes

**Hastoe prides itself on leading innovation and pushing boundaries in sustainability. With a challenging economic climate the key objective for our homes will focus on seeking opportunities and creative solutions for funding innovative and sustainable housing:**

## Actions

- ★ Develop a revised Design Brief for our new build properties, based around the AECB Silver standard, replacing the Code for Sustainable Homes.
- ★ Seek alternative funding mechanisms for our greening aspirations, such as European funding schemes.
- ★ Continue to work jointly with Sustainable Homes on flexible rents.
- ★ Continue to investigate and evaluate innovative sustainable build methods, particularly focused on reducing build costs.
- ★ Continue to seek an opportunity to develop a community energy scheme, with a view to securing external funding.
- ★ Increase our understanding of the threats/opportunities to rural communities from fracking for shale gas.

## Offices

**As per the overall theme of the strategy, the focus of the office section is on reducing costs, as well as achieving environmental improvements. The key objective of the office section is to reduce our carbon footprint, as established in the carbon assessment:**

## Actions

- ★ Audit the use of energy at our offices and identify areas where it can be reduced to support the 2% per year carbon reduction identified as required in the carbon assessment.
- ★ Establish effective monitoring of the Hampton Wick gas supply.
- ★ Investigate a low energy cooling solution for the offices in summer time.
- ★ Evaluate the performance of the solar panels on the Hampton Wick roof.
- ★ Promote the use of Skype, Bridgit (virtual meeting software) and teleconferencing as an alternative to travelling for meetings.
- ★ Enhance the provision of information on Greening Hastoe to our staff, including an improved Greening section on the intranet and e-learning opportunities.

## Governance

**The key objective of the governance section is the completion of the biennial SHIFT (Sustainable Homes Index For Tomorrow), an assessment of our sustainability. In the 2014 assessment we achieved a high silver rating, ranking us 9th overall (top 20%) out of the 53 organisations being assessed in 2014. In 2012 we were ranked 19th out of 38 organisations (exactly midway). In 2014 we were ranked 2nd in our peer group (small associations) compared to 6th in 2012.**

## Action

- ★ Achieve a Gold rating in the 2016 SHIFT assessment.

# Hastoe

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