

Report for Resolution

Report to Executive
15 October 2008

Report of Director of Transformation

Subject Norwich City Council Environmental Strategy 2008 – 2010

6

Purpose

To recommend the adoption of an Environmental Strategy 2008 – 2010, and to agree a number of associated policy issues.

Recommendations

1. To approve and adopt the environmental strategy 2008-2010.
2. To extend the life of the Climate Change Panel to monitor the extensive environmental and sustainability work programme
3. To welcome the proposal for a new ROARS category for the Environment
4. To support the draft Norfolk Climate Change Strategy

Financial Consequences

There are no direct financial consequences of this report. The Environmental Strategy has a delivery fund of £35,000 which is already budgeted for. However the financial (as well as social) costs of taking no action to tackle climate change and other environmental issues could be significant. For example, assuming that energy costs rise at a very modest rate of 6% per year, if the council achieves its 6% reduction target by 2012 it is estimated that the authority would save approximately £890,000 via reduced energy bills. This would clearly increase significantly if the energy cost were to rise more quickly.

Projects within the Local Authority Carbon Management Programme are able to apply for match funding via Norwich City Councils "spend to save" funds and government SALIX 0% spend to save loans. These applications will be made on a project by project basis and will require member approval. Generally each project has a 3-5 year payback cycle.

Risk Assessment

There have been many studies to the consequences of not protecting organisations against environmental issues such as climate change. The strategy aims to embed sustainability within our service delivery and planning to better prepare the authority and its service delivery for the future. In addition, with increasing energy costs the Environmental Strategy will assist in reducing the risks of increased revenue costs in the future. The environmental strategy will also help to monitor how and where we purchase our goods and services with associated accreditation and checking where appropriate. (FSC accredited timber, most energy efficient, etc).

Strategic Priority and Outcome/Service Priorities

The report helps to meet the strategic priority of a Strong and Prosperous City. It helps facilitate “**putting environmental sustainability, culture and creativity at the heart of everything we do**”. It also delivers short term priorities such as “develop and implement the Environmental Strategy” and “design and implement a Local Carbon Management Programme and the service plan priorities associated to the environmental strategy team/ transformation.

Executive Member: Councillor Morrey - Sustainable City Development

Ward: All Wards

Contact Officers

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Background Documents None

Introduction

1. Since his appointment in May 2008, the Environmental Strategy Manager has been working to develop a draft Environmental Strategy which pulls together the City Council's proposed activity to reduce its Carbon footprint and improve its general environmental management and environmental decision making.
2. This report recommends a draft Environmental Strategy for the 2008 – 2010 period. It also makes recommendations on a range of associated matters – each one of these is summarised below.
3. **Draft Environmental Strategy Norwich City Council 2008 - 2010**
Over the last 6 months the Climate Change Panel has been inviting services to discuss their operations with reference to the Draft Environmental Strategy 2008 – 2010. The aim was to get consensus with reference to a short term plan regarding improvements to their respective service areas in regards to increased sustainability and awareness of environmental issues such as climate change adaptation. The Draft Environmental Strategy 2008 – 2010 (attached at annex A) has been examined and scrutinised by the Climate Change Panel.
4. **LACM6 (Local Authority Carbon Management Programme 6)**
Over the last 8 weeks the Environmental Strategy Team has been working to identify our baseline of energy consumption and resource use as part of the Local Authority Carbon Management Programme (LACM6). This process has now been completed and for the first time the Council has consumption data for gas and electricity by building. The environmental strategy team has also identified our waste production, water consumption, and travel use as part of this baseline exercise. In summary the baseline exercise shows that the City Council has significant opportunity to improve and reduce its energy and waste consumption. It is proposed to make a short presentation to the Executive to describe the opportunities available to achieve our 6% yearly reduction as well as the risks and costs associated to the programme.
5. **6% CO² reduction target**
In late 2007 the City Council agreed a 6% year on year reduction in its CO² emissions. This target has no end date, and no built in renewal date, and so implies a continuous rate of reduction.
6. In order to be consistent with other local authorities in the Local Authority Carbon Management (LACM) Programme it is proposed to clarify the target, so that it is set on an annual cumulative target of 6% from 2007 (the baseline year) until 2012 (i.e. a total reduction of 30% from the baseline). The Council would then formally review the target to set a new goal from 2012 onwards.
7. This principal has been agreed by the Climate Change Panel. The proposed revised wording is "Norwich City Council will reduce CO²

emissions from council operations by 6% per year from 2007 levels until 2012". This is reflected in the Draft Environmental Strategy 2008 – 2010.

8. **Tomorrow's Norfolk, Today's Challenge. A Climate Strategy for Norfolk**
As local authorities we have a major role to play in rising to this challenge, as corporate estate managers, major service providers and community leaders. We need to set the example by getting our own house in order, but that is only a small part of the solution in terms of Norfolk's overall carbon footprint. Clear community leadership is needed to bring about widespread behaviour change.
9. This Strategy aims to provide the vision and drive for Norfolk to tackle this challenge. Developed collectively by the local authorities of Norfolk, it demonstrates the commitment of all council leaders to tackling this priority issue. It is central to delivering the "Environmentally Responsible" theme in Norfolk Ambition, the Countywide Sustainable Community Strategy.
10. The strategy has been considered and agreed by the Climate Change Panel as well as lead officers and service managers. Comments have been fed back to the Norfolk Climate Change Task Force. The Executive is asked to support the draft strategy (attached as Annex B).
11. **Future of the Climate Change Panel.**
Executive originally set up the Climate Change Panel exclusively to agree and recommend a draft environmental strategy 2008 -2010. This has now been completed and the final programmed Climate Change Panel meeting was held on the 26th September 2008.
12. However, this report has demonstrated that there is a lot of activity on the environmental and sustainability front, and the City Council now has an ongoing work programme to deliver the 6% target and meet the LACM programme requirements.
13. In the light of this, as well as monitoring the implementation of the Environmental Strategy, the Climate Change Panel has considered its role and is recommending that it continues to exist in order to monitor this extensive work programme. Executive is asked to consider this request.
14. **ROARS**
A new ROARS category on the environment is proposed which will assist and highlight the importance of energy and environmental issues within the Council.



NORWICH
City Council

Draft
Environmental
Strategy
V3.0

2008 - 2010



(The latest corporate message here) (A greater Norwich – A Stronger Norfolk)

**Draft
Environmental Strategy**

2008 - 2010

- 1. Executive Summary**
- 2. Norwich City Council Environmental Policy**
- 3. Foreword – by the Leader of the Council**
- 4. Context**
- 5. Purpose of the Environmental Strategy**
- 6. Where we are now?**
- 7. Where do we want to be?**
- 8. How will we get there?**
- 9. How will we know?**
- 10. Norwich City Council Action Plan**

Appendix A Performance indicators
Local Strategic Documents
References



1. Executive Summary

The Environmental Strategy for Norwich City Council cannot be seen as a stand-alone document where environmental issues are tackled in isolation, but needs to be seen within the bigger picture of sustainable development. The following explanation of this concept is based on the Government's definition, but has been modified slightly to better reflect the aspirations of the City and the Council.

The City of Norwich Partnership (CNOP) strategic objective within the Sustainable Community Strategy 2008-2020 is to “**make Norwich a world-class city in which to live, work, learn and visit**”. The Sustainable Community Strategy sets themes with strategic objects for the City. The 2nd theme, City of Environmental Excellence, sets the objectives for Norwich to become a low-carbon city, to minimise our use of global resources and to become a model city for the management of the natural and historic environments.

The City Council's Corporate Plan 2008/10 highlights the City Council's environmental ambitions via the priority to deliver a strong and prosperous city. “To improve the quality of life for residence, visitors and those who work in the city now and in the future”. The Corporate Plan describes how this will be achieved by “putting environmental sustainability, culture and creativity at the heart of everything we do”.

This environmental strategy sets out how the City Council will deliver key actions which will contribute to both the CoNP environmental aims and the city council's own environmental aims.

The Environmental Policy highlights our aims and the principles to which we are working to ensure that we play our part in creating a better environment for generations to come;

- **Social progress that recognises the needs for everyone.** This includes a healthy, safe, clean and diverse environment. Everyone should be able to share in the benefits that accompany a good quality of life. Adaptation to climate change and increased resource efficiency will be needed to maintain existing standards.
- **Protection of the environment.** We must act to limit global environmental threats such as climate change along with more local pollution problems. We also need to protect and enhance those things that people need or value or have high importance in their own right, such as wildlife, landscapes, pleasing townscapes and historic buildings. Studies into future-proofing our assets against predicted climatic changes will be needed.

- **Prudent use of natural resources.** This means using non-renewable resources like oil and gas wisely and making sure that we encourage and facilitate the development of more efficient technology and investigate the use of possible alternatives to replace them. The council will follow the energy hierarchy to deliver efficiency: Reduce the need for energy, use energy more efficiently, supply energy from renewal resources, assess and adapt to new technology.

The Council's Environmental Policy will play a key role in working towards sustainable development, because the health and well-being of our environment is crucial for providing us all with a good quality of life, both today and for years to come.

2. Norwich City Council's Environmental Policy

It is our policy to meet our national and international legislative obligations, to develop local sustainable communities, enhance the local environment, deliver environmentally-friendly services and enforce environmental legislation to help stem the depletion of finite natural resources.

We are committed to preventing pollution of the environment through compliance with legislation and the continual improvement of environmental performance by monitoring our resource use:

- Increased energy efficiency in Council owned property
- Promotion of domestic energy efficiency
- Reduced disposal of waste to landfill
- Increased recycling
- Reduced consumption of paper in council activities
- Reduced consumption in fuel in council operations
- Reduce CO2 emissions from council operations by 6% per year from 2007 levels until 2012
- Prevention of groundwater pollution and contamination of land
- Protection and enhancement of habitat and biodiversity
- Enhancement of the quality of the built environment
- Environmental considerations within Procurement Strategy



Councillor Steve Morpew
Leader, Norwich City Council & Leader of the Labour Group or maybe Chief Executive?

This will be achieved through

The implementation and maintenance of this policy in all areas and our activities

- Implementation of a Sustainability Checklist for new purchases
- Implementation of the principles of sustainability when tendering contracts
- Compliance with applicable legal requirements to which we subscribe and to other requirements which relate to the environmental aspects of our activities. For example best practice guidance from central government
- Campaigns and promotional work
- Studies and implementation
- Monitoring Systems and Questionnaires

Progress on this policy will be reported on annually. It will be communicated to staff through the intranet and by internal email communication. It will be passed to all contractors and suppliers who have major contracts with Norwich City Council. This policy is publicly available through our website.

www.norwich.gov.uk

The policy will also be reviewed and monitored by a members group via the Norwich City Council Climate Change Panel.



(RANGE OF IMAGES AND SYMBOLS TBC) (PHOTO's of BUILDINGS, PARKS, SERVICES, FACILITIES,CITY)

3. Foreword – by the Leader of the Council

Norwich has been a success story for almost 1,000 years. It is a modern city with a historic heart; it is vibrant and growing fast. Its economic, social, cultural and environmental influence is out of all proportion to its size, and extends far beyond its boundaries. Norwich's importance to the people of Norfolk and the wider region is clear.

Until recently, it has been possible to challenge the proposition that human activity has added to the natural process of climate change since the beginning of the industrial revolution. This is no longer the case. Climate change is happening and poses a long term threat to prosperity and the well being for our city. We have had highest rainfall records, highest temperatures, warmest months and wettest years all happening in the last decade.

“The debate about the science is over. The economic message is just as stark: doing nothing will cost us far more than dealing with the problem now. Collective and decisive action is needed if we are to deal with this threat and create a global low carbon economy.” (Hilary Benn Secretary of State for the Environment, Food and Rural Affairs).

The global challenge of climate change is significant and requires a decarbonisation of the economy and a move away from the use of fossil fuels. Attention is focusing upon the role of Local Government in helping to meet this challenge. The Local Government Association recently established a Climate Change Commission which has looked at this question. It has focused upon ways in which authorities can make a real difference through work on existing homes, planning, transport, procurement and by adapting to the effects of unavoidable climate change.

The Government has also set challenging targets to reduce carbon emissions by 26-32% by 2020, and at least a 60% reduction by 2050. Councils need to respond to these challenging targets through both mitigating the causes of climate change and adapting to the effects.

The public also have an expectation that action should be taken – Ipsos MORI found that 73% of people agree that local government should make tackling climate change a priority and 67% agreed that the government should make efforts to tackle climate change regardless of the economic consequences.

However Climate Change and Global Warming are not the only environmental issues which can have a negative impact or influence on society. The underlying principles of sustainable development should therefore be highlighted. The past 20 years have seen a growing realisation that the current model of development is unsustainable. In other words, we are living beyond our means. From the loss of biodiversity with the felling of rainforests or over fishing to the negative effect our consumption patterns are having on the environment and the climate. Our way of life is placing an increasing burden on the planet

A widely-used and accepted international definition of sustainable development is: *'development which meets the needs of the present without compromising the ability of future generations to meet their own needs'* - Globally we are not even meeting the needs of the present let alone considering the needs of future generations.

Unless we start to make real progress toward reconciling these contradictions we face a future that is less certain and less secure. We need to make a decisive move toward more sustainable development. Not just because it is the right thing to do, but also because it is in our own long-term best interests. It offers the best hope for the future. Whether at school, in the home or at work, we all have a part to play. Our small everyday actions add up to make a big difference.

At a local level the environmental strategy aims to contribute to the improvement of the local environmental quality in the areas in which we live, work or visit. Making Norwich a safe, healthy place and delivering a sustainable environment which improves or maintains the quality of life for all of us. Whereas failure to tackle environmental problems such as traffic congestion, waste, air and noise pollution can damage health, community pride and the local economy. The environmental implications and sustainability of regeneration and development planned for the future needs to be tackled as a first principle.

Much good work has already taken place and this is set out in the document. Our challenge is to build upon this and to continue to deliver improvements. This strategy sets out **3 priority areas** in which we feel we can make a real difference (Estate Management, Service Provision and Community Leadership) and these will be the focus of our efforts and attention. This Environmental Strategy sets out our "road map" of how we will play our part in improving our already successful actions. We have already signed up to the Nottingham Declaration on Climate Change and are working to establish our Carbon footprint as part of our 6% reduction commitment as members of the Local Authority Carbon Management Programme.

The strategy provides an overall direction for improvement which will be delivered through Service Plans in each Directorate. The challenge set to local government and other public sector bodies are that there should be no poor performers on climate change by the end of 2009. More importantly, we owe it to our communities to address these issues and to improve the quality of life in the area.



Councillor Steve Morpew
Leader, Norwich City Council & Leader of the Labour Group

4. Context – Background

General introduction

The environmental strategy is an overarching strategy for Norwich City Council, sitting at a corporate level to provide direction for service-led environmental improvements, through service plans, other council strategies and procedures.

The council recognises that its day-to-day activities have an important impact on the local and global environment, and that health and wellbeing of the environment and ourselves is closely linked. It also acknowledges that it has an important role to play in raising the awareness and understanding of environmental issues within the whole of the community.

It is committed to working in partnership with others to protect and enhance the environment, especially with those organisations that are represented on the cities Local Strategic Partnerships.

The past 20 years have seen a growing realisation that the current model of development is unsustainable. In other words, we are living beyond our means. Unless we start to make real progress toward reconciling these negative actions we face a future that is less certain and less secure.

What do we mean by “Sustainability”?

“The government and a wide variety of organisations in the UK and elsewhere describe sustainable communities as ones which “Balance and integrate social, economic and environmental components of their community; meet the needs of existing and future generations; and respect the needs of other communities in the wider region and internationally.” *City of Norwich Partnership, A new Vision of Norwich – The Sustainable Community Strategy 2008-2020*

Make the wrong choices now and future generations may have to live with the increased consequences of climate change, depleted resources and without the green space and biodiversity that contribute both to our standard of living and our quality of life. Development growth and prosperity need not and should not be in conflict with sustainability.

The cost of current weather impacts are already high

In 2003, we saw temperatures in excess of 35°C in South East England. There were c. 35,000 excess deaths across Europe in the 2003 heat wave (IPPC Working Group II, 4th Assessment Report 2007)

During the UK floods of Summer 2007, 13 people lost their lives and about 48,000 homes and 7000 businesses were flooded. (The Pitt Review: Learning lessons from the 2007 floods, Sir Michael Pit, 2008.

In its 2004 report, A Changing Climate for insurance, the association of British Insurers (ABI), notes that claims from storm and flood damage in the UK doubled to over 6bn over the period 1998-2003. with the prospect of a further tripling by 2050

Climate Change – the potential impact

One essential element of sustainable development is to react to scientific knowledge and understanding. Over the last few years scientific opinion has moved decisively to almost a universal consensus that climate change is a result of human activity. No one can predict the consequences of climate change with complete certainty; but we now know enough to understand the risks. Mitigation – taking strong action - to reduce emissions and to introduce sustainability into our service provision and decision making must be viewed as an investment, a cost incurred now and in the coming few decades, to avoid the risks of very severe consequences in the future. However, this mitigation needs to be balanced to what is achievable and viable.

The evidence from central government is overwhelming. Publications such as the *Stern Review: The Economics of Climate Change* produced by Treasury or *Adapting to Climate Change in England: A Framework for Action* published by DEFRA all highlight the need for early actions to avoid damage to our economy and our infrastructures, which in turn influences our day to day lives and general quality of life.

“Climate change is one of the greatest challenges facing society today – both for the international community and the UK. The debate about the causes is over: we now know that the planet has warmed largely due to human activity”
Rt Hon Hilary Benn MP *Adapting to Climate Change: A Framework for Action*.
DEFRA 2008

Scenarios produced by the Met Office Hadley Centre, Tyndall Centre and the UK Climate Impacts Programme in 2002 suggest that for the UK climate change means, on average, hotter, drier summers and milder, wetter winters combined with more extreme weather events such as heat waves and periods of heavy rainfall. These changing climatic conditions mean that we can expect to experience the following more often in future years:

- Periods of continuously higher temperatures than we are used to – the summer heat wave experienced in 2003 is likely to become a normal event by the 2040s and considered cool by the 2060's;
- Decreased rainfall in summer leading to drought, lower river flow and increased water stress;
- More frequent periods of heavy rainfall, especially in winter, leading to flooding

(DEFRA 2008)

Certain features in England are likely to represent particular “hot spots”, where a number of climatic impacts will be felt in one location, for example floodplains and large urban areas.

The impacts experienced will also change over time. The IPCC has suggested that in Northern Europe generally, climate change is initially projected to bring mixed effects, including some benefits such as reduced demand for heating, increased crop yields and forest growth as well as potential increased tourism. Overall, there will be both positive and negative aspects to our economy, society and environment.

Design note: Pictures of rainfall, flooding, drought, sheltering from the sun, storm damage, etc) Pictures should indicate a balanced future of advantages/ disadvantages.

5. The Purpose of the Environmental Strategy

This document forms Norwich City Council's second Environmental Strategy and action plan. Progress has already been made within several services and will be discussed further in chapter 6.

The second environmental strategy from 2008 to 2010 is based on the themes and objectives adopted within the City of Norwich Partnership's (CoNP) Sustainable Community Strategy and the Norwich City Council Corporate Plan. The document also references many other local service plans as well as a number of regional and national strategic documents relating to environmental management or improved service provision.

The diagram below shows how sustainable development is achieved. Sustainable development can only exist via the inclusion of economic, social and environmental spheres of influence.

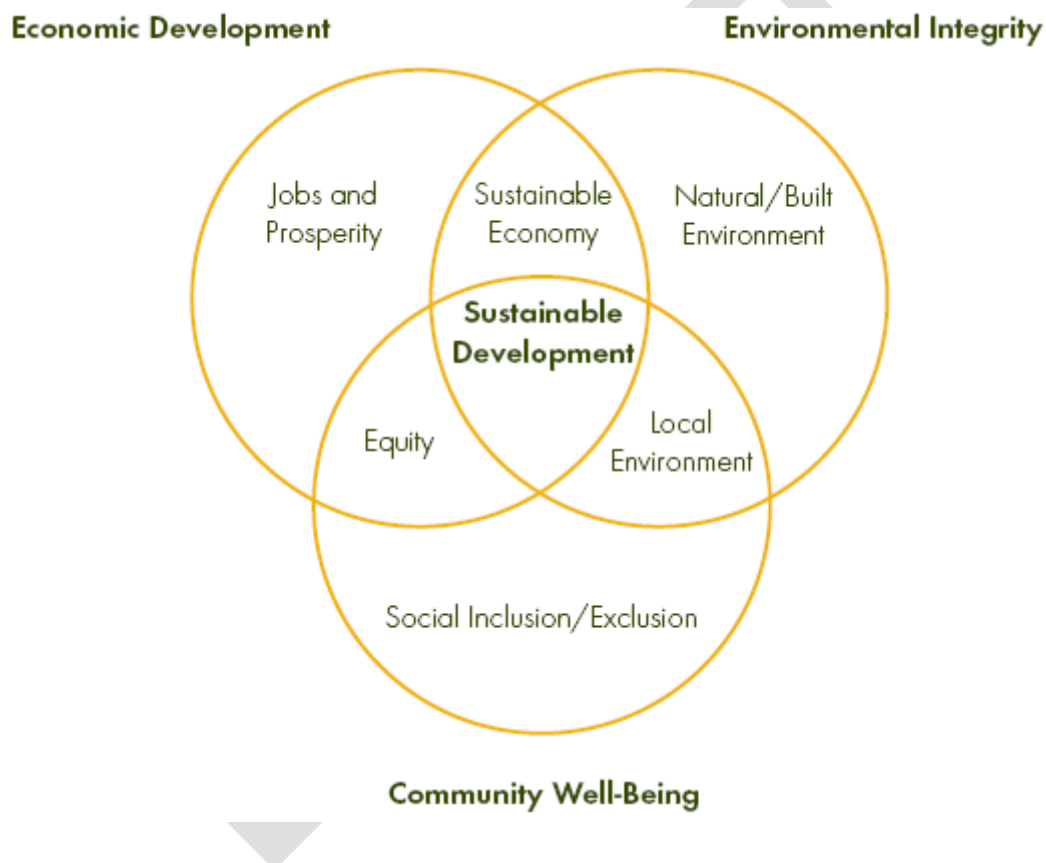


Figure 1: Sustainable development factors and influences

The Environmental Strategy for Norwich City Council cannot be seen as a stand-alone document where environmental issues are tackled in isolation, but needs to be seen within the bigger picture of sustainable development. The following explanation of this concept is based on the Government's definition, but has been modified slightly to better reflect the aspirations of the Council.

Design note: pictures that indicate sustainable development (Norfolk Context) (Norwich Context)

Norwich City Council's strategic objective within the Sustainable Community Strategy 2008-2020 is to “**make Norwich a world-class city in which to live, work, learn and visit**”. The Sustainable Community Strategy sets themes with strategic objects for the City. The 2nd theme, City of Environmental Excellence, sets the objectives for Norwich to become a low-carbon city, to minimise our use of global resources and to become a model city for the management of the natural and historic environments.

In addition the Corporate Plan 2008/10 also highlights the city's environmental ambitions via the priority to deliver a strong and prosperous city. “**To improve the quality of life for residence, visitors and those who work in the city now and in the future**”. The document describes how this will be achieved by “**putting environmental sustainability, culture and creativity at the heart of everything we do**”. Several of the short-term priorities held within the corporate plan are also identified within the action plan held within this environmental strategy.

It is our policy to meet our national and international legislative obligations, to develop local sustainable communities, enhance the local environment, deliver environmentally-friendly services and enforce environmental legislation to help stem the depletion of finite natural resources.

We are committed to preventing pollution of the environment through compliance with legislation and the continual improvement of environmental performance by monitoring our resource use.

The council will achieve this in 3 main sectors:

As an Estate Manager – the council is a large employer and a major consumer of energy and other resources. Through better management of transport and buildings the council can cut emissions and save money and manage the estate so that it can be better adapted to the changing climate

As a Service Provider – the council can ensure that the impacts of climate change are properly taken into account and emissions are cut as far as possible through the operation of all services provided

As Community Leaders – through the Sustainable Community Strategy and the Local Strategic Partnership;

We will need to adapt the way we do things in order to respond to the changing circumstances presented by a changing environment. By adapting early the council will be able to optimise any advantages as well as protecting against any threats created by Climate Change or increased energy prices.

Design Note: Pictures of our estate, service delivery (waste/ recycling) and maybe some com's)

6. Progress – Where we are now - Actions already undertaken by Norwich City Council to address environmental sustainability

As an estate manager

Buildings

- The electricity contracts for City Hall, St Giles and the city's street lights are for power generated from sustainable sources. The electricity is generated by Combined Heat and Power plants, which, although they do not use renewable energy, are much more efficient than conventional power plants.
- A large proportion of the council's computers have been upgraded during 2007, which has led to a 35% cut in the electricity requirement in comparison with previous computer equipment.

Carbon Management

- The authority has embarked on a 5 year programme to deliver a 30% reduction in carbon emissions from its buildings and service provision.

Recycling

- The council operates a paper recycling scheme, which recycles an average of 10,600kg of paper per year. Much of the old computer equipment which is still working is sent to Malawi in Africa for use by partner organisations.

Staff transport

- The proportion of council staff cycling or walking to work has increased from 33% in 2006/7 to 46% 2007/8. This improvement has been aided by the Green Travel Plan.
- For journeys done by council employees during work time, the council has ordered 49 VW Polo pool cars. These cars have one of the lowest rates of carbon dioxide emissions of any car currently on sale in the UK. This will reduce pool car carbon emissions by 25-30%.

Design note: something that reflects the "estate management"

As a provider of services

The council provides a range of services which make a positive contribution to both the local and global environment.

Open Spaces

- Norwich is blessed with a large number of open spaces, such as parks, formal gardens and natural areas, which provide recreational opportunities for people and important habitats for wildlife. The council has responsibility for managing the parks and gardens and many of the natural areas. Significant investment in several parks has led to long-standing improvements.
- The variety of natural habitats in the city is wide, ranging from river valleys to lowland heathland. The city's boundaries include 4 Sites of Special Scientific Interest, 8 Local Nature Reserves and 33 County Wildlife sites, which are particularly important because of the range of wildlife they support, including species whose numbers are in decline nationally. The council has worked over a number of years with a range of partners to improve the condition of these important habitats and ensure ease of access by the public.
- There are also long term policies to protect and enhance green spaces, such as the 40 year Riverside Walks strategy; protection of trees and wooded ridges and planning guidance on maintaining and enhancing green links.
- Norwich has a long tradition of providing strong in-house landscape and conservation advice. This has ensured that environmental aspects of individual schemes are considered at an early stage and that they are 'joined-up' as seamlessly as possible within the wider urban fabric. This has proved a powerful tool in maintaining Norwich's image as a green city over the past 40 years.
- In November 2007, Norwich gained an international Liveable Communities Silver Award. This is a benchmark awards scheme supported by the UN to encourage best practice in the areas of landscape enhancement; heritage management; sustainable communities; environmentally sustainable practices; healthy lifestyles and forward planning. (A Bronze Award was attained in 2003)

Housing

- The energy efficiency of the city's council houses is above the national average, due to the council's long-term programme to improve heating and insulation in these houses. This means reduced carbon dioxide emissions and cheaper fuel bills for council tenants.
- The council offers loans to vulnerable private households for fuel-efficient heating systems and insulation, as well as supporting various initiatives that offer low-cost insulation to all private households in the city.

Design note: something that reflects the "service provider"

Planning

- The council has long-standing planning policies which have promoted housing and commercial development in areas of the city which are more easily accessible by public transport, walking and cycling. There has also been a focus on high density housing, with 61% of dwellings built at densities of more than 50 houses per hectare. These policies, as well as the concentrated nature of the city's boundaries and a range of transport initiatives, has kept car usage in the city centre roughly stable since 1995. Norwich also has the second highest proportion of residents travelling to work by walking or cycling in England in 2007: 32% in comparison with 40% in Cambridge.
- Current delivery of development of housing on brownfield land was 88% for 2006/2007 against a target of 80%.
- Planning policies also promote energy and resource efficiency in new development. Opportunities are being investigated into the potential for low carbon development locally ahead of national requirements.

Waste and Recycling

- Norwich City Council has developed an ambitious Integrated Waste Management Strategy which includes a number of schemes to reduce household waste in the city and promote recycling and composting. These are being rolled out across the city between 2007 and 2009. They have already resulted in the proportion of household waste being recycled growing from 18.4% in April 2007 to 23% in December 2007.
- The council is helping businesses reduce their use of virgin materials and increase recycling by supporting the development of business waste recycling schemes.

Transport

- For all major public events organised by the council, extra public transport facilities are put on to cope with an increased number of people needing to travel.

As a community leader

The council has undertaken a number of activities to improve the environmental impact of the energy it purchases, the way it deals with its waste and the transportation of staff. The council is also engaged in a range of activities which provide leadership and coordination across the city.

Planning

- The council is working closely with neighbouring local authorities to ensure that the significant housing and commercial growth in the Greater Norwich Area is planned in a sustainable manner. A number of studies into water availability, drainage requirements, flood risk, infrastructure needs and opportunities to protect and enhance local natural areas have been undertaken to identify key issues which must be taken into account. The Local Development Framework, which will lay down the planning guidelines for the city's growth, is being prepared and will undergo extensive consultation, and is subject to the formal Sustainability Appraisal process as part of the EU directive on strategic environmental assessment

Public Spaces

- The council, working in partnership with other local authorities and agencies, has produced a River Valley Strategy. The Strategy provides a framework for the protection and enhancement of the river valleys in and near Norwich. The action points arising from the Strategy are being implemented, one example being the Whitlingham Bridges and Links Project which aims to improve access between the city and the surrounding countryside. This project recently won a million pound award of Lottery money as part of the national Connect2 project promoted by Sustrans.
- In partnership with the BBC and local wildlife groups, Norwich is one of 17 cities participating in the national "Breathing Places" project – a series of events and activities aiming to inspire people to care about local open places and wildlife.
- The council supports and advises numerous community wildlife and "Friends of" groups, which carry out practical improvement work and hold regular events to raise awareness of open places, natural heritage, wildlife, etc.
- The council hosts the Norwich Fringe Project, concerned with countryside management within a four mile radius of the city centre. In 2007, the project was a national Gold Award winner in the Green Apple Environment Awards, for its work with communities and the management of green spaces.
- In 2007, the council, within the Greater Norwich Development Partnership, commissioned a Green Infrastructure Strategy, the vision of which is to create a multi-functional network of green spaces and green links, providing an environmental life support system for communities and wildlife in the Greater Norwich Area.
- In 2007, in partnership with Norwich in Bloom, the council won a unique Double Gold award in the regional Anglia in Bloom competition for Urban Regeneration and Best Small City. This was followed by a national Britain in Bloom Silver Gilt award for urban regeneration

Strategic Housing

- The council works with several housing associations through the Greater Norwich Housing Partnership to facilitate the building of affordable housing in the city. The Partnership is committed to ensuring that wherever possible all new affordable housing will meet nationally-recognised standards for environmentally-friendly homes, aiming for Level 4 of the Code for Sustainable Homes.
- The Council has coordinated the construction of an exemplary housing scheme in the west of the city, where 4 homes have solar photovoltaic panels and 150 were built using modern construction methods which are highly resource-efficient and have high levels of insulation.

Transport

- General traffic volumes within the inner ring road have remained constant since 1995, despite an overall growth in traffic in that period, thereby reducing congestion and carbon dioxide emissions and improving air quality. Measures used to achieve this include pedestrianisation, traffic calming, restricting traffic flow to buses and taxis in some areas and improved cycle routes.
- Working with Norfolk County Council and Bus Operators, major improvements to public transport in the City Centre have been made in recent years. Along with the building of an award winning bus station, new bus priority measures and on street ticket machines have been introduced to provide fast, reliable journey times.
- Both on and off street parking charges are priced to encourage short stay use, removing peak time journeys and encouraging commuters to use park and ride services. With 6 sites Norwich has the highest number of park and ride parking spaces in the country
- The city and county council have developed a long-running car-sharing scheme for businesses and individuals. One neighbourhood car club has successfully been established and others are soon to be opened.
- Most city schools now have school travel plans to encourage walking and cycling, as do major employers in the city
- Developers are now required to provide transport contributions to improve journeys by means other than the private car for all developments over 20 units.
- Measures to tackle air quality in the city centre include the creation of a low emission zone in Castle Meadow and issues in St Augustine's will be addressed through the Anglia Square development.
- Low emission alternative fuels have been trialled in buses and council vehicles in an EU-funded programme
- Starting in the autumn of 2007, brine has been used instead of grit to stop city centre streets freezing in cold weather. This is a ground-breaking practice in the UK and is less harmful to trees and plants and less messy for shops.

Design note: something that reflects the "community leader"

Regeneration

- As part of the Greater Norwich Development Partnership, the city council is producing evidence and research into the issues and options associated with economic and housing growth.
- Working with Norfolk County Council, Broadland and South Norfolk Councils and the Broads Authority, research is being carried out into Strategic Flood Assessments, water resources, and Green Infrastructure. All will contribute to the assessment of sustainable growth.

Design note: something that reflects the above. Maybe spatial metro or some urban design guides etc?

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7. Where we are going?

Vision for the City overall

The City of Norwich Partnership through its Sustainable Community Strategy (currently in draft form) sets out a proposed vision for Norwich,

“To make Norwich a world class place to live, work, learn and visit”

The partnership has identified six themes and strategic objectives to help it deliver this vision. One of these is to create a ‘City of Environmental Excellence’, under which three strategic objectives have been identified:

- To become a low-carbon city
- To minimise our use of finite global resources
- To become a model city for the management of the natural and built environment

It is this vision which the Environment Round Table has a key role in delivering. In addition the Strategic Board identified 4 priority areas for them to focus upon which includes delivering environmental sustainability – this is being championed by a member of the Board (Professor Trevor Davies, Pro Vice Chancellor of the University of East Anglia) and will be delivered through the existing themes and their associated action plans.

Vision for the City Council

The Council’s vision is set out in the Corporate Plan. It aims to help achieve delivery of the Sustainable Community Strategy and to prioritise areas for the Council’s attention. The Council’s vision for the medium term is:

“Strong and prosperous city, safe and healthy neighbourhoods and opportunity for all”

Within the overarching vision there are a number of underpinning targets which are related to environmental sustainability. These include;

- Putting environmental sustainability, culture and creativity at the heart of everything we do
- Develop and implement an Environmental Strategy
- Generating less waste, by reducing, reusing and recycling
- Improving the quality and energy efficiency of social housing
- Maintaining and increasing the use of open spaces
- Making neighbourhoods more attractive by maintaining and improving local council properties including shops and community centres
- Ensure all emergency plans are operational and tested
- Design and implement a Local Carbon Management Programme

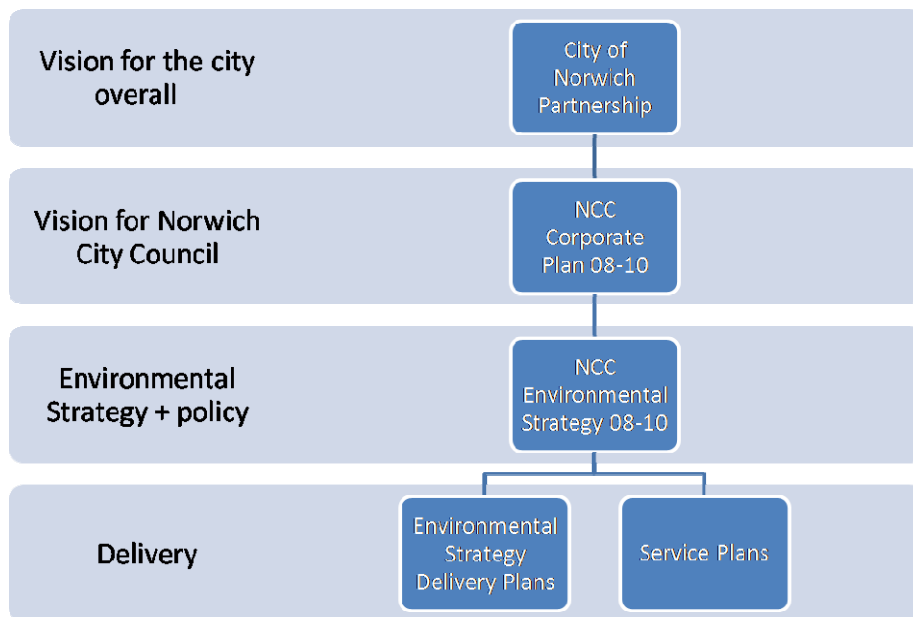


Fig 2: Thematic delivery framework

In order to make the clearest and most tangible differences to address environmental issues, we are suggesting eight objectives and priorities for action:

1. **To reduce energy consumption – this will help us to respond to the challenges of climate change by reducing the Council’s greenhouse gas emissions and through adapting to the impacts of climate change**
2. **Greening Procurement. (Improve the sustainability of resource use in the Council’s own activities, contractual arrangements and by influencing the behaviour of others. (Wider supply chain)**
3. **To reduce waste arisings and increase recycling**
4. **Built environment – by ensuring development meets peoples needs in a sustainable manner and by tackling our existing homes**
5. **Natural environment – by protecting and enhancing it**
6. **To reduce pollution - to air, land and water ensuring that the City has a clean and healthy local environment**
7. **Leadership – to provide community leadership on environmental sustainability and climate change**

This document sets out Norwich City Council's proposed overall objectives for the environment and lists actions to be taken over the next two years to help achieve these objectives. The objectives have been specified to give a clear direction and focus to the work of the Council in this area.

In many of these areas we have yet to develop the relevant baseline information to enable us to **set targets** and this will be the **focus of the action plan** and of the **Local Authority Carbon Management Programme**. In some areas targets do already exist such as increasing recycling rates within the City and improving the cleanliness of the public realm.

By working towards a sustainable community within Norwich we will ‘balance and integrate social, economic and environmental components of the

community; meet the needs of existing and future generations; and respect the needs of other communities. To create a sustainable community we will tackle the same issues as a Climate Change Strategy would, therefore this strategy encompasses the actions taken to address climate change.

Other council documents, many of them statutory, contain detailed policies and actions that relate to the environment and complement this strategy, such as the **waste and procurement strategy** and the **Replacement Local Plan**.

The environmental strategy also links to many local, regional and national strategies or documents, including: the **Draft Norfolk Climate Change Strategy**; the **countywide Biodiversity Partnership and Geodiversity group**; the **Draft Regional Climate Action Plan East (CAPE)**; and **Securing the Future, the UK Sustainable Development Strategy**. Other legislative requirements and national guidance are listed in Appendix A.

8. How will we get there?

The Council as an estate manager – getting our own house in order.

Delivering the **Local Authority Carbon Management Programme (LACMP)** is a key component of the Environmental Strategy. Drawn up with the Carbon Trust, the LACMP has many different and detailed components and focuses on mitigation measures that will improve the energy efficiency of the Council's existing building stock. Energy efficiency improvements to the Council House form a separate stand-alone project of particular importance. Reducing the carbon footprint of the Council goes beyond the buildings and into increasing the awareness of council staff, contractors, and the general public. There will also be initiatives to take forward fuel efficiency within the vehicle fleet/ business mileage, increasing sustainability within procurement and the research and use of green or energy efficient technology.

In addition the LACAP will collect baseline statistics about energy we use and compile information about how making changes to the council's building stock and vehicle use are improving the situation. This is an essential starting point in terms of measuring our progress towards **NI185** which is a National Indicator which covers CO2 reduction from local authority operations.

The council is also actively involved developing actions against **NI188** adaptation to climate change, via establishing and reviewing the likely climate change related impacts on Council services in regard to risk, frequency and severity.

In addition to the above the Council is also a partner in the County-wide Climate Change Task Force working towards a reduction in **NI186** Per capita CO2 emissions in the LA area. Presently the group has drafted a County-wide strategy and will be establishing County-wide best practice guidance as well as benchmarking.

To provide scrutiny and accountability a Members Climate Change Panel has been established to identify and monitor the progress set out within the action plan of the Environmental Strategy. The **Climate Change Panel** is a cross-party body chaired by a Cabinet Member responsible for the sustainable city development portfolio. The Environmental Strategy Manager supports the board as their lead officer. The board will take a strategic lead on all corporate climate change issues as well as an overarching lead on environmental matters except waste management. Its role is therefore broader than climate change activity, but its main purpose is to scrutinise energy usage and consider how this could be made more efficient as well as other projects that aid in the reduction of the council's carbon footprint or other related NI's.

Set out in section 7 is a one year action plan designed to develop improvements in this area, aligned to the 7 priority areas. For year 2 the strategy will have a greater influence over the **service planning process** thus giving a greater focus to the environment in our work in 2009/10 – in addition the **Carbon Management Programme** will also outline additional steps we should be taking.

Who is responsible for this strategy implementation?

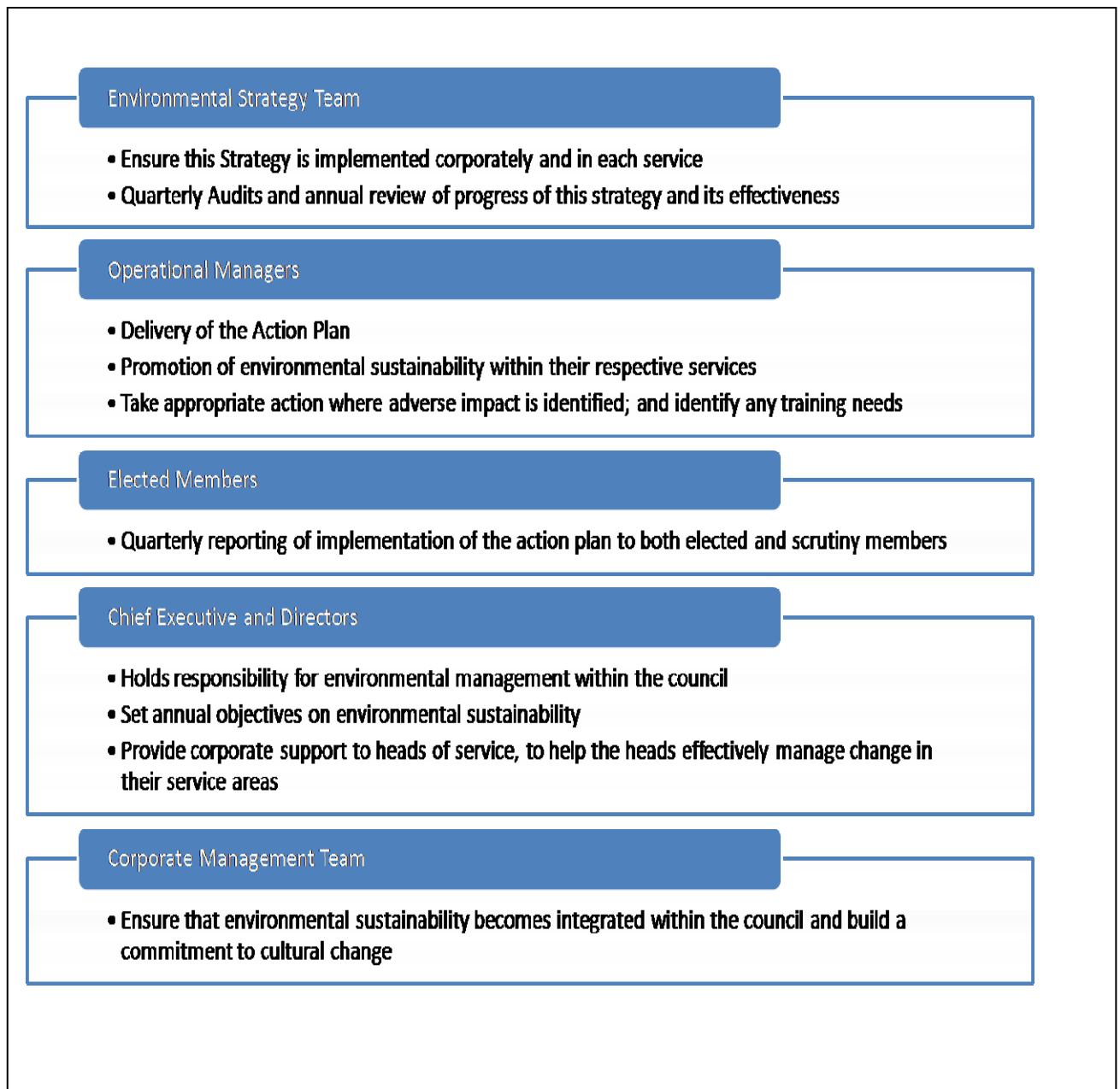


Fig 3) Delivery flow and ownership

9. How will we know?

The Council will produce an annual environmental statement showing progress against this strategy. Key actions will be included within service plans and progress will be reported on these quarterly to Scrutiny and to the Executive. Participation in the Local Authority Carbon Management Programme will also help us to gauge the progress we are making as a Council.

Climate Change Panel

A cross-party body chaired by a Cabinet Member. The Environmental Strategy Manager supports the board as their lead officer. The board will take a strategic lead on all corporate climate change issues as well as an overarching lead on environmental matters except waste management. Its role is therefore broader than climate change activity, but its main purpose is to scrutinise energy usage and consider how this could be made more efficient, reducing the council's carbon footprint.

Overview and Scrutiny will enable elected members to also establish the progress set out within the action plan

Environmental Champions

Environmental Champions are a group of Norwich City Council employees who have volunteered to raise awareness of environmental issues at the workplace, and change staff behaviour to improve our environmental performance.

Measurement

The city council will establish a monitoring system to identify trends and quantify the targets set within the Environmental Strategy. Once baseline data has been established reduction targets can be set against specific resources.

10. Action Plan - How we will get there

This action plan excludes the council's role as facilitator of the City of Norwich Partnership and its contribution to deliver on its environmental action plan. For further information please refer to the Norwich Sustainable Community Strategy and its environmental action plan. This is primarily a 1 year action plan. Next year the Local Authority Carbon Management programme carbon reduction action plan will fit into this scheme.

It should be noted that in common with the majority of environmental strategies, there is a significant gap between the action that is required and the actions that are proposed. This does not mean that the actions should be altered but rather that difficult international, European; national, regional and local policy decisions will need to be made, if the strategic targets are to be achieved.

- 1. To reduce energy consumption – this will help us to respond to the challenges of climate change by reducing the Council's greenhouse gas emissions and through adapting to the impacts of climate change**
- 2. Greening Procurement. (Improve the sustainability of resource use in the Council's own activities, contractual arrangements and by influencing the behaviour of others. (Wider supply chain)**
- 3. To reduce waste arisings and increase recycling**
- 4. Built environment – by ensuring development meets peoples needs in a sustainable manner and by tackling our existing homes**
- 5. Natural environment – by protecting and enhancing it**
- 6. To reduce pollution - to air, land and water ensuring that the City has a clean and healthy local environment**
- 7. Leadership – to provide community leadership on environmental sustainability and climate change**

Priority	Action	Output	Service Responsible	Deadline
1) Energy Consumption Reduction	Council's own buildings			
	Take practical steps to improve the energy efficiency of the administrative buildings and other large buildings owned and leased by the Council	<ul style="list-style-type: none"> • Annual measurable decrease in carbon emissions from Council's buildings • Reduction in carbon emissions demonstrated by availability of Energy Performance Certificates for applicable buildings 	Asset and City Management/ Environmental Strategy (Richard Willson + Chris Dady)	<ul style="list-style-type: none"> • Annual reporting on carbon emissions towards 6% reduction per year • October 2008 and then annually
	Improve energy consumption from computer use in the Council	Suitable arrangements made with Steria for PC's to be switched off when not in use	Policy and Improvement (Jane Allen)	November 2008
	Implement the Local Authority Carbon Management Programme (LACM) in association with the Carbon Trust.	Strategy and Implementation plan Baseline of energy use by building	Environmental Strategy Richard Willson	April 2009 October 2009
	Write an energy purchasing policy for the Council to enable consistent purchasing of green electricity.	Energy purchasing policy written	Procurement (Anton Bull)	December 2008
	Write and implement Procurement Guidelines on reducing carbon dioxide emissions from the Council's purchase and use of vehicles, energy and office supplies	<ul style="list-style-type: none"> • Ensure that procurement guidelines on reducing carbon emissions from purchasing of vehicles, energy and office supplies are adhered to across the Council • Baseline figures for carbon 	Procurement (Anton Bull)	<ul style="list-style-type: none"> • Ongoing • April 2009

		<p>emissions arising from the Council's fleet, energy use, office supplies and contracts calculated and set reduction targets</p> <ul style="list-style-type: none"> • Begin work to achieve carbon reduction targets 		<ul style="list-style-type: none"> • April 2010
	Housing and other buildings in the city			
	Devise and implement a programme to deliver energy efficiency measures in private sector housing	<p>Set up the Norwich Warm Homes Project to increase the uptake of energy efficiency grants in private sector homes.</p> <p>Identify one or more key partners to supply funding and support to deliver the project</p> <p>To have carried out a home-energy awareness-raising campaign during 2008/09</p> <p>To have piloted an initiative with local private sector landlords to improve the energy efficiency of privately rented properties and to tackle the problem of fuel poverty amongst private</p>	<p>Private Sector Housing</p> <p>(Paul Swanborough)</p>	<p>2010</p> <p>December 2008</p> <p>2009</p> <p>2009</p>

		tenants. To present best practice to the Regional Cities East Group		December 2008
	Continue to enable the construction of affordable housing to high environmental standards and develop exemplar housing schemes.	Exemplar schemes: <ul style="list-style-type: none"> • Enable construction of an environmentally sustainable development of 100 affordable homes in Goldsmith Street • Enable construction of one dwelling to Level 6 of the Code for Sustainable Homes 	Housing Strategy and Enabling (Jamie Ratcliff)	Build starting January 2009 Build starting January 2009
	Develop plans to go beyond national building control standards on energy efficiency and promote greater use of renewable energy	<ul style="list-style-type: none"> • Specify Code for Sustainable Homes level 3 and high renewable energy requirements in the Northern City Centre Area Action Plan, subject to evidence based study and agreement by members • City Council to propose high energy efficiency and renewable energy requirements in new development in the Greater Norwich Area in Local Development Plan documents 	Planning (Paul Raol) Planning (Paul Rao)	August 2008 April 2010

	Transport			
	Encourage sustainable transport solutions	<ul style="list-style-type: none"> • Develop and improve public transport interchange facilities through the CIVITAS programme • Pilot innovative sustainable transport solutions such as freight transshipment centres or alternative fuels 	Transportation and Landscape (Andy Watt)	April 2011
	Encourage greater use of alternatives to the car	<ul style="list-style-type: none"> • Implement joint investment strategy to improve bus services with Norfolk County Council and First • Implement permit parking tariffs that favour shorter (lower emission) cars • Implement improved facilities for walking and cycling • Review sustainable access strategy for the City with Norfolk County Council 	Transportation and Landscape (Andy Watt)	April 2011
2) Greening Procurement	Include sustainability criteria within contract specifications	<ul style="list-style-type: none"> • Procurement guidance available for NCC staff to use to develop sustainability criteria in specifications 	Procurement & Contract Management	December 2008

		<ul style="list-style-type: none"> • Sustainability checklist completed at pre tender stage for all contracts 		March 2009
3) Reduce and Recycle	Waste generated by the Council			
	Develop appropriate waste management procedures for council buildings, including recycling arrangements	Procedures in place	Asset and City Management – Chris Dady	December 2009
	Waste generated by households and businesses			
	Continue to implement the Integrated Waste Management Strategy		Citizens Services (Chris Eardley)	2010
4) Built Environment	Develop the Local Development Framework Core Strategy ensuring it focuses on environmental sustainability	<ul style="list-style-type: none"> • Promote sustainable, brownfield locations for development and require that future development, including urban extensions around Norwich, are built to high environmental design standards • Develop improved procedures for managing funding from developers for infrastructure and service improvements in the city • Implement the appropriate Supplementary Planning Documents (SPD) representing good practise for 	Planning (Mike Burrell)	2010

		trees and development, biodiversity, greenlinks and open spaces (including climate change adaptation)		
5) Natural environment	Develop and write a green spaces strategy	Strategy adopted	Green Spaces (Simon Meek)	March 2009
	Open Spaces Supplementary Planning Document	SPD developed and approved	Planning Paul Rao	April 2009
	Update and implement the review of the Tree Strategy		Citizens Services (Imogen Mole)	2010
6) Reduce pollution	Improve air quality by promoting cycling, walking and bus use in relation to car use, through transport planning, appropriate investment and staff travel plan (see actions under Transport)	<ul style="list-style-type: none"> Improvement in air quality in 3 Air Quality Management Areas 	Transportation and Landscape (Andy Watt)	2010
7) Leadership	Communicate the council's environmental achievements to individuals and householders, businesses and other organisations	<ul style="list-style-type: none"> In Citizen, the councils magazine, include 2 pages on waste and recycling Have a section in the website in regards to the environment Produce Campaign materials for energy and resource efficiency To establish a communications award for environmental improvement	Communications & Cultural Services	<ul style="list-style-type: none"> Ongoing April 2010

		To assist in developing a citywide business communications campaign		
	Communicate to staff how they can act to minimise their impact on the environment at work	<ul style="list-style-type: none"> • In Inner City progress will be published at least quarterly • In Inner City ideas of how to staff can act to minimise their impact on the environment at work will be published at least quarterly • Have a standing section on e-grapevine for how staff can act to minimise their impact on the environment at work 	Communications & Cultural Services	<ul style="list-style-type: none"> • Quarterly • Quarterly • April 2010
	Develop and implement a project sustainability checklist	To identify and quantify sustainability and adaptation. To develop a minor and major spend checklist	Environmental Strategy (Richard Willson)	April 2009
	To assess the council adopting an environmental management system	To identify any barriers, cost and service issues to establishing EMAS or ISO14001	Environmental Strategy (Richard Willson)	2009/10
	To achieve level 1 against NI 188 – Planning to adapt to climate change	Sign Nottingham Declaration Develop an adaptation programme	Environmental Strategy (Richard Willson)	2008/9
	Support the Norwich Carbon Reduction Trust to fund community-based activities to reduce carbon emissions	Use carbon-offsetting funds to finance local carbon reduction projects during 2008-10	Policy & Improvement	April 2010

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Key drivers of the environmental agenda include:

- Legislative requirements upon local authorities including the Local Government White Paper (2007), the National Waste Strategy and the Natural Environment and Rural Communities Act (NERC 2006). The Local Government and Public Involvement in Health Act requires local authorities to act as community leaders and to contribute to reducing national carbon emissions by 60% by 2050, based on 1990 levels. The National Waste Strategy sets recycling and composting targets for local authorities and NERC requires local authorities to have regard to the conservation of biodiversity in all their activities.
- Key regional and sub-regional strategies which set out a range of environmental objectives which guide and govern the city council's activities, such as the Integrated Regional Strategy, the draft Regional Spatial Strategy, the Norwich Area Transport Strategy and emerging planning policy.
- Government requires new housing and commercial development to be sustainable. Growth planned for the Greater Norwich area under the Regional Spatial Strategy means that sites for 26,000 homes and 35,000 new jobs will need to be provided to 2021. A significant proportion of these, mainly on brownfield sites, will be within Norwich. It is essential that this large scale of development is planned to be environmentally, socially and economically sustainable.
- Norwich's location, meaning that it is highly susceptible to the effects of climate change. As Norwich is low lying and located in the driest region in England, drought, incidents of high rainfall and rising sea levels will affect the city. Therefore actions that mitigate climate change have a direct bearing on Norwich's future
- A business case for action to reduce greenhouse gas emissions provided by the government's Stern Report, demonstrates that it is cheaper to act now than to counter the effects of climate change in the future. By being sustainable, Norwich will also be more economically resilient to the global depletion of finite resources, especially oil.
- Political support to continue to improve the council's positive track record on the environment in its service provision and partnership work, shown in Section 3. This has included winning the 1999 European Sustainable Cities Award and gold in the 1999 Green Apple Awards for Environmental Best Practice. Recent successes include winning a silver award in the 2007 International Awards for Liveable Communities.
- A number of the new national indicators relate to the environment/climate change. At this stage we do not know if they will be included as indicators in the LAA and have stretch targets set, but in any event they will be monitored by the Government.
- The national proposal to have no poor performing authorities in this area by the end of 2009 and the prospect of a statutory duty being imposed if authorities do not pursue this area of work voluntarily

National Indicators

[NI 185 - Percentage CO2 reduction from LA operations](#)

[NI 186 – Per capita CO2 emissions in the LA area](#)

[NI 187 - Tackling fuel poverty - % of people receiving income based benefits living in homes with a low and high energy efficiency rating](#)

[NI 188 – Planning to Adapt to Climate Change](#)

[NI 189 - Flood and coastal erosion risk management](#)

[NI 191 - Residual household waste per household](#)

[NI 192 - Household waste reused, recycled and composted](#)

[NI 193 - Municipal waste land filled](#)

[NI194 - Air quality - % reduction in NOx and primary PM10 emissions through local authority's estate and operations](#)

References to working groups & partnerships:

Shaping Norfolk's Future: SG4

CRed Norfolk

Regional Cities East

Nottingham Declaration

Norwich Carbon Reduction Trust

Norwich 21

Norfolk Climate Change Taskforce

City of Norwich Partnership

Key Strategies and policies (National)

Sustainable Development Round Table “ Living with Climate Change in the East of England” 2002

Adapting to climate change in England: A framework for action 2008-07-28

European green paper; Adapting to climate change in Europe – options for EU action 2007

Key Strategies and policies (LOCAL)

Air Quality Action Plan 2004

Biodiversity Action Plan 2002

Integrated Waste Management Strategy 2007 to 2012

City of Norwich Partnership Sustainable Community Strategy 2008 – 2020

LAA

Joint Core Strategy

Sub-regional Housing Strategy

Norfolk Climate Change Strategy

NATS

Norfolk Waste Strategy

Shaping Norfolk's Future

Norwich Sustainable Community strategy

Norfolk Climate Change Strategy

Norfolk Local Area Agreement

Norwich Area Transport Strategy

Local Transport Plan

For further information visit our web site

www.norwich.gov.uk & onesmallstep@norwich.gov.uk