

## **Draft Strategy 2015 - 2019**

### **Contents:**

- 1. Foreword – by portfolio holder**
- 2. Context and purpose**
- 3. Development of this strategy**
- 4. The journey so far**
- 5. Where do we want to be?**
- 6. How will we get there?**
- 7. How will we know and review?**
- 8. How will we engage and communicate?**
- 9. Action programme**

**Annex A: Norwich City Council's published Environmental Policy**

## **Foreword by the portfolio holder**

- 1.1 This document forms Norwich City Council's 3rd environmental strategy and details the council's environmental vision and priorities for the City over the next 4 years, taking us through to 2019.
- 1.2 Norwich is a city steeped in beautiful history and architecture; however, it is not our intention to make the city a museum piece. We need to ensure that Norwich continues to be a living, breathing city that continues to develop in character in order to support the needs of residents, visitors and organisations alike. However, it is vital that this is sustainable development which, "meets the needs of the present without compromising the ability of future generations to meet their own needs" and, as such, it needs to be sensitively managed.
- 1.3 Our first environmental strategy was launched in 2008 and since then the council has gone from strength to strength in terms of its environmental achievements. The per capita carbon dioxide emissions for the City have fallen by 14% which is the largest fall in the East of England. (Source: Department of Energy and Climate Change). Whereas, the council's own carbon dioxide emissions have dropped by nearly 27%.
- 1.4 During this period our authority also received a number of national and international environmental awards in recognition of its environmental achievements.
- 1.5 There is clear evidence to show that climate change is happening. Global measurements show that the average temperature at the earth's surface has risen by about 0.8°C over the last century. Ten of the hottest years ever measured took place in the last 12 years and in the last 30 years each decade has been hotter than any previous one on record.
- 1.6 The average temperature in Britain is now 1°C higher than it was 100 years ago and 0.5°C higher than it was in the 1970s. Although it is clear that the climate is warming in the long-term, temperatures aren't expected to rise every single year. Natural fluctuations will still cause unusually cold years and seasons.
- 1.7 The European Union has reached a historic deal to cut greenhouse gasses by at least 40% domestically by 2030. The target is part of a package of measures to make Europe's energy system more secure, sustainable and competitive.
- 1.8 The agreement is a major win for the UK, which has been leading efforts in Europe for an ambitious but flexible deal that cuts carbon emissions whilst giving the UK and other member states the flexibility to decide how they will decarbonise.

- 1.9 As a low lying coastal county, with a growing population, Norfolk is particularly vulnerable to climate change. Higher sea levels, heat-waves, droughts and storms are more likely to take place as average global temperatures rise. Recent flooding events in Norfolk have highlighted how real this issue is.
- 1.10 Given that the climate change impacts are derived from our use of resources; likely solutions will involve a combination of:
- Better energy efficiency
  - Use of new technologies
  - Developing renewable energy sources
  - Social and political changes
  - Engaging with citizens, communities and organisations
  - Personal and behavioural changes
  - Development of a 'low carbon economy'
  - Adapting to the changing climate.
- 1.11 We aim to enable sustainable solutions working with citizens and organisations to help them to meet their needs but also to contribute to creating a low carbon economy and support thriving, vibrant communities.
- 1.12 I am pleased our council is a signatory to the Local Government Association's climate local programme. I believe that we are at a cross roads. Food, fuel, poverty, financial and climate issues have led to a "perfect storm" to which we can respond in one of two ways.
- 1.13 One is the route of "business as usual" which won't achieve the change that is needed. The other route is one that truly engages with the changes the world needs, where government, businesses and civil society all work together to make the far-reaching decisions that are required to ensure that we keep the planet safe for future generations.
- 1.14 At a local level this new environmental strategy aims to deliver a sustainable environment which improves or maintains the quality of life for all of us. By making sure we use our natural resources wisely, emitting less CO2 and reusing and recycling as much as possible, we can take advantage of the fantastic opportunities to create a more sustainable City that we, our children and grandchildren can all enjoy for the future.
- 1.15 Much good work has already taken place and this ambitious new strategy will set out how we intend to build upon these actions and enable further improvements, working collaboratively with citizens, businesses, academic institutions such as the University of East Anglia and a range of other organisations.

Cllr Stonard  
Cabinet Member for Environment, Development and Transport

## 2. Context and purpose

### Context

- 2.1 In 2008 the council's Environmental Strategy team was established. Following a base lining exercise, the council's first Environmental Strategy was produced which ran from 2008 to 2011, and the second one from 2011 to 2014. This document forms the third Environmental Strategy and it will run for the next 4 years.
- 2.2 In addition to the environmental strategy in March 2013 the council's first Home Energy Conservation Act (HECA) report was produced. This details the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in Norwich. In March 2015 the second HECA report will be completed and will also report on progress made against the targets in the 2013 report and detail actions for the future. As such, these two documents will be closely aligned.

### Purpose

- 2.3 The current draft corporate plan 2015-20, which is the council's overarching strategy and guides all the work of the council in the City, includes the overall vision to **"To make Norwich a fine city for all"** and the following overall priorities:

To make Norwich a:

- **Safe, Clean and Low Carbon City**
- **Prosperous City**
- **Fair City**
- **Healthy City with Good Housing**

With a council who provides:

- **Value for Money Services**

- 2.4 Within this framework, the purpose of this environmental strategy is to set out in more detail the council's environmental vision and priorities for the City for the next four years and how they will be achieved.
- 2.5 It guides all the environmental work carried out by council in the period. This work is set out in more detail in service plans and other council plans and those of partners and contractors. This is summarised in the diagram below:

### Diagram A: Framework for Environmental Strategy

*Council's overall  
vision and  
priorities for the  
City*

Corporate Plan  
2015-20

*Environmental  
vision and  
priorities for the  
City*

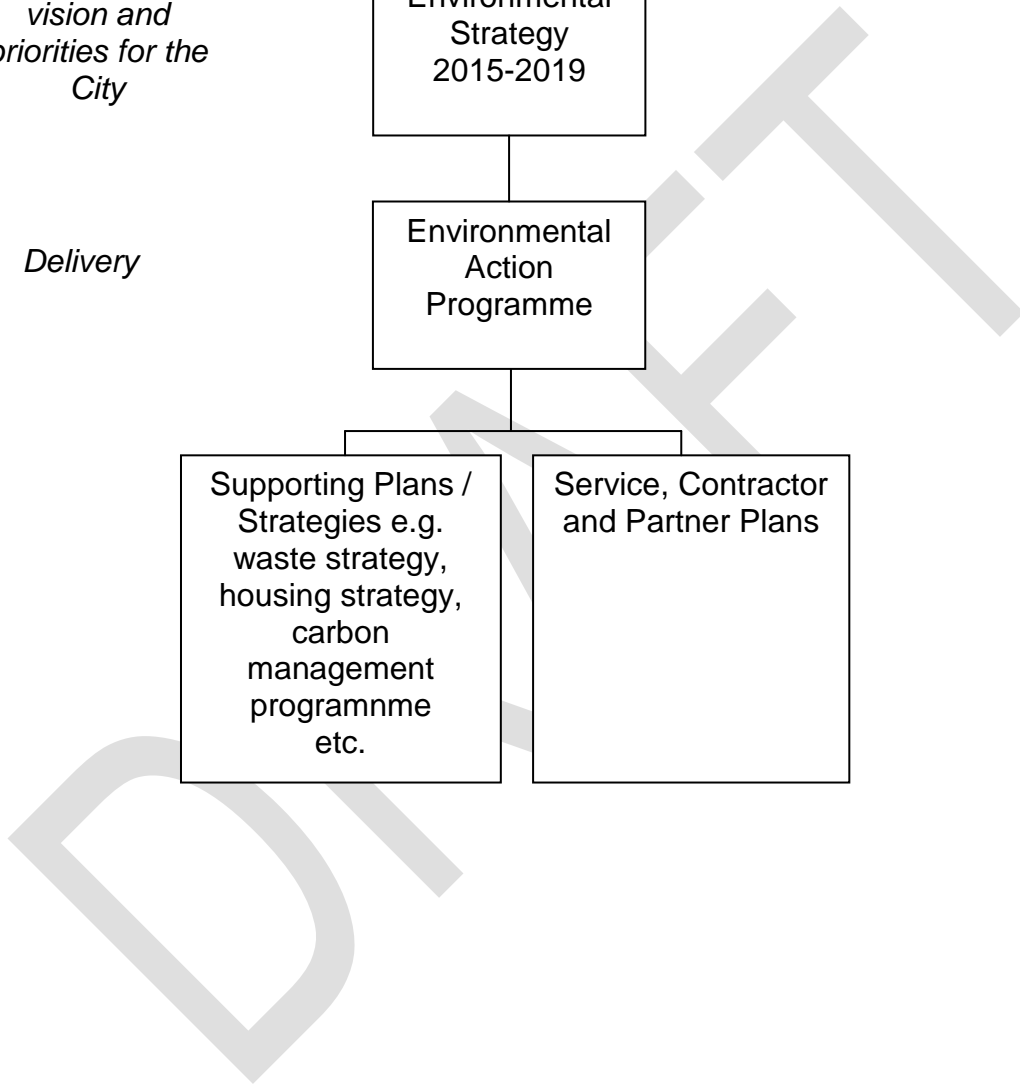
Environmental  
Strategy  
2015-2019

*Delivery*

Environmental  
Action  
Programme

Supporting Plans /  
Strategies e.g.  
waste strategy,  
housing strategy,  
carbon  
management  
programme  
etc.

Service, Contractor  
and Partner Plans



### **3. Development of this strategy**

3.1 The environmental strategy has been developed through the following methods:

- Analysis and assessment of baseline information on the current environmental position in Norwich.
- Review of the wider policy and legal context.
- Workshops and input from expert stakeholders including the Tyndall Centre for Climate Change Research and the 3S Research Group at the University of East Anglia.
- Review of existing activities and future opportunities across services and contractors.
- Discussions and input from elected members including the cabinet and an all member workshop.
- Looking at good practice from other areas.
- Assessment of the likely resources the council will have in the future to carry out environmental work.

3.2 In 2009 the council sought the views of Norwich citizens and organisations on the impact of climate change through the Norwich Independent Climate Change Commission which was established by leaders from a number of stakeholder groups. The results of this consultation helped to inform the last environmental strategy.

3.3 Building upon this work the council is once again seeking to engage with Norwich citizens and organisations on this draft strategy. The results will be used to further inform the strategy prior to its formal adoption by the council.

## **4. The journey so far**

### **Summary of achievements**

4.1 Norwich City Council's environmental work over the last few years has led to a number of achievements and national recognition. For example:

- The per capita carbon dioxide emissions for the City have fallen by 14% which is the largest fall in the East of England. (Source: Department of Energy and Climate Change). Whilst some of this reduction would have coincided with the wider economic downturn it is still an encouraging reduction. Whereas, the council's own carbon dioxide emissions have dropped by nearly 27% over the last five years through our successful ongoing carbon management programme.
- Residual waste levels in the City have fallen faster than in the rest of Norfolk and recycling has increased significantly.
- We have improved the energy efficiency of the council's own housing stock of over 15,000 homes through a major programme of improvement and worked hard to promote energy efficiency measures to private homes through grants and incentives.
- In 2010 the council received recognition at the United Nations Environment Programme (UNEP) LivCom Awards as being regarded as a gold standard in the management of our environment.
- In 2014 the council also won an International Green Apple Award for best in category for its Raspberry Pi project that is recycling old ICT equipment for use in schools to help children develop ICT skills. We also won a silver award in the Transformation in Waste & Environment category of the iESE (Improvement and Efficiency Social Enterprise) Awards for this project.
- In 2014 the council's Environmental Strategy Manager was named 'Energy Manager of the Year' at the national Energy Services and Technology Association (ESTA) awards.

## 5. Where do we want to be?

5.1 The council's environmental vision is:

**'A sustainable city with a good local environment that people value'**

(A sustainable city is one where the needs of today's citizens can be met without compromising the ability of future citizens to meet their own needs).

5.2 The council's environmental mission is:

**'To always strive for ways to achieve environmental excellence wherever possible'**

5.3 The council's key environmental priorities (and the outcomes they contribute to), performance measures and targets are set out in the table below:

Outcome	Priority	Key performance measure(s)	Target 15/16	Target 16/17	Target 17/18	Target 18/19
Impact of climate change is mitigated and reduced.	Priority 1: To reduce the city's carbon dioxide emissions	Reduction in carbon dioxide emissions for the local area	2%	2%	2%	2%
	Priority 2: To reduce the council's carbon dioxide emissions	Reduction in carbon dioxide emissions from local authority operations	2.2%	2.2%	2.2%	2.2%
	Priority 3: To increase reuse and recycling in the City and reduce the amount of residual waste	Reduction in residual waste produced in the City (based on 2013/14 baseline)	3.33%	3.33%	3.33%	3.33%
	Priority 4: To increase the energy efficiency of the housing stock in the City	Number of private households where council activity helped to improve the energy efficiency of their homes.	150	150	150	150



Outcome	Priority	Key performance measure(s)	Target 15/16	Target 16/17	Target 17/18	Target 18/19
		Average SAP rating of council homes	71.5	72	72.5	73
	Priority 5: To ensure that new development is carried out in a sustainable way	% of homes built by the council to Sustainable Homes Code 4 or Passivhaus	100%	100%	100%	100%
		% of new development scoring no reds in the building for life audit	100%	(Audit every 2 years)	100%	(Audit every 2 years)
	Priority 6: To support and encourage more sustainable transport solutions	Increased use of buses	<i>Exact measure and targets to be determined through ongoing engagement with Norfolk County Council</i>			
		% of adults living in the area who cycle at least once per week	23%	25%	27%	29%
	Priority 7: To support a low carbon economy in Norwich	Reduction in carbon dioxide emissions for industry for the local area	<i>Exact measure and targets to be determined through ongoing engagement</i>			
Good local environment that people value	Priority 8: To prepare for the impacts of climate change	Planning to adapt to climate change assessment	Level 3	Level 4	Level 4	Level 4
	Priority 9: To work with local communities to ensure our local environment is protected and enhanced where possible.	Improvement in air quality – compliance with national air quality standards	86%	86%	86%	86%

Outcome	Priority	Key performance measure(s)	Target 15/16	Target 16/17	Target 17/18	Target 18/19
		Number of natural and semi natural green spaces and woodlands in positive management	100%	100%	100%	100%
		Percentage of people satisfied with parks and open spaces	75%	75%	75%	75%
		Percentage of people broadly satisfied with allotments	75%	75%	75%	75%
		Percentage of areas found to be clean	94%	94%	94%	94%

## 6. How will we get there?

6.1 The council will achieve its environmental priorities through delivery of a comprehensive environmental action programme. This action programme sets out the key projects, actions and activities the council will progress within the following areas of its responsibility:

- **As community leaders** – through providing leadership to the city including championing and advocating, listening, engaging and communicating and building and maintaining strong partnerships.
- **As service providers** – through providing a range of services including planning, housing, transport, waste collection and recycling and environmental management and protection.
- **As purchasers of goods and services** – through purchasing a range of goods and services including ensuring procurement processes support sustainability.
- **As estate managers** – 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.

6.2 The council's environmental action programme can be found at section 9.

6.3 Responsibility for the overall delivery of the environmental action programme rests with the corporate leadership team and is co-ordinated and managed by the environmental strategy team. Specific projects, actions and activities within the programme will be the responsibility of services, contractors and partner organisations.

## **7. How will we know and review?**

- 7.1 Delivery of the environmental strategy and action programme will be closely monitored through the council's performance management framework. This includes regular performance review and challenge by officers and formal performance reporting and review by councillors through:
- Cabinet (quarterly through the council's performance report).
  - Scrutiny (every six months through their review of performance).
  - Sustainable development panel (regularly on specific projects, services and activities).
- 7.3 We will also publish an annual environmental statement that sets out overall performance against the priorities within the strategy.
- 7.4 The environmental strategy will be subject to a review at the end of each year looking at:
- Overall performance and progress.
  - Changes in the national or local landscape.
  - Success of engagement and communication activities.
  - New opportunities identified e.g. through partnership work or engagement work.
  - Learning from pilot projects and approaches that have been tested.
  - Resourcing levels.
- 7.5 This process will determine any changes to be made to the strategy.

## **8. How will we engage and communicate?**

- 8.1 The council will carry out a range of work to engage and communicate with residents, voluntary and community organisations, businesses, academic institutions and other statutory bodies on the progression of this environmental strategy.
- 8.2 Engagement and communication activities will draw on the latest research and approaches in community engagement and environmental psychology (a discipline concerned with effective communication and behaviour change with regards to environmental issues) and utilise concepts and principles such as:
- Making sustainability meaningful for citizens (focusing on factors such as the wider environment and community and the use of value based communications).
  - Habit discontinuity (taking advantage of existing lifestyle opportunities to encourage behaviour change e.g. promoting energy efficiency when people move homes).
  - Utilising social networks and norms (utilising what other people do and/or is the expected behaviour e.g. most people in this area now recycle).
  - Two way participatory engagement/ communications (engaging others in discussions and work on the issues and the solutions to deliver the environmental priorities for the City e.g. the development of community energy projects through the use of grants).
  - Utilising existing engagement and communication activities wherever possible (to ensure a holistic approach, maximise the use of resources and prevent engagement/ communication overload).
  - Pre-testing and evaluating different engagement and communications (to ensure that they are as well designed as possible and that learning is utilised for future activities).
- 8.3 A detailed supporting engagement and communication plan will be developed as part of the action programme.

## 9. Action Programme

Ref	Action	Environmental priorities they contribute to delivering	Lead Service	Delivery timescale
Theme 1 – The Council as community leaders				
1.1	To promote a low carbon economy and investment in green jobs through the council's economic development work	1, 5 & 7	City development	2015/16 and then ongoing
1.2	To work with expert partner organisations in the City e.g. University of East Anglia to provide external advice and challenge and to utilise, share and promote environmental research and learning and develop joint bids and solutions to environmental issues	All	Environmental Strategy	Ongoing
1.3	To liaise with large energy users in the City e.g the Norwich Research Park, Norfolk County Council, the hospital, large businesses etc to share learning and experience and look for joint opportunities on energy efficiency and other environmental improvements.	All	Environmental Strategy	Ongoing

1.4	To explore with partner organisations the potential for a district heating scheme for the City and other options for the development of renewable energy for the future	1, 2, 4, 5, & 7	Environmental Strategy	2015/16
1.5	To explore running a major collective auction in the City for solar PV so that private households and landlords can purchase and install PV at a lower cost	1, 4 & 7	Environmental Strategy	2015/16
1.6	To provide grants and advice for local communities to develop community energy projects	1, 4 & 7	Environmental Strategy	2015/16 and ongoing
1.7	To monitor, review and potentially take forward development and opportunities in the local energy supply markets including exploring community energy companies and energy services companies and ways to incentivise reduced consumption	1 & 7	Environmental Strategy	Ongoing
1.8	To develop a supporting engagement and communications plan drawing on the latest research and best practice encompassing actions 1.7 to 1.25 below.	All	Environmental Strategy	Early 2015

1.9	To work with residents and organisations across the City to jointly develop a bid to be the UK Green Capital 2019 which would include developing a longer term vision (10 years plus) and roadmap and looking at options like Norwich environmental citizenship	All	Environmental Strategy	2018/19
1.10	To develop sustainable living and 'love where you live' type campaigns to promote simple measures to residents and organisations including adaptation approaches and encourage people to take part in local activities like litter picking	All	Environmental Strategy	2015/16 and then ongoing
1.11	To promote energy efficiency and sustainable lifestyle changes when people move home through the use of tenancy packs etc.	All	Environmental Strategy	2015/16 and then ongoing
1.12	To create a Norwich Sustainable Consumer Guide and web pages - collating information of locally designed, reused, sourced, up-cycled, sourced, rentable, recycled products and repair services	All	Environmental Strategy	2016/17 and then ongoing



<b>1.13</b>	<b>To promote key existing environmental campaigns and opportunities in Norwich e.g. Earth Hour, Close the Door, Lift Share and the Norfolk Car Club.</b>	<b>All</b>	<b>Environmental Strategy</b>	<b>2015/16 and then ongoing</b>
<b>1.14</b>	<b>To promote an online reuse portal "Give it for good" to facilitate and increase reuse options in the city</b>	<b>3</b>	<b>Environmental Strategy</b>	<b>2016/17 and then ongoing</b>
<b>1.15</b>	<b>To promote local food production through the council's allotments service and communication activities</b>	<b>9</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>1.16</b>	<b>To develop an open-homes online network to enable residents to learn from one another on how to improve their home's energy efficiency</b>	<b>1 &amp; 4</b>	<b>Environmental Strategy</b>	<b>2015/16 and then ongoing</b>

1.17	To continue to promote waste prevention and recycling through public engagement	4	Citywide services	Ongoing
1.18	To run an annual eco living event for residents and organisations	All	Environmental Strategy	2015/16 and then ongoing
1.19	To run an annual eco awards scheme in the City to promote environmental excellence to residents and organisations including encouraging carbon reduction and use of renewable energy by businesses	All	Environmental Strategy	Annual
1.20	To raise awareness and encourage skills development in the local construction industry in the green deal and the installation energy savings measures through the council's Cosy City service and other activities	1,4,5 & 7	Environmental Strategy	Ongoing

1.21	To implement initiatives to raise awareness and create action at a local neighbourhood level about energy efficiency, managing energy use and the benefits of installing renewable energy by providing information, advice and education	1 & 4	Environmental Strategy	Ongoing
1.22	To ensure the council's private landlord accreditation scheme promotes energy efficiency	1 & 4	City development	2015/16
1.23	To continue to lobby OFGEM for a standard for renewable energy tariffs so that this can be included within the council's switch and save scheme.	1 & 7	Environmental Strategy	2015/16
1.24	To carry out and publish an annual review of our climate local commitments	All	Environmental Strategy	Annual

1.25	To develop and publish an annual environmental statement	All	Environmental Strategy	Annual
1.26	To produce and publish the Home Energy Conservation Act report	1 & 4	Environmental Strategy	2015/16
1.26	To promote and share best practice on environmental work with other organisations	All	Environmental Strategy	Ongoing
1.27	To continue to run a staff awareness campaign to reduce the amount of carbon emissions from business operations at Norwich City Council	2	Environmental Strategy	Ongoing

**Theme 2 – The Council as service providers**

<b>2.1</b>	<b>To increase landfill diversion rates and reduce landfill tonnage</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>2.2</b>	<b>To identify ways to reduce and treat food waste</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>2.3</b>	<b>To identify ways to reduce and treat garden waste</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>2.4</b>	<b>To develop and improve the quality and range of recycling services available to Norwich residents</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>

2.5	To improve participation, set-out rates and collected tonnages for recycling services, particularly the weekly food service	1 & 3	Citywide services	Ongoing
2.6	To continue to work with the other local authorities in Norfolk to achieve the objectives set-out in the joint waste strategy	1 & 3	Citywide services	Ongoing
2.7	To deliver programmes and projects to improve energy efficiency measures in privately owned housing e.g the Cosy City Green deal service.	1, 4, 7, 8	Environmental Strategy	Ongoing
2.8	To implement the Greater Norwich Joint Core Strategy by 2026	5,6,7 & 8	Planning service	Ongoing

<b>2.9</b>	<b>To explore the potential use of Passivhaus or Sustainable Homes level 4 for all new build</b>	<b>1, 4, 5, &amp; 7</b>	<b>Planning service</b>	<b>2016/17</b>
<b>2.10</b>	<b>To develop new homes for the City Council that conform to Sustainable Homes Level 4 or Passivhaus</b>	<b>1, 4, 5, &amp; 7</b>	<b>City development</b>	<b>Ongoing</b>
<b>2.11</b>	<b>To ensure that new developments include sustainable travel options from the start</b>	<b>1 &amp; 6</b>	<b>Planning service</b>	<b>Ongoing</b>
<b>2.12</b>	<b>To support parties wishing to undertake voluntary remediation of land</b>		<b>Citywide services</b>	<b>Ongoing</b>

2.13	To ensure the infrastructure at Threescore will provide attractive landscaped areas around the drainage lagoons for local people to use and to provide important habitats for wildlife	9	Planning service	2015/16 onwards
2.14	To ensure the Threescore phase 2 development is planned to provide 75% dwellings to Passivhaus standards	1, 4, 5, & 7	Planning service	2016
2.15	To ensure enhanced open space provision as part of the Goldsmith development	9	City development	2016
2.16	To increase the number of 20mph zones in the city to make cycling and walking safer	1 & 6	City development	Ongoing



<b>2.17</b>	<b>To explore the feasibility of electric bike hire from the Tourist Information Centre</b>	<b>1, 6 &amp; 7</b>	<b>Environmental Strategy</b>	<b>2015/16</b>
<b>2.18</b>	<b>To continue the implementation of bus rapid transit, city centre improvements and walking and cycling investment</b>	<b>1 &amp; 6</b>	<b>City development</b>	<b>Ongoing</b>
<b>2.19</b>	<b>To explore with partner organisations the potential for establishing electric charging points in the City.</b>	<b>1, 6 &amp; 7</b>	<b>Environmental Strategy</b>	<b>2017/18</b>
<b>2.20</b>	<b>To continue to monitor air quality and meet EU standards and to take action where necessary to address nuisance issues where they occur e.g from bonfires etc.</b>	<b>9</b>	<b>Citywide services</b>	<b>Ongoing</b>

2.21	To work with local businesses to drive down emissions to atmosphere under the Pollution Prevention & Control (PPC) regime	9	Citywide services	Ongoing
2.22	To review the objectives of the tree strategy for Norwich which will consider carbon storage, biodiversity, air quality and climate change adaptation.	8 & 9	Citywide services	2015/16
2.23	To deliver a new open spaces strategy in Norwich including ensuring all Norwich City Council Wildlife Sites (CWS) are in positive management	9	Citywide services	2015/16
2.24	To utilise external funding sources to undertake a programme of improvements at key city council owned natural areas to improve the biodiversity, increase their resilience to extreme weather and enhance access for visitors on foot. To initially include Marston Marshes, Earlham Millennium Green, the Heronry and Danby Wood.	8 & 9	Citywide services	September 2015 for first sites
2.25	To investigate the potential for improving other natural areas using external funding	9	Citywide services	Ongoing

2.26	To investigate the potential for managing some intensively-managed grass areas under 'conservation cuts', involving fewer cuts per year	9	Citywide services	2015/16
2.27	To replace water-intensive planting with wildflowers and herbaceous shrubs, to encourage wildlife and become more resistant to drought in parks and green spaces in the city	8 & 9	Citywide services	2015/16 and then ongoing
2.28	To continue to involve local communities in the management of their local parks, natural areas and open spaces	9	Citywide services	Ongoing
2.29	To plant trees and vegetation that prevent rapid run-off and protect areas from flooding	8 & 9	Citywide services	2015/16 and then ongoing
2.30	To carry out the climate adaptation tool review of services	8	Environmental strategy	Annual
2.31	To carry out flood mitigation modelling and develop a future investment plan	8	Planning service	2015/16 and ongoing
2.32	To explore other mitigation and adaptation measures that could be included in the planning framework in the future	8	Planning service	2017/18 and ongoing
2.33	To ensure all emergency plans for major weather events are kept up to date	8	Citywide services	Ongoing

2.34	To keep accurate records of the effects of weather events on council services	8	Environmental strategy	Ongoing
2.35	To ensure effective maintenance of highway drainage systems and partnership working with Norfolk County Council and Anglian Water	8 & 9	City development	Ongoing
2.36	To ensure gullies are emptied effectively across the City	8 & 9	Citywide services	Ongoing
2.37	To continue to deliver an affordable warmth strategy and programme to reduce fuel poverty and increase wellbeing	4	Environmental strategy	Ongoing
2.38	To deliver a preventable seasonal excess deaths action plan with key partner organisations e.g health	8	Environmental strategy	Annual
<b>Theme 3 – The Council as a purchaser of goods and services</b>				
3.1	To implement a sustainable procurement strategy and contract management framework	1, 2 & 7	Procurement	Ongoing
3.2	To continue to ensure 100% of the councils energy is sourced from a "green" tariff	1 & 2	Procurement	Ongoing
3.3	To work with our contractors to reduce waste and ensure the delivery of high environmental standards	1 , 2 & 3	Procurement	2017/18
3.4	To adopt an ethical investment policy, with commitment to divestment from fossil fuels	1	Finance	Ongoing

#### Theme 4 – The council as an estate manager

4.1	To deliver an ongoing investment programme of energy efficiency improvements in council housing across the City	1, 4, 7,	Housing	Ongoing
4.2	To explore the development and delivery of a large scale PV scheme on council housing across the City in consultation with tenants and review other opportunities for micro- generation	1, 2 ,4 & 7	Housing	Ongoing
4.3	To deliver the council's carbon management programme for the next four years to realise a 40% reduction (from a 2007 baseline) from local authority operations	1, 2 & 7	Environmental Strategy	Ongoing
4.4	To carry out a review of the council's asset portfolio informed by energy performance surveys to guide opportunities for energy efficiency improvement and rationalisation	1,2 &7	City development	Ongoing
4.5	To deliver large scale solar PV schemes on a minimum of 2 commercial or operational sites in the city	1, 2 & 7	City development	2015/16 and 2016/17
4.6	To explore the development of a programme of LED and more efficient landlord lighting working closely with residents	1,2 & 7	Housing	Ongoing

4.7	To refresh and re-launch the council's employee travel plan including looking to reduce single occupancy car journeys by 20% by 2016 and the continuation of the cycle to work scheme, pool bike scheme and encouragement of walking	1,2,6 &7	Human Resources	2015/16
4.8	To rationalise and reduce the number of fleet vehicles run by the council by 2.5%	1,2 & 7	City development	2016/17
4.9	To produce and deliver a council water reduction action plan	1 & 2	Environmental Strategy	2016/17

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