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| Report to | Sustainable Development Panel | Item |
| | 28 January 2015 | |
| Report of | Executive head of strategy, people and neighbourhoods | 7 |
| Subject | Draft environmental strategy 2015-2019 | |

Purpose

To consider the draft environmental strategy 2015-2019.

Recommendation

To determine any recommendations to cabinet.

Corporate and service priorities

This report helps to meet all the corporate priorities.

Financial implications

The direct financial implications are an additional £36,000 per annum to the general fund and this has been included within the council's draft budget for 2015/16.

Funding for specific project proposals e.g a PV scheme would be subject to a separate approval process at the appropriate time.

Ward/s: All wards

Cabinet member: Councillor Stonard

Contact officers

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Report

1. Within the framework of the council's corporate plan, the environmental strategy sets out in more detail the council's environmental vision and priorities for the city and how they will be achieved. It, therefore, guides all the environmental work carried out by council during the period.
2. The council's existing environmental strategy ended in December 2014. As such, a range of work has been carried out to develop a new environmental strategy for the next four years. This includes:
 - 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. A consultation process was carried out on the draft strategy from the 5 December to 12 January. This included:
 - The draft strategy being published on the council's website for comment supported by a short questionnaire.
 - The draft strategy being sent to relevant organisations and local councillors asking for their feedback.
 - A workshop with the Tyndall Centre for Climate Change Research and the 3S Research Group at the University of East Anglia to allow them to jointly feedback their views.
4. At Annex A is a summary of the consultation responses and the changes that have been made to the draft strategy based on these.
5. At Annex B is a copy of the updated draft strategy following consultation for consideration by the panel.

Annex A – Consultation responses on the draft environmental strategy

A. Questionnaire on the council's website

In total there were 23 questionnaires completed. The vast majority were from individuals. The answers to each of the questions are set out below, followed by a response in relation to the draft strategy.

Question 1 - Do you have any comments or suggestions to make about our draft environmental vision as outlined above?

The majority of the comments set out support for the draft vision. Other comments were about the strategy itself:

“We need to preserve what we have, and use and develop resources sustainably and responsibly. The natural beauty of the green environment is as important for an individual's well-being as the quality of the built environment.”

‘It would be good to see more on cycling, reducing city centre traffic and safe bike storage (as in Cambridge). What about bees? More roof top bee keeping as in London”

“Improve control of pollution from bonfires - consider total ban on garden/other waste fires”

“Parents are not teaching any good values to their children to create a better environment for the future”

“Free Park and Ride use prior to 8am in the morning Monday to Saturday”

“First Group, using Castle stop as a change over causing other busses to stop away from their stop with engines running much longer, also leaving busses their on a Sunday”.

Response

The draft strategy already includes a range of work on sustainable transport and behaviour change initiatives to encourage sustainable living which will include opportunities provided by bees. The action programme has been adjusted

to show the work carried out by the council to manage issues that can sometimes be caused by bonfires. Although, there are no powers or plans to ban them. Comments on specific issues will be looked at by relevant services.

Question 2 - What do you think should be the city council's main environmental priority or priorities for Norwich?

15 comments were received. They were as follows:

"Reducing carbon emissions themselves and helping residents to reduce their own emissions. Ensuring that air quality is good throughout the city"

"Reducing cars in the whole county. Reducing food waste"

"Improving cycle ways. Helping existing buildings become more energy efficient"

"To ensure that development, including transport infrastructure puts into practice the sentiments expressed in the strategy"

"To reduce use and wastage of resources, to increase recycling (by individuals AND businesses), to preserve and increase the green environment (for humans and wildlife), to be a flagship Council – an example for others to follow".

"Maintaining and improving existing green spaces and preserving the city's trees. Also funding local volunteer groups to plant up/maintain green spaces."

"Reduction of environmental impact in all spheres, both by itself and encouraging others"

"To reduce carbon emissions by insulating all buildings (not just council homes), ensuring that only renewable energy is used and that the city becomes a car free zone (except for those with mobility difficulties)"

"Reduce carbon emissions. Recycle. Green the city."

"Avoiding waste and pollution of air and water. Reduce, recycle, re-use!"

“Reduce carbon emissions and air pollution”

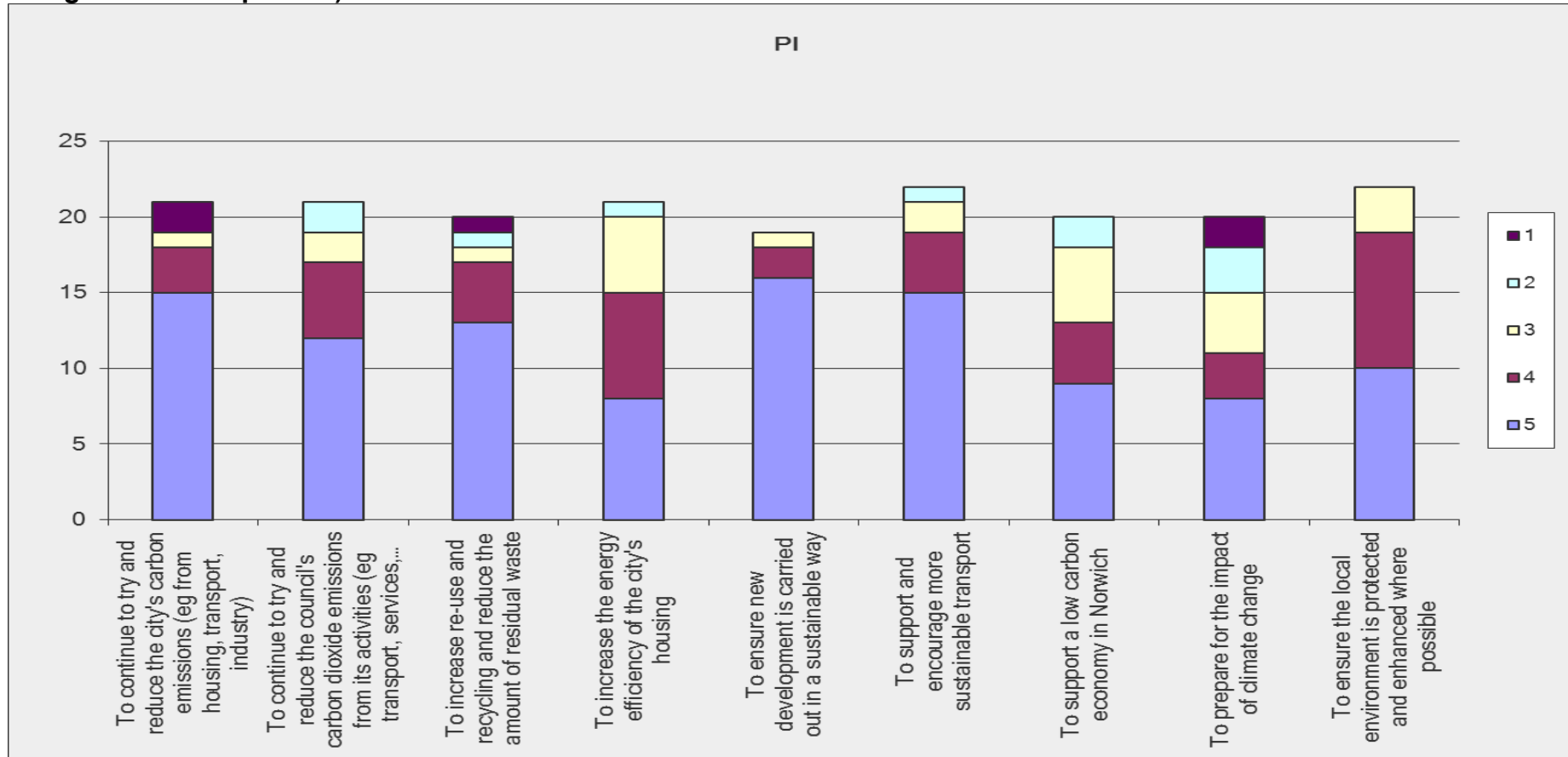
“Litter. Respect their neighbourhood and people living in it. No drinking on the streets”

“No cars in Red Lion street, and pedestrian way for Westlegate, close the car park in Theatre St by the crossing, I use it often on foot, seen many near misses. Put a fountain in this area.”

“Reduction of car use/pollution and encouragement of pedestrians/cyclists/buses”

“Walking/pedestrian routes defined and maintained. Sensible times on bus routes used instead of blanket 24 hours. Traffic lights on roundabouts only used in rush hours (vehicles more fuel efficient when moving). ECO6 engine vehicles allowed within city”

Question 3 - Please indicate how important you feel each of the following proposed priorities is by ranking them 1-5. (5 being the most important)



Question 4 - Do you have any further comments or suggestions to make about the draft priorities?

The following comments were received:

“Allow bikes on trains into the city for those living in the wider county”

“I am not convinced of how much influence can be exerted for the actions listed under Theme 1. For example, while allotments are an important community resource worth preserving, it is unrealistic to suggest it is a hub activity for local food production. Also, given the parlous state of public sector funding, what grants are likely to be available to support community energy schemes?”

“To keep the public informed, and understanding, and therefore willing to agree or participate, is very important – and the practice of sticking informative flyers on individual bins (as you have done) is a very direct and effective communication method. Keep aiming high, and Good Luck!”

“These should all be without saying. Norwich is an ideal town to experiment with these types of things. Especially development and transport”

“I feel that there are too many. The main priorities for me are centered around maintaining a clean city (bins etc), maintaining existing green spaces and providing affordable housing. The idealistic values associated with climate change and carbon dioxide reduction may have to be ignored simply in order to maintain existing services. The available budget not being so great.”

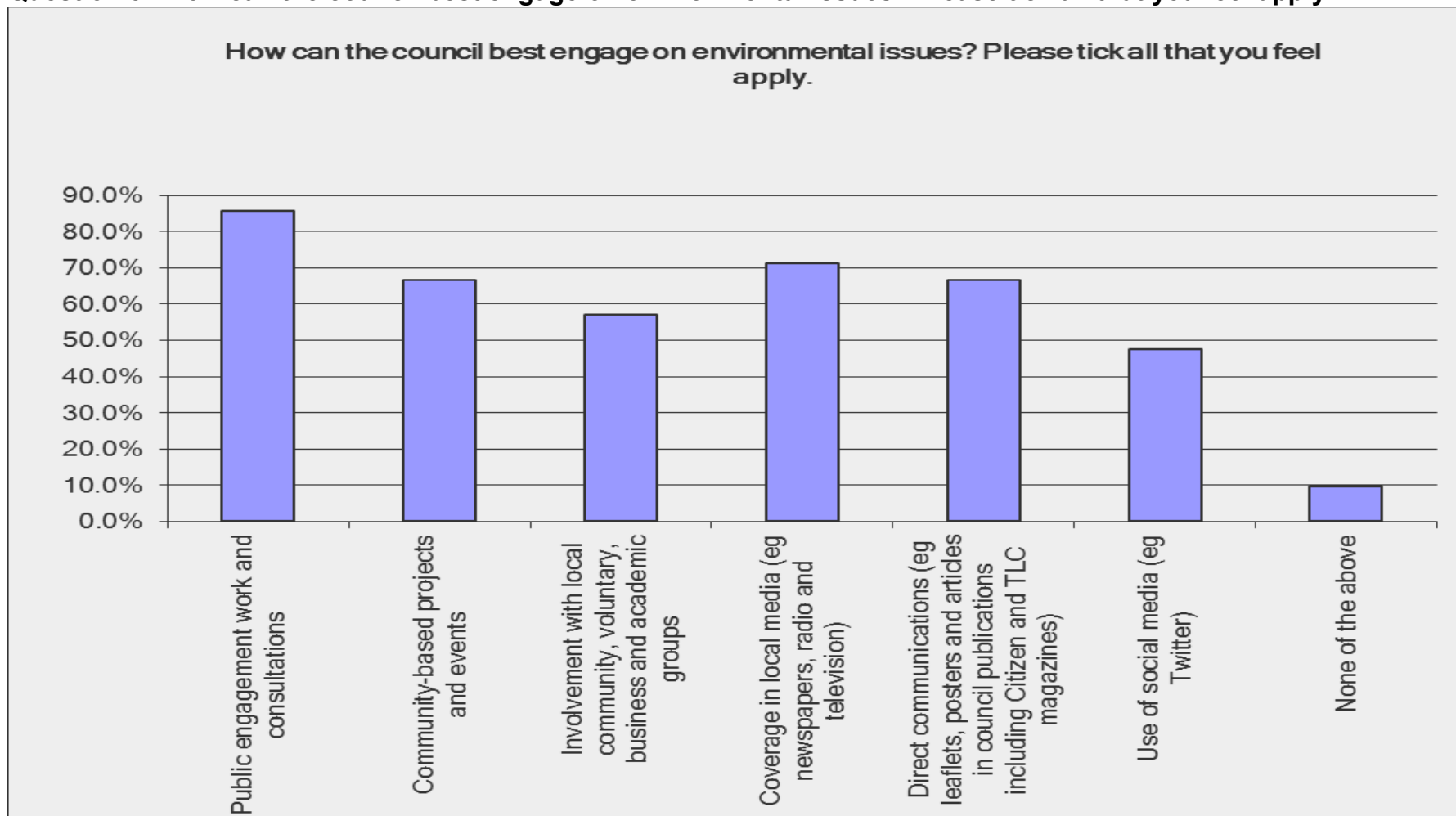
“Agree with draft priorities. Pleased that priorities include 2.21 & 2.22. Street trees are very important and wildlife sites such as Earlham Cemetery need to be managed more sympathetically for wildlife.”

“The junction at Prince of Wales/Railway Station, not enough room for pedestrians, busses now turning right cause blocking for buses going straight on or turning left, not enough time for pedestrians to from station to Compleat Angler side. Causing more blockage on a narrow footpath.”

Response to questions 2, 3 and 4

Based on the responses received no changes are planned to the overall draft priorities included within the strategy. A large number of the comments support the priorities and activities already encompassed within the draft strategy. Comments on specific issues will be looked at by relevant services,

Question 5 - How can the council best engage on environmental issues? Please tick all that you feel apply.



Question 6 - What would be most likely to make you engage with environmental issues? Please type any ideas you have in the box provided.

“Community involvement”

“Use social media. Leaflets are counter productive!”

“Need to be able to see local/personal impacts and benefits”

“I am already engaged.”

“More people engaging, leads to more - the snowball effect. I am very pro-environment (member of groups, join online petitions etc) - but almost none of my friends or family are! Initiatives need to be promoted boldly and widely, to make them mainstream.”

“Community & public based projects - preferably ones which occur outside of normal working hours so that those who are affected can be included. Normally these things happen between 9 and 5, Monday to Friday restricting them to the retired or unemployed.”

“Create a way to participate in the implementation of the Action Programme. E.g. I have tried to start a community renewable energy companies (point 1.6 in section 9 of the draft strategy (the first point 1.6, because the numbering is off and there are two)), but couldn't get enough of a critical mass behind it, and the City Council could help by bringing citizens together to implement parts of the strategy. Please contact me if you appreciate help on implementing a renewable energy co-op. Also, Norwich Farmshare is actively engaged in point 1.13, the Garden Organic Master Gardener program is actively engaged in 2.2 and 2.3. It would be good as part of 1.24, 1.10 to make clear where links exist and what actions are jointly undertaken, so that it's clear where the Council is aware of existing initiatives or where engagement can be strengthened. If the Council implements point 1.4 I'd like to be told, and it would be good as part of the above strategy to be able to subscribe to news on particular action points.”

“Traffic reduction and improved public transport in the central area”

“Already do”

"I'd like to feel confident that the council is taking the environment and climate change seriously. It would help if the council stopped wasting money on new roads and consultations for new roads."

"Magazine newspaper article. Local events."

"I already do engage with environmental issues through Friends of Eaton Park, Grow-Our-Own scheme, and campaigning for cycling."

"Belief that it would be worth my while"

"Financial cost in not doing so. Seeing council initiatives that are NOT being hyped or trumpeted"

"If the council members and our local councillors walked around to see for themselves, I walk down Yarmouth Rd, there are bushes overgrown where only one person can get by on the pavement."

"Cheaper more available public transport inc 'oyster' card"

"Not being dictated to, Norwich is different to Cambridge, York"

Response to question 5 and 6

The information will be used to inform the development of the council's engagement and communication plan for the new environmental strategy. Specific issues and opportunities will be followed up by the relevant services.

Question 7 - Do you have any further comments or suggestions to make about the draft strategy? If so, please type them in the box provided.

The following comments were received:

“Transport issues are important in controlling air quality and the council should try to minimise these in prime areas of the city where there are the most people.”

“Really think about trees Green spaces and above all bees.”

“There is a need to make sure this strategy has the profile it deserves. There is a danger that residents and visitors will not see the evidence of things happening on the ground to match the rhetoric. I am thinking of some of the city centre transport routing initiatives. We still haven't learnt from our European cousins when it comes to sorting out vehicle access around city centres. You are not helped by boxing yourselves in by having too many inner city car parking sites. Any revisions seem more about servicing access to them than doing anything meaningful on the ground. You only need to look at Theatre Street to see that.”

“Environmental initiatives tend to be put to the bottom of the pile, especially when budgets are tight. But actually, they are essential to a healthy economy, lifestyle and planet. So please, keep up the good work.”

“There should be an ongoing programme to replace street trees. Unfortunately Norwich City Council's actions will be undone if NDR is built, along with further development and growth of traffic to north of Norwich. Norwich City Council need to oppose this uncontrolled expansion and road building.”

“NDR”

“Not at the moment.”

“Having most council activities apparently centred round diesel-powered transport (often large inappropriately parked transit vans) is demoralising. Let's see imaginative and appropriate use of pedal power, including Norse equipping themselves with a fleet of

cargo bikes for carrying out small repair/maintenance jobs. That would set a great example and inspire many local people to think positively about reducing carbon emissions and air pollution.”

“There was car accident in Exchange St, as blue badges were aloud to park, the fire engine could not get to it.”

“More covered cycle parks, so that cyclist can leave there bikes and walk instead of bullying there way around pedestrian zones”

Response

A number of these comments fit well with the priorities and activities already included within the draft strategy and so no further changes are planned. Specific issues will be followed up by the relevant services.

B. Written responses to the consultation

Response from the Environment Agency

“We have considered the Draft Strategy and overall we support the aims and actions of the documents. However, we have concerns regarding Action 1.3 which states that:

‘To explore with partner organisations the potential for a district heating scheme for the City powered by the natural heat from Norwich’s rivers and other options for the development of renewable energy for the future.’

Whilst we have no objection to a district heating scheme itself, we are concerned that it is proposed to use Norwich’s rivers to power the scheme. A district heating scheme would be of a significant scale and as such there is potential for a significant detrimental impact on the rivers in terms of water quality and biodiversity. This could result in significant harm to the water environment which would be unacceptable and contrary to the aims of this document.

As such we consider that the reference to Norwich’s rivers in this action should be deleted and the action made more generic as follows:

‘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.’

Work should be carried out to consider all the options and the suitability of each option; before any specific option for powering the scheme is detailed. We would be happy to discuss this further if it would be helpful.”

Response

We are keen to discuss the potential for a feasibility study of a district heating scheme powered by heat from rivers with the Environment Agency. However, we recognise that there are a number of potential powers sources that could be explored and so the action has been made more generic.

Response from a scientist

We also received a response from a scientist:

“The current draft seems to be disconnected with the plans/aspirations in various public planning documents which show a continuity of thinking going back to 2004 for the Utilities Site – for energy generation from biomass, low carbon mixed-use activities, etc. For example, I refer to:

- the City of Norwich Local Plan 2004
- the report commissioned from Buro Happold by EEDA in conjunction with the city council in 2007 (which involved public consultations)
- the Revised East Norwich Guidance Note of August 2010 (presented by Norwich City Council, The Broads Authority, SNDC and Norfolk CC). This report included as an appendix a summary of reports on the location funded by DCLG, and indicated that development proposals for this site “should minimize contributions to climate change”, make “good use of opportunities for decentralized and renewable or low carbon energy”, and be an “exemplar sustainable development scheme”.
- the Norwich Local Plan 2013 (appendix 17) refers to power generation and the future power station

Such developments would clearly be an important element of an environmental strategy.

As I have commented in other fora, the site would also be a very good location for extraction of heat from the river.”

Response:

The draft environmental strategy would not specify planning designations for particular sites as this is set out in planning framework documents.

Collective response from the Green Group to the consultation on the draft environmental strategy

1. General response and suggestions:

We welcome the draft environmental strategy as an ambitious strategy and would like to congratulate the officers for their great work on it. We are very happy to see that so many of our contributions over the years and during the process of drafting the strategy have (finally) found their way into the document. We feel a big part of this strategy as we had essential input into forming this first draft: the cross Party workshop on the environmental strategy saw a large majority presence of Green Party councillors and the only additional recommendations after this workshop were sent in or suggested to officers by Green Party councillors. We are also pleased to find the report on communicating environmental behaviour and climate change (written by Green Party councillor Sandra Bogelein and based on best practices identified in environmental psychology) as part of the draft strategy (under section How will we engage and communicate?).

This report includes a simple and cost effective recommendation that we would like to see adopted as an action in the environmental strategy: a work shop organised by a representative of COIN (Climate Outreach and Information Network) for all members, officers involved in the environmental performance and especially the comms team. COIN offers a highly cost-effective and scientifically based workshop to review past communication and adopt a best practice, value based approach to any communication in the fields of pro-environmental behaviour and climate change.

Response

If the council chooses to bring in external specialist advice to take this work forward then it would go through a commissioning process to test the market and ensure it was getting good value for money.

We are especially delighted that the city council agreed on the offer to collaborate with the Tyndall Centre, a climate change research group. We sincerely hope that this collaboration, started by Green Party councillor Sandra Bogelein, will continue in the future. Several researchers have offered outside scrutiny of our environmental performances and we trust that the council will take up on this offer. Unfortunately, counter to the researchers' advice, this draft environmental strategy again lacks the ambition to assess the status quo of Norwich emissions in a comprehensive way as a starting point for an informed strategy. The scientists have provided us with numerous examples of cities where such an approach was highly successful.

Response

A base-lining exercise was carried out to inform the strategy looking at current environmental performance. The data that is used on emissions is provided by the Department of Energy and Climate Change.

Further the request to focus more on absolute cutting edge technologies and be a city of bravery, innovation and true leadership in these technologies has not found its way fully into this strategy.

Response

This seems quite a subjective statement, without examples of what is perceived to be missing and so it is difficult to actually respond to. However, the action programme has a range of innovative approaches when compared against that of similar cities.

We are further very happy that with the 3S group scientists with an expertise on citizen engagement have been consulted. Unfortunately a lot of the recommendations from this group have not been taken up: The social scientists recommended involving environmental groups such as Transition Norwich in drafting this strategy to make it a document owned by the people of Norwich. This has not happened.

Response

Environmental groups such as Transition Norwich were specifically contacted and asked to provide feedback to inform the development of the strategy.

A range of further engagement will be carried out as part of taking all the different elements of the strategy forward, both with citizens and organisations. For example, work to take forward a bid to be the UK green capital would include significant work with citizens and organisations to build ownership of the environment including the concept of environmental citizenship.

Another request was to include public engagement with the environmental strategy and Norwich City Council's actions based on this strategy as a measure in the strategy itself. The scientists emphasised that making this document a shared and publically owned document is just as important as an ambitious strategy. Again, this recommendation has not been taken up in the draft strategy.

Response

In this context the engagement is one of a number of very important mechanisms that will help to deliver the overall priority outcomes of the strategy e.g. reduced carbon emissions. As such, engagement has not been put into the strategy document itself as an overall performance measure. However, the performance of the engagement activities that are delivered will, of course, be measured and reviewed and the learning used to inform future engagement activities. It will also be published as part of the annual review of strategy through the environmental statement.

Further it was recommended to establish a comprehensive communication and engagement strategy for the coming years. This strategy would clearly identify where communicating our common pro-environmental aims can be integrated in other council activities (e.g. activities with schools or businesses) and communication. It is important that the environmental strategy does not separate, but is integrated in all council decisions and activities. We hope that the next draft will include these essential recommendations.

Response

The draft strategy makes it clear that a comprehensive engagement and communications plan will be developed to support its delivery.

Another point to make is that an in-depth discussion about changing diets as an important mitigation measure evolved in the cross party workshop (e.g. reducing red meat, swapping butter for margarine, buying local, unprocessed food etc). This theme appears nowhere in the environmental strategy. We share concerns around the sensitivity of the subject, but it bears a huge potential for emission reductions (please request papers on this topic from the Green Group if required) and will have to enter the public and political arena. The council could commit to raising awareness of the environmental (and health) benefits of certain diets or support campaigns such as meat free Monday

Response

The sustainable living initiatives included within the action programme will include work on a number of these items. We believe they are better taken forward in a holistic way alongside other potential lifestyle changes rather than as specific campaign. As such, there are no plans to run a specific 'meat free Monday' type campaign.

Apart from the recommendations above there are several other additions that we feel would be important to make this environmental strategy truly ambitious and a first step for Norwich as a fine city for generations to come.

- We recommend incorporating considerations of potential measures for mitigation and adaptation as an integrated part of the planning process. That could mean to include them in planning requirements or to view them as a positive aspect of a planning application. We should take every future opportunity to strengthen planning policy on energy efficiency/micro generation and ensure it is given sufficient priority by planners.

Response

A range of mitigation and adaptation measures are already included within the planning framework. However, the action programme has been updated to make specific reference that this will be further explored in the future.

Risks associated with Climate Change should receive a specific section on the risk register. Risks associated with Climate Change can have negative effects in a number of areas prioritised in the Corporate Plan. We need to acknowledge these risks and take them into account in our decisions. Taking risks associated with climate change into the risk register is the way to ensure we make

sensible long term decisions in the light of the growing threat of a changing climate: “As well as acting to mitigate climate change, a truly green Council would also include carbon risk on its risk register. Few do and it’s part of the reason for inaction at a strategic level” (Jacob Wallace, from Sustainability Consultants, Best Foot Forward from Guardian website, 12.11.11).

Response

The council’s risk register directly relates to the delivery of the council’s corporate plan. Once the new corporate plan has been approved by Council in February the risk register will be updated accordingly.

- A related recommendation is to ensure that the environment appears as a separate audit category for Norwich and the greater Norwich area. This will again ensure that we take environmental issues and concerns into account when we make long reaching and big decisions that can potentially be (and some certainly are) detrimental to our environment and our aim to mitigate climate change.

Response

Further information is needed to understand this suggestion.

The planned 2% annual reductions may be roughly in line with the EU target of 40% reductions, but we have to question whether this is sufficient. An 80% reduction by 2050, which will likely be more difficult to achieve than the 2030 target, will still result in a dangerously high 2 degree rise in temperature. There is a 20% chance that this will result in unstoppable “runaway” warming. In this context we would like to invite members and officers to rethink and consider that the council should show leadership and commit to a more ambitious target.

Response

The targets have now been adjusted following the workshop with UEA set out in section C of this annex.

2. Comments on 4. The journey so far

We think there are considerable issues with how this part is presented and the conclusions drawn from the presented data. We keep the comments on this part separate from the priorities and actions in the draft strategy to ensure our comments on the descriptive in 4. don't compromise our overall appreciation of the environmental strategy. This is a public document though and we should accurately present the current situation and make sure we convey a meaningful message with this document.

- When presented to social scientists specialising on public engagement, they questioned the meaning and usefulness of this section. To the public, this may be a longwinded introduction and a distraction from the essential core, the priorities and action program of the environmental strategy. Further the meaningfulness of the presented data was questioned.
- Graphs at 4.3, 4.4, 4.5 & 4.7 come to a concerning conclusion. As the emissions bottom out in 2011 and show a rise in 2012, it would be interesting to know how much of the reduction up to 2011 is attributable to the economic downturn rather than carbon reduction initiatives. This is partly acknowledged in 4.9, but only after the strategy has prominently included the reduction among its achievements. Particularly until we have the 2013 figures, we would be cautious about adopting the optimistic tone of 4.1 (1st bullet).
- The fact that (see 4.2) Norwich has one of the lowest rates of carbon emissions across Norfolk's authorities is not surprising as it is an urban area. It would be a mistake to over-emphasise this as vindication for the level of action at City Council level. The factor of an urban area should be acknowledged in the text.
- The comparator groups shown in 4.4-4.7 are far more relevant and Norwich is shown to be about average. The fact that there is considerable room for improvement should be acknowledged more in the text.
- It is worth noting that, although Norwich's emissions from transport have apparently fallen (4.6) it is still the 2nd highest in the comparator group. This situation will of course not be helped with the construction of the NDR and the additional shoppers' car park planned for Rose Lane, and the encouragement of car usage that this will represent. It needs to be acknowledged in the strategy that City Council action would have to be particularly strong to effectively counter this.
- It would be preferable to test the conclusions made from the descriptive data against chance. For example is the difference between Norwich and Cambridge in the comparison family group significant? Without such a test, we cannot make strong claims or draw robust conclusions.
- It is confusing to have data points in some of the graphs (e.g. 4.2) that do not appear in the legend.
- In some of the graphs the line for Norwich cannot be seen.

Response

The majority of this section has been removed from the draft strategy as it does seem to potentially hinder the flow of the document, which is ultimately meant to be forward looking. This information will continue to be updated and held separately. The remaining part of this section has been adjusted to recognise the economic downturn.

3. Questions and clarifications

- Priority 9: Number of natural and semi natural green spaces and woodlands in positive management: How can the target (100%) be achievable when there is little or no budget for replanting trees? How does this measure reflect the loss of trees, which cannot be viewed as positive management?

Response

The trees budget does not directly relate to the positive management assessment. However, there are proposals within the budget for 2015/16 to increase the tree planting budget.

- Could you please comment on whether there will be considerable difficulties implementing the action program in the context of cuts. E.g. How will increase in the use of buses (Priority 6) be achieved in the context of significant cuts at County level, e.g. to Park & Ride, and pressure on CIL funding being diverted to the NDR. If there are any concerns how can we ensure we stick to this action program?

Response

If other organisations were to make cuts in the future, that we are currently unaware of, then clearly it could affect the delivery of the strategy. Similarly, other changes in the socio-economic environment in the future could affect delivery of different elements of the strategy. This is why the strategy will be subject to regular review and changes made as necessary.

- Re: 5.3, Priority 4. Is it definitely right as a strategy just to propose helping a few (150) houses per year? Would this still mean that more ambitious initiatives, such as an Energy Services Company mentioned in 1.6 which could help far more, would get serious consideration?

Response

This target relates to energy efficiency improvements to private homes e.g. cavity wall insulation. Based on the work carried out this is considered to be an appropriate target. This will not affect other actions within the action programme.

- Do we know how Exeter achieved a 28% drop in industry emissions in one year (4.4)?

Response

We have contacted Exeter to find out more about this reduction.

- Table 4.11: Where are the figures for Council Housing stock? Also, could there be an explanation for the “EHS” acronym? And the white line on the Owner Occupier row needs to move down to underneath the percentages.

Response

The majority of this section has been removed from the draft strategy as it does seem to potentially hinder the flow of the document, which is ultimately meant to be forward looking.

C. Workshop with the Tyndall Centre for Climate Change Research and the 3S Research Group at the University of East Anglia during the consultation process

Generally the draft strategy was very well received (“impressive and really encouraging”) and the fact it was considered a vast improvement to the last environmental strategy was emphasised.

There were a number of questions asked about how the strategy would be resourced and how its delivery would be managed that were responded to as part of the workshop.

A number of specific suggestions for additions / changes were also made:

-To include the UEA, the research park and possibly the hospital more in the draft strategy. The institutions employ and are in contact with a large part of the Norwich population. Further they are big energy consumers.

Response

Work with the UEA was already included within the action programme but adjustments have been made to emphasise engagement with other key organisations.

-To look at a radical rethink with regards to transport. Another more visionary approach would have been to introduce electric charging points for cars to support a new generation of cars.

Response

The strategy does already include a range of work in regards to sustainable transport options. However, the action programme has now been updated to specifically include work to explore a model for electric charging points in the City.

- To review the 2 per cent annual target to see if it should be 2.4 per cent in line with a recent report on national carbon budgets.

Response

The targets have been reviewed and while the City would more than achieve the overall 33% national target (based on the 1990 baseline) by 2020 with the 2% target, the target has been adjusted to 2.4% to fit with national carbon budgets and reflect the ambitious approach that is being taken. However, it should be recognised that there will be very significant elements relating to achievement of this target that will be outside of the council's control.

-To develop a more long term vision (beyond the 4 years strategy) with central future projects that could be included there (a road map) including exploring options like trams etc. A long term visionary tool could be used to do so.

Response

The development of a long term vision and roadmap has now been added into the strategy as part of the development of a bid for UK green capital as this would be a good mechanism to engage the City in the process.

-To carry out awareness raising and training for the construction industry e.g. on the green deal, fitting energy saving measures and environmental motivation etc.

Response

This is already part of the council's Cosy City green deal service work and other activities but the action programme has been updated to show this.

- To look at ways to encourage the energy market to incentivise reduced consumption through tariffs etc.

Response

This has now been included within the action programme alongside exploring other opportunities to positively influence the energy supply market

-To look at whether improvement targets can be set for air pollution

Response

The current targets are based on a realistic assessment using the current government methodology. However, the methodology will soon be reviewed at which point the targets will be re-assessed.

-Ensuring future collaboration between the council and the university and how this could be strengthened. It was agreed as part of discussion that the Tyndall Centre and 3S would be invited to be part of the annual review process of the environmental strategy. Further it was suggested that the council could highlight to the Tyndall Centre and 3S if suitable contracts are going out for tender so researchers could potentially bid.

Response

This will be undertaken as part of taking the strategy forward.

There were also a number of minor suggestions to changes in wording and use of updated information that have been included in the strategy. It was also agreed that a technical annex including a glossary will be added to the strategy before the final designed version is published.

Draft Strategy 2015 - 2019

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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*

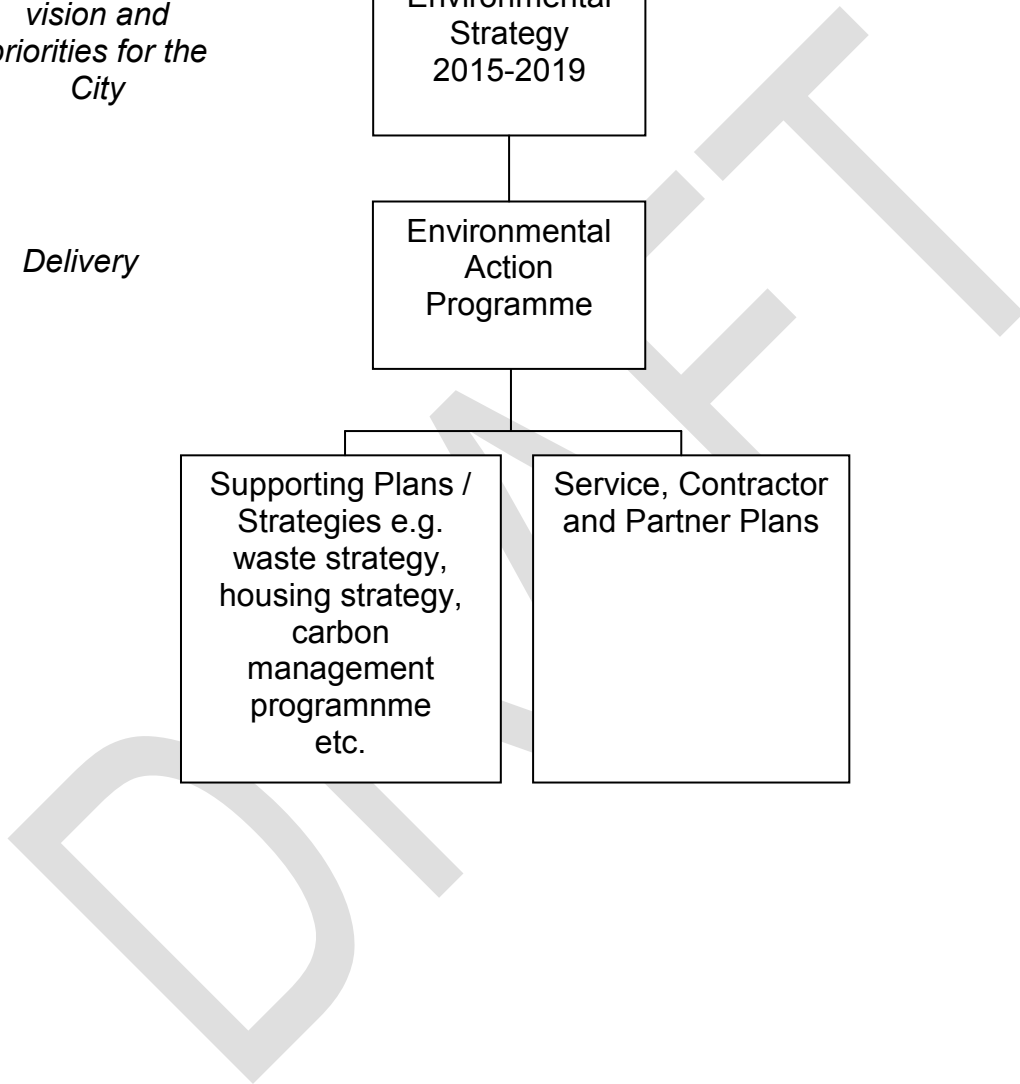
Environmental
Strategy
2015-2019

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 engagement and consultation</i> | | | |
| | 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 |
| Good local environment that people value | 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 |

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

| | | | | |
|------|--|-----------|------------------------|--------------------------|
| 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

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

| | | | | |
|-----|---|------------|------------------------|---------|
| 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 |

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

| | | | | |
|------|--|--------------|------------------|-----------------|
| 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 |

| | | | | |
|------|--|----------|------------------------|---------|
| 2.17 | To explore the feasibility of electric bike hire from the Tourist Information Centre | 1, 6 & 7 | Environmental Strategy | 2015/16 |
| 2.18 | To continue the implementation of bus rapid transit, city centre improvements and walking and cycling investment | 1 & 6 | City development | Ongoing |
| 2.19 | To explore with partner organisations the potential for establishing electric charging points in the City. | 1, 6 & 7 | Environmental Strategy | 2017/18 |
| 2.20 | 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. | 9 | Citywide services | Ongoing |

| | | | | |
|------|---|-------|-------------------|--------------------------------|
| 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 |
| Theme 3 – The Council as a purchaser of goods and services | | | | |
| 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 |

Annex A: Norwich City Council's published Environmental Policy

DRAFT