

## Appendix 2 : 2015 Action plan:

### **Strategic Aim 1:**

#### **Embed sustainability at a strategic level with the organisation**

##### *Objective 1.1*

Ensure the Council's strategies, policies and plans address relevant issues relating to sustainability and climate change

##### *Objective 1.2*

Raise staff and Elected Member awareness of issues relating to sustainability and their respective roles in promoting it

### **Strategic Aim 2:**

#### **Address our own impacts relating to sustainability and ensure our physical assets and operations remain resilient in the face of a changing climate**

##### *Objective 2.1*

Make our operational property holdings more efficient in the use of energy, water and other resources

##### *Objective 2.2*

Make our housing stock more energy efficient

##### *Objective 2.3*

Provide more energy from renewable and low-carbon sources

##### *Objective 2.4*

Reduce transport-related carbon dioxide emissions

##### *Objective 2.5*

Ensure sustainability is fully integrated into procurement activities

##### *Objective 2.6*

Ensure the Council's property, land holdings and services remain resilient in the face of a changing climate

### **Strategic Aim 3:**

#### **Promote and enable sustainability and climate change resilience in the wider district**

##### *Objective 3.1*

Reduce fuel poverty in the District

##### *Objective 3.2*

Work proactively with community groups and the general public to promote and enable sustainability and climate change resilience in the District

##### *Objective 3.3*

Engage with local businesses to enable them to operate more sustainably and to create a thriving local low-carbon economy

##### *Objective 3.4*

Engage with other public bodies and educational establishments to achieve joint aims on sustainability and climate change

## Appendix: Action Plan

### Strategic Aim 1 - Embedding sustainability at a strategic level with the organisation

#### Objective 1.1:

Ensure the Council's strategies, policies and plans address relevant issues relating to sustainability and climate change

Measure(s):

- Proportion of strategies, policies and plans demonstrating evidence of consideration of implications for sustainability

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
1.1.1	Include a sustainability impact assessment for all major projects / policies and strategies / committee-level decisions	Relevant lead officer	Officer time	High	Ongoing	Yes – 1.1, 1.3, 1.4
1.1.2	Periodically review corporate risk register / emergency plans / businesses continuity plans to ensure fully take into account sustainability-related issues	Service Heads	Officer time	High	Completed.	No
1.1.3	Review and update as required sustainability-related policies in proposed new Local Plan, and produce new sustainability supplementary planning document to provide guidance on how planning policies can be complied with	Planning Policy team	Officer time Document design costs	High	Ongoing	Yes – 1.4

#### Objective 1.2:

Raise staff and Elected Member awareness of issues relating to sustainability and their respective roles in promoting it

Measure(s):

- Number of members of staff and Elected Members receiving briefings / attending training sessions, seminars and site visits

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
1.2.1	Deliver sustainability briefings and training to: <ul style="list-style-type: none"> <li>existing staff (all), in form of e-learning packages</li> <li>Elected Members</li> </ul>	Sustainability Officer Training Officer	Officer time Training set-up costs - tbc	Medium	Ongoing	Yes - 1.2
1.2.2	Set up Sustainability section on intranet	Sustainability Officer	Officer time	Medium	Completed	No

## Strategic Aim 2 - Addressing our own impacts and vulnerabilities

### Objective 2.1:

#### Make our operational property holdings more efficient in the use of energy, water and other resources

##### Measure(s):

- Consumption of electricity (kWh), gas (KWh), LPG (m<sup>3</sup>), biomass (tonnes)
- Water consumption (m<sup>3</sup>)
- Paper consumption (reams)

##### Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
2.1.1	a) Identify and produce business cases for energy efficiency measures across Council operational stock	Assets team Sustainability Officer	Officer Time		Ongoing	Yes - 2.3, 2.4, 3.1, 3.2, 3.4
2.1.2	Identify suitable water efficiency measures across the Council's entire operational building stock and land holdings; produce business case for expenditure, as appropriate	Energy Manager	Officer time	High	Ongoing	Yes - 2.10,
2.1.3	Identify options for reducing paper use and set reduction target; implement options	tbc	Officer time	High	Ongoing	Yes - 2.7
2.1.4	Improve waste segregation and recycling / reuse within operational	Facilities Manager	Officer time	Medium	Completed	No

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
	buildings and other sites					

**Objective 2.2:  
Make our housing stock more energy efficient**

*Measure(s):*

- Energy Performance Certificate / SAP<sup>1</sup> ratings
- Measured or calculated energy savings

*Action plan:*

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
2.2.1	Include appraisal of options for improving energy efficiency of existing Council-owned housing as part of planned stock review	Housing & Property	Officer time, with consultancy input as required	High	ongoing	Yes - 2.3, 2.4, 3.1, 3.2, 3.4
2.2.2	Based on findings of review, set minimum standards for energy efficiency to be achieved for whole of existing stock within stated timescale, and produce business case and plan for delivery	Housing & Property	Officer time, with potential consultancy input	High	ongoing	Yes – 2.10
2.2.3	Set minimum energy efficiency standards for new-build projects	Housing & Property	Officer time, with potential consultancy input	High	Completed	No

**Objective 2.3:  
Provide more energy from renewable and low-carbon sources**

*Measure(s):*

- Installed capacity of renewable and low-carbon energy technologies

*Action plan:*

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<sup>1</sup> Energy performance certificates (EPCs) provides a rating for residential and commercial buildings, showing their energy efficiency based on the performance of the building itself and its services (such as heating and lighting). EPCs are required whenever a building is built, sold or rented out. The Standard Assessment Procedure (SAP) is the method used to calculate the EPC rating.

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
2.3.1a	Carry out heat mapping and energy master-planning to identify opportunities for district heating networks <sup>2</sup>	Sustainability Officer	Officer time plus £15k (33% matched funding) – as agreed	High	Completed	No
2.3.1b	DH feasibility for Leamington town centre and Myton	Head of Service HCP	Project Manager recruitment to manager.	High	By 31/03/18	Yes -2.4
2.3.2	Continue with programme of upgrading of flats / care facilities to incorporate communal biomass boilers	Energy Manager	Budget allocated (Housing)	High	Ongoing	Yes – 2.3, 2.4, 3.1, 3.2, 3.4
2.3.3	Re-examine business case for solar photovoltaics on Spa Centre	Sustainability Officer	Officer time, plus potential future feasibility study costs	Medium	ongoing	Yes – 2.10
2.3.4	Re-evaluate business case for hydropower scheme at Jephson Gardens & Princes Drive	Sustainability Officer	Officer time	Low	Completed –	not feasibly due to location of gauge station
2.3.5	Consider full range of options for renewable and low-carbon energy at sports centres as part of upgrades	Sports and Leisure	Officer time plus consultancy input	High	ongoing	Yes -2.10
2.3.6	Consider other options for installing renewable and low-carbon energy technologies	Sustainability Officer	Officer time, plus potential future feasibility study costs	Medium	ongoing	Yes – 2.4

## Objective 2.4

### Reduce transport-related carbon dioxide emissions

#### Measure(s):

- Carbon dioxide emissions

<sup>2</sup> District heat networks supply heat from a central source directly to homes and businesses through a network of pipes carrying hot water. This means that individual homes and business do not need to generate their own heat on site.

*Action plan:*

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
2.4.1	Introduce package of measures to encourage staff to use alternative modes of transport to the car, including salary sacrifice scheme for cycle purchase, upgrading of shower and bike storage facilities, provision of free trial bus passes, cycle business mileage rate, on-site cycle repair days	Sustainability Officer Human Resources	Officer time plus costs of measures	High	Ongoing	Yes – 2.1, 2.8
2.4.2	Introduce staff travel policy and set up travel management system	Human Resources Procurement	Officer time Potential cost savings (to be identified)	Medium	completed	Yes – 2.1, 2.8
2.4.3	Reconsider green travel options as part of office relocation project	Project Coordinator	Officer time (plus potential resource implications to implement measures)	Medium	Ongoing	Yes 2.1, 2.8
2.4.4	Re-assess business case for introduction of pool cars (including electric vehicles) and bicycles	Sustainability Officer	Officer time	High	ongoing	yes 2.1, 2.8

**Objective 2.5**

**Ensure sustainability is fully integrated into procurement activities**

*Measure(s):*

- tbc

*Action plan:*

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
2.5.1	Identify key procurement activities and for each assess main sustainability issues to be addressed	Procurement	Officer time	High	Ongoing. In place for large projects	Yes 2.2

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
2.5.2	Identify and document appropriate procurement criteria for key procurement activities	Procurement	Officer time	High	Ongoing	Yes 2.2
2.5.3	For ongoing contracts, set up process for reviewing sustainability requirements as existing contracts are due for renewal	Procurement	Officer time	High	Ongoing,	Yes 2.2, 2.9

## Objective 2.6

### Ensure the Council's property, land holdings and services remain resilient in the face of a changing climate

#### Measure(s):

- Water consumption (m<sup>3</sup>)
- Adaptation measures incorporated (number and type)

#### Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
2.6.1	Ensure climate change adaptability is fully taken into account in making decisions on future of existing building stock and location of new offices / housing stock	Project Coordinators Housing and Property Sustainability Officer	Officer time, other resources tbc (case-dependent)	High	Ongoing	Yes – 1.3,1.4
2.6.2	As part of the planned housing stock review, examine options for enhanced water efficiency and, where appropriate, set minimum water efficiency standards for existing and new housing stock	Housing and Property	Officer time, other resources tbc	High	By 31/03/15	Yes – 2.10
2.6.4	As part of housing stock review process, identify those properties that are vulnerable to the impacts of climate change and appropriate adaptation measures. Incorporate these measures into refurbishment programmes	Housing and Property, with input from Sustainability Officer	Officer time, other resources tbc	High	By 31/03/16	Yes – 3.1,
2.6.5	Ensure appropriate flood resilience measures are incorporated into leisure centre upgrades and, if appropriate, new	Sports and Leisure	Officer time, other resources (tbc)	High	Completed	No -

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
	headquarters	Project Coordinators				

### Strategic Aim 3 – Promoting and enabling sustainability and climate change resilience in the wider district

#### Objective 3.1

#### Reduce fuel poverty in the District

##### Measure(s):

- Number of households in fuel poverty

##### Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
3.1.1	Provide advice on domestic energy-related issues to general public (targeted at most vulnerable residents), via advice clinics, home visits, helpline, website and printed literature	Sustainability Officer	Officer time, plus cost of Service Level Agreement (SLA) with Act on Energy (approx. £9k pa)	High	Ongoing (	Yes – 3.3
3.1.2	Provide energy efficiency information and advice to WDC tenants: <ul style="list-style-type: none"> <li>• include leaflets in new tenant sign-up packs</li> <li>• via newsletters, events and home visits</li> </ul>	Sustainability Officer Sustaining Tenancies team	Officer time	High	Completed (integrated into procedures)	Yes – 3.3
3.1.3	Provide training on domestic energy efficiency for frontline staff	Sustainability Officer	Officer time, Act on Energy costs (through SLA)	High	Completed	No
3.1.4	Run targeted campaign to increase take-up of Warm Homes Discount	Sustainability Officer Financial Inclusion team	Officer time, plus campaign costs (£4k) – to be paid for via Public Health grant	High	Completed	No



Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
3.1.5	For private rented sector, examine options for enhanced usage of Housing Health and Safety Rating System as a means of enforcement in cases where extreme cold are identified	Private Sector Housing	Officer time; other resources (potentially purchase of software)	Medium	By 30/09/15	Yes – 3.4

### Objective 3.2

#### Work with community groups and the general public to promote and enable sustainability and climate change resilience in the District

##### Measure(s):

- Number of community groups and members of public engaged with
- Number of renewable energy projects supported and installed capacity of renewable energy

##### Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
3.2.1	Set up network of community groups with an interest in sustainability, produce regular email updates and hold annual sustainability forum	Sustainability Officer	Officer time plus costs to host forum (tbc)	Low	Ended Unable to progress	No
3.2.2	Include sustainability criteria for deciding on allocation of small grant schemes	Community Partnership team	Officer time	Low	Completed	No
3.2.3	Investigate opportunities for setting up community renewable energy schemes	Sustainability Officer	Officer time	Medium	Completed	No
3.2.4	Investigate setting up a dedicated web-based sustainability hub to engage local residents on issues relating to sustainable lifestyles	Sustainability Officer	Officer time, plus website set-up and hosting costs (tbc – funding options to be investigated)	Medium	Completed	No
3.2.5	Produce district-level heat wave and cold weather plans	Environmental	Officer time	Medium	Completed	Part of County plans

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
		Sustainability team				
3.2.6	Examine options for increasing local food growing	Sustainability Officer Green Space Team	Officer time	Medium	Ended – unable to progress	No

### Objective 3.3

#### Engage with local businesses to enable them to operate more sustainably and to create a thriving local low-carbon economy

##### Measure(s):

- Number of local businesses engaged with

##### Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
3.3.1	Work with BID Leamington to improve waste recycling by town centre businesses	Economic Regeneration & Development Manager Sustainability Officer	Officer time	Medium	Ended	No – no longer included with sustainability action plan as covered by alternative strategies
3.3.2	Investigate setting up a district-based green Business club	Sustainability Officer	Officer time (potential funding available through CWLEP)	Medium	Unable to be progressed	
3.3.3	Examine opportunities to link Council activity with corporate social responsibility programmes	Sustainability Officer	Officer time	Medium	Completed	Post moved within Community Partnership team

### Objective 3.4

#### Engage with other public bodies and educational establishments to achieve joint aims on sustainability and climate change

*Measure(s):*

- Numbers of interventions made by 'Warm and Well' partnership
- Flood prevention / response initiatives successfully implemented
- Additions made to cycle network (or enhancements to existing network)

*Action plan:*

Ref	Action	Responsibility	Resource implications	Priority	Timescale	Transferred to new action plan?
3.4.1	Collaborate with Warwickshire County Council and other organisations on sustainable transport-related issues, including the delivery of the Warwick and Leamington Sustainable Transport Strategy, the further development of local cycle networks, and the setting up of community car-share clubs and vehicle charging infrastructure	Environmental Sustainability team	Officer time Other resources (tbc)	High	Ongoing	No Part as of delivering the other actions.
3.4.2	Work with Public Health Warwickshire, Act on Energy, and other local authorities & agencies in the sub-region to deliver the outcomes of the 'Warm and Well' partnership	Sustainability Officer Health and Wellbeing Lead Financial Inclusion team	Officer time	High	Completed	No