



Worcestershire County Council's Sustainability Policy & 2006/7 Action Plan

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Worcestershire County Council's Sustainability Policy & 2006/7 Action Plan

Sustainability is something that affects us all. It is about the future, making sure that the solutions of today's problems do not store up trouble at a later date. It means doing things differently at work and at home to improve the quality of life for current and future generations. We all have a part to play.

This is Worcestershire County Council's first Sustainability Policy and second action plan. The action plan builds upon progress made in 04/05 and addresses areas identified as important for further work, (see 04/05 progress report). A set of headline corporate sustainability performance indicators has been included. (see pg 28)

The aim of the policy & action plan is to facilitate the integration of sustainable development into all the Council's policies, services and activities. They link with other key strategies & plans developed by the Council aimed at delivering a sustainable future for us all, (see pg 31).

Introduction

- *Sustainability, or sustainable development*, cuts across all aspects of Worcestershire County Council's services and activities, (see *Table 1*). It essentially involves ensuring a better quality of life for current & future generations by adopting an integrated approach to economic, environmental and social issues. The UK's new Strategy for Sustainable Development; 'Securing the Future' defines the goal of sustainable development as;

"enabling all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations."

The UK Strategy sets out a set of shared principles to be used to achieve this goal;

- *Living within Environmental Limits*
- *Ensuring a Strong, Healthy & Just Society*
- *Achieving a Sustainable Economy*
- *Promoting Good Governance*
- *Using Sound Science Responsibly*

Worcestershire County Council's strong commitment to sustainable development is reflected in its Corporate Plan. It is also reflected in the Worcestershire Partnership's vision, which the Council is working with a wide range of partners in the County to achieve:

"A County with;

- *safe, cohesive, healthy and inclusive communities*
- *a strong and diverse economy*
- *a valued and cherished environment"*

This vision is guided by a number of core values including;

- *"Take account of the needs of future generations..."*
- *"Involve and listen to local people and local communities..."*

Worcestershire County Council has a history of working to promote sustainable development both within the Council and the wider community and has achieved much in this field.

The Council is committed to integrating sustainability into its policies and activities and is focusing on work in three main areas;

- A. The promotion of sustainable development at a strategic level within the authority**
- B. Leading by example: addressing the Council's operational impacts on the community and environment**
- C. The promotion of sustainable development throughout the County**



Worcestershire County Council's Sustainability Policy

Worcestershire County Council is committed to ensuring the principles of sustainability set out in the UK Sustainable Development Strategy;

- *Living within Environmental Limits*
- *Ensuring a Strong, Healthy & Just Society*
- *Achieving a Sustainable Economy*
- *Promoting Good Governance*
- *Using Sound Science Responsibly*

and which underpin the County Council's Corporate Plan, are integrated across all of our work to improve quality of life for all the County's diverse communities.

We will strive to ensure that the decisions we make work for the long-term benefit of Worcestershire's communities and take into account the impacts on the local and global environment.

We will demonstrate this commitment by;

- **Continuously improving** our environmental, social and economic performance to maximise our positive and minimise our adverse effects on the environment and society
- **Complying with** all relevant **legislation & regulations**
- **Actively encouraging & monitoring** responsible environmental, social and economic performance by our suppliers & contractors
- **Raising awareness** of and **encouraging action** for sustainability amongst staff, councillors, partners and the general public
- **Fulfilling our role as a partner** in helping the Government to;
 - deliver the UK Climate Change Programme and **reduce carbon emissions** through our participation in the Local Authority Carbon Management programme.
 - deliver the England Biodiversity Strategy by actively seeking to **halt the loss of biodiversity** in the County.

In particular we will;

promote sustainable development at a strategic level within the authority;

- Developing ways to ensure strategies, policies and services for which we are responsible take account of their impact on local and global environmental, economic and social well-being.
- Raising awareness of councillors and managers at all levels of sustainability and their role in promoting and monitoring performance on sustainability
- Facilitating cross directorate working on sustainability issues
- Integrating equality of opportunity and respect for diversity into all aspects of the Council's activity
- Encouraging citizens' participation and involvement on issues that affect them

lead by example in addressing the Council's operational impacts on the community and environment;

- continuously improving the Council's performance in the following areas;
 - Resource efficiency – Energy, water, materials, supplies, assets
 - Reduction of Carbon emissions
 - Reduction of staff travel by private car
 - Waste reduction, reuse and recycling
 - Sustainable construction & refurbishment of council property
 - Protection and enhancement of biodiversity
 - Prevention of pollution



- actioning the Council's Procurement Strategy commitment to promote sustainability by;
 - Including consideration of environmental and social alongside economic issues in procurement and investment decisions
 - Seeking appropriate opportunities for local sourcing to support the local economy and reduce transport impacts
 - Wherever possible using recycled or renewable materials and supplies
 - Offering & raising awareness of Fairtrade food & drink products as options
- raising staff awareness of environmental, social and ethical issues at work and at home

promote sustainable development throughout the County;

- Working with schools, colleges & other organisations to develop awareness of & action on sustainability by Worcestershire's Citizens
- Helping Worcestershire's Citizens to adopt more sustainable lifestyles
- Influencing the Worcestershire Partnership to ensure that policies and decisions reflect the Partnership's core values
- Helping to improve the environmental and social performance of Worcestershire's businesses
- Encouraging the development of a sustainable local economy including the promotion of social enterprises & enterprises based on environmentally sustainable technologies

regularly report on progress and review this policy.



Worcestershire County Council's Sustainability Action Plan 2006/7

This Action Plan has been prepared by an inter directorate group of Council Officers, the Sustainability Stewards. Their primary role is to work to ensure that the principles of sustainability or sustainable development are mainstreamed into all policies and services of Worcestershire County Council.

The plan was drawn up in response to a review of the Council's 1st Sustainability Action Plan. It aims to tackle areas identified as gaps or requiring further development in order to deliver the Council's Corporate Sustainability Policy;

Within each of the three sections of the plan actions are included to address the following three elements;

- **Policy** - ensuring the right policies are in place to promote sustainable development
- **Awareness** – ensuring all those involved are aware of the issues & what to do about them
- **Action** – ensuring that something is done about them

The plan includes six key priorities, which are highlighted in the Council's Sustainability Policy & which are central to the UK Sustainable Development Strategy;

- **Climate Change & Energy**
- **Sustainable Procurement**
- **Biodiversity**
- **Waste**
- **Transport**
- **Community Engagement**

This action plan will act as a tool to direct the work of the Sustainability Stewards and other

key officers in delivering the aims of the Council's sustainability policy. Most actions and targets are short term, but many contribute to long-term local, national & international targets. These have been noted

This plan is not by any means a complete list of things to be done to mainstream sustainability into the authority, but it is a commitment to realistic & challenging actions that will make a positive difference. Actions have been chosen based on importance and achievability.

A common format has been used through the Action plan. This means that for each action a time scale, performance measure, (monitor of progress within the stated time period), lead responsibility, resource implications and contribution to key work areas have been identified. While the action plan identifies specific individuals and units, overall responsibility for monitoring and encouraging progress is to be taken by Chief Officers and the Sustainability Stewards. In each section there is a brief overview of what's been done to date including a case study.

Reporting on Progress

Progress reports will be presented to COMB and all Directorate Management Teams every six months.

A set of headline performance indicators have been developed to help give a snap shot view of progress. (see pg 28)

Our biggest challenge as a Council is to take an idea that seems abstract – sustainable development – and turn it into a daily reality for the staff of the County Council, the people of Worcestershire and the rest of the world.



Section A

Promoting Sustainability at a Strategic Level within the Authority

Key Issues for Action

This section aims to address the following gaps and areas for further development that have been identified as important for action;

- Developing ways to ensure strategies, policies and services for which the Council is responsible take account of their impact on local and global environmental, economic and social well-being.
- Raising awareness of members and managers at all levels of environmental, social and economic issues and their role in promoting and monitoring performance on sustainability
- Facilitating cross directorate working on sustainability issues
- A need to integrate equality of opportunity and respect for diversity into all aspects of the Council's activity
- A need to encourage citizens' participation and involvement on issues that affect them

Current Strengths;

policies, plans and activity include;

- The Council's Corporate Plan reflects the principles of sustainable development and they align with the Worcestershire Community Strategy objectives
- Directorate Performance Plans contain statements of commitment to sustainability
- A cross-departmental working group, (Sustainability Stewards), is working towards mainstreaming of sustainable development into Council activities.
- A cross departmental Equalities Group is working within the Council to ensure the Council promotes equality and diversity, (see case study).
- The Area Democracy team are working to facilitate community involvement in decision-making in many ways
- A Corporate Consultation Strategy, (which includes a consultation toolkit) is being implemented
- A Citizens' Panel is used to consult the public on Council policies and activities
- Introductory training for staff on sustainable development has so far reached 45% of targeted staff and 25% of members

Case Study: Promotion of Equality & Diversity

Meeting the diverse needs of current and future generations, creating equal opportunities for all and actively promoting good governance by engaging all sectors of the Community - these are all important parts of sustainable development, which Worcestershire County Council's work on equalities seeks to address.

Through the implementation of its **Equality and Diversity Policy**, the council aims to improve equality of opportunity and access, and to promote respect for diversity. The Corporate Equalities Board, consisting of Members and senior officers from across the authority, takes the strategic lead on equalities and diversity issues. In addition, there are three Equalities working groups: Disability/Age, Gender/Sexuality and Race/Religion.



In 2004, Cabinet adopted the **Equality Standard for Local Government**. This is a tool developed to enable local authorities to mainstream disability, gender and race equality into policy, practice and procedure at all levels. A training course on Equality and Diversity has been developed for all staff, to help them understand their obligations and the practicalities of dealing with these issues. Awareness is also being raised through the award-winning 'Human Race' newsletter and a series of poster campaigns.

Work is also being carried out through many other areas of the Council's work, including:

Provision of Services, for example, by providing information in a variety of formats and languages and by engaging with and listening to all sections of the community through our consultation processes.

Procurement and Contracting, for example, by including equality considerations in our selection and tendering processes and by ensuring contractors and suppliers understand their obligation to provide services that are free from discrimination, harassment or victimisation.

Employment Opportunities and Conditions, for example, by monitoring our employment processes by age, disability, gender and racial group, encouraging under represented groups to apply for posts and ensuring pay structures reward all employees fairly.



For more information: **Rukhsana Koser** Corporate Diversity Manager x 6938

Section A

Promoting Sustainability at a Strategic Level within the Authority

Developing ways to ensure the Council's policies & decisions promote sustainable development				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET (T) / INDICATOR (I)	CONTRIBUTES TO:
A1 Pilot of Sustainability Standard	EA, MM, JM, FFTF, Sustainability Stewards	Staff time	T= Pilot exercise to be completed by March 07	CPA National & Regional SD Frameworks
A2 Inclusion of sustainability statements in Directorate Business Plans	Sustainability Stewards & Directorate Policy Officers, EA/MM	Staff time	T= Inclusion in Directorate Plans for 06/07	CPA National & Regional SD Frameworks
A3 Encourage Directorates to include actions to promote sustainability as part of performance planning	Sustainability Stewards & Directorate Policy Officers, EA/MM	Staff time	T= Inclusion in Directorate Performance Plans for 06/07	CPA National & Regional SD Frameworks
A4 Work towards the adoption of a corporate Sustainability Policy	COMB, MM , EA	Staff time	T= Item on Cabinet agenda by 31/03/06	Corporate Plan CPA
A5 Cabinet to discuss how sustainability is addressed at a strategic level	COMB, MM , EA	Staff time	T= Item on Cabinet agenda by 31/03/06	Corporate Plan CPA
A6 Develop the scrutiny role of Councillors to include a sustainability appraisal as part of an overall package of strategic cross cutting issues	S'OL. (Scrutiny), EA , MR, Councillors, Sustainability Stewards	Staff & Member time	T= Scrutiny exercises including sustainability appraisal by 31/03/07 I= % of scrutiny exercises including sustainability appraisal	CPA Development of scrutiny process
A7 Continue development of Sustainability Appraisal methodology for assessment of certain Council strategies & plans e.g. Waste Development Framework, Local Transport Plan	DBr , K Hanchett, EA,	Staff time	T = Sustainability Appraisal of Waste Core Strategy complete by 31/03/06	CPA National & Regional SD Frameworks Strategic Environmental Assessment (SEA) requirements
A8 Development of a mechanism aimed at ensuring all the Council's major policies & decisions promote sustainable development	MM , EA, Sustainability Stewards, COMB	Staff time	T = Methodology agreed & in use by end March 07	CPA National & Regional SD Frameworks Strategic Environmental Assessment (SEA) requirements

Raise awareness of councillors and managers at all levels of sustainability issues and their role in promoting and monitoring performance on sustainability:

Councillors

ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET (T)/ INDICATOR (I)	CONTRIBUTES TO:
A9 Include sustainability in training programme for Councillors	EA, R Br, J Jordan Councillors	Staff & Councillors' time Venue costs	T= Inclusion in training programme for delivery in 06/07 I= % of Councillors in attendance	CPA Carbon Management Programme Climate Change Strategy Biodiversity Action Plan Councillor Development
A10 Run specialised Councillor briefing sessions on issues such as biodiversity and carbon management	EA, PV, IP, SH, J Jordan Councillors	Staff & Councillors' time Venue costs	I= % of Councillors in attendance	
A11 Invite Councillors to events related to sustainability e.g. Climate Change	EA, Councillors	Staff & Members time	T= Councillors to be invited to Worcestershire Partnership Climate Change training event Nov 05. I= % of Councillors in attendance	Community Strategy Carbon Management Programme Climate Change Strategy

Managers

ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
A12 Seek to include a sustainability module in Management Competency Framework (MCF)	R Britton , (Training & Development) MCF trainers, DB, EA,	Staff time Cost of trainer	T= Inclusion in MCF by 31/03/07	Corporate Plan CPA Staff Development
A13 Seek to include sustainability issues in content of Project Management Training	R Britton , (Training & Development), EA	Staff time,	T= Inclusion by 31/03/07	CPA Staff Development
A14 Environmental Legislation & Management Training Needs Analysis (TNA) to be carried out	EA, R Britton, K Clulow , (Training & Development), MD	Staff time, TNA cost	T= Carried out by 31/03/07	CPA Staff Development

Facilitate cross directorate working on sustainability issues

ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
A15 Regular minuted meetings of cross departmental group on sustainability issues	EA, JM, Sustainability Stewards	Staff time	T= ongoing I= 6 minuted meetings of Sustainability Stewards per year.	CPA Corporate Plan Cross directorate working
A16 Reports on progress of sustainability action plan & other relevant corporate sustainability issues sent to all DMTs and COMB	MM, EA, Sus Stewards, COMB, DMTs	Staff time	T= report at least every 6 months I= 2 reports per year	CPA Cross directorate working Corporate Plan

Section B

Leading by Example

Addressing the Council's operational impacts on the community and environment

Key Issues for Action

This section aims to address the following areas of for further development identified as important for action;

- A need to **improve the Council's environmental performance in a number of areas;**
 - reduction of carbon emissions
 - energy efficiency
 - reduction of staff travel by car
 - water efficiency
 - waste minimisation
 - sustainable construction & refurbishment of Council property
 - promotion of biodiversity
 - reduction of pollution
- Continuing to action the **Council's Procurement Strategy** commitment to promote sustainable development
- A need to **raise staff awareness** of environmental, social & ethical issues at work & at home

Current Strengths; policies, plans and activity include;

- Eco audit scheme being piloted in Social Services, (see case studies)
- Environmental management system under development by Bishops Wood Centre
- The Ecoschools eco management scheme is running in more than half of all County Schools
- Energy use in Council run buildings and by street lighting is monitored and reported corporately
- Carbon Trust Carbon Management Programme operating
- Energy Manager has been appointed
- Updated Employee Travel Plan agreed for County Hall. Travel Plan Manager appointed

- Recycling facilities in place & waste audits carried out at County Hall and at some other council sites
- Council has an international reputation for sustainable building design of Council property including refurbishment
- Council's Procurement strategy includes commitment to promoting sustainable development (paragraph KP13)
- Sustainability Assessment carried out as standard part of pretender process for major contracts
- Paper consumption is monitored and reported corporately
- Basic information on environmentally sustainable working practices included in corporate induction
- Introductory training for staff on sustainable development has so far reached 45% of targeted staff and 25% of members, (aiming for 80%)
- Staff Awareness campaigns on Energy Efficiency, Waste Minimisation, Transport, Biodiversity, Fairtrade, local food regularly take place.

Case Study: Adult & Community Services Area Offices Sustainability Checklist

What's it all about?

As part of Adult & Community Services own Sustainability Action Plan, a checklist has been created for Area Offices to encourage sustainable working practices and gain a Countywide standard. The checklist contains a list of 10 action points and covers areas such as; recycling of office waste, procurement of office stationery and economic use of I.T., including duplex printing and economode facilities on PC's.



Who is involved?

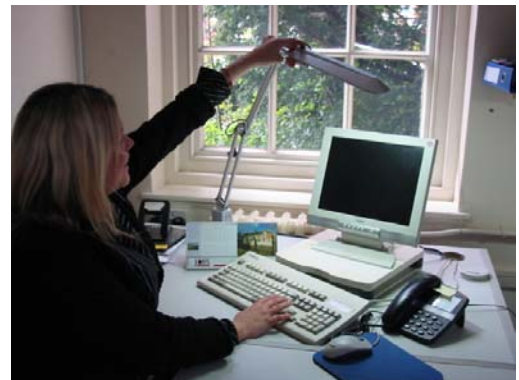
The teams in the area offices have all been involved in the process and have to date provided information on their current position and set themselves targets to achieve. Some teams, for example, have pledged to increase the amount of waste they recycle or to ensure that all members of staff are able to carry out duplex printing.

Where next?

Once all offices are to an agreed standard it will be up to them to maintain it and to continue promoting the benefits of sustainable working.

Want to know more?

Contact: **Dennis Buckley**, Sustainability Steward, on 01905 766468



Social Services Sustainability Audit Pilot

What's it all about?

As part of the continuing work for the Sustainability Action Plan, a pilot audit was created to examine aspects of sustainability. The audit covered a wide range of areas including recycling, procurement and energy conservation. Once information has been collated the same process will be applied across Adult & Community Services establishments and will be used as a basis for the gaining a recognised standard and encouraging the benefits of sustainable working practices.



Who's involved?

The three pilot sites were chosen in order to gain an overview of the situation in different service areas. The sites involved were Perryfields SEC, The Grange home for older people and Hillview Children's Home. Each site nominated members of staff to act as future points of contact for Sustainability issues and are involved in promoting the project to team members. A number of units are already committed to sustainable development. For example Perryfields SEC is involved in a number of local sustainability initiatives including the Rainbow Recycling Unit, The Worcester Resource Exchange and The Pump House Environment Centre in Worcester.

Where next?

Once all the information has been collated audits will take place at all Adult & Community Services establishments and work will continue to promote the benefits of sustainable working.

Want to know more

Contact: **Dennis Buckley**, Sustainability Steward on 01905 66468

Section B

Leading by Example

Addressing the Council's operational impacts on the community and environment

Actions in italics refer to actions from Environmental Services' Performance Plan & relevant unit plan

Improve energy efficiency and reduce CO₂ emissions of Council activities				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET (T) / INDICATOR (I)	CONTRIBUTES TO:
B1 Develop & implement Carbon Management Programme actions, to include those below:	SH , All Departments	Staff Time	T= Implement by March '07 Council to be carbon neutral by the end of 2010 I= CO ₂ emissions	Climate Change Strategy Efficiency savings Corporate procurement strategy
B2 Work to develop a spend to save programme to enable more energy efficiency measures to be introduced	SH , IP, TD (Finance)	Staff time Initial investment in energy efficiency measures	T= Programme in place by March 07 Recommendations implemented by March '07 I= Savings made	Carbon Management Programme Climate Change Strategy Efficiency savings Corporate procurement strategy
B3 Work to develop a mechanism to return a proportion of energy efficiency savings to the units that made them	SH , Property Services, Finance	Staff time Redistribution of energy efficiency savings	T= Mechanism in place by March 07 I= Energy consumption & cost per year	Carbon Management Programme Climate Change Strategy Efficiency savings Corporate procurement strategy
B4 Explore opportunities & implement action to reduce energy use through staff accommodation moves	SH , IP, Facilities	Staff time Initial investment in energy efficiency measures	T= ongoing I= energy consumption per year	Carbon Management Programme Climate Change Strategy
<i>B5 Explore opportunities to reduce energy use by street lighting</i>	<i>D Powell, (Street Lighting), EA, SH</i>	<i>Staff time Initial investment in energy efficiency measures</i>	<i>T= ongoing I= total energy consumption per year & energy consumption per lamp per year</i>	<i>Carbon Management Programme Climate Change Strategy Efficiency Savings</i>

B6 Reduce energy use by County Council's & contractor's vehicles	P Smith , (Waste & Passenger Transport) P Jameson, N Yarwood , (Highways & Transportation) SH	Staff time Possible initial investment in energy efficient or low carbon measures	T= Undertake analysis of mileage travelled by maintenance vehicles between April and June 06 T= Achieve a 55% reduction on this benchmark by March 07 I= CO ₂ emissions attributable to Fleet Transport I= maintenance vehicle mileage	Carbon Management Programme Climate Change Strategy Efficiency Savings
Reduce staff travel by car				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET (T)/ INDICATOR (I)	CONTRIBUTES TO:
B7 Monitor & report on corporate transport energy use	SH TD, (Finance), Fleet Management	Staff time	T= annual reporting (see pg 10) I= Fleet & Business Miles per year	Carbon Management Programme Climate Change Strategy Local Transport Plan
B8 Implementation of staff travel plan for County Hall	County Council Travel Plan Manager , CM	Staff time Provision of facilities	T= 20% reduction in single occupancy car travel to work by 2007 I= Staff mileage, journey to work survey data	Carbon Management Programme Climate Change Strategy Local Transport Plan
B9 Development of staff travel plans for locations away from County Hall	<i>County Council Travel Plan Manager, Employee Travel Plan Officer</i>	Staff time Provision of facilities	T= Staff travel plans for other County Council sites by 2007 I= Staff mileage, journey to work survey data	Carbon Management Programme Climate Change Strategy Local Transport Plan
B10 Explore opportunities and implement actions to reduce staff travel by car through accommodation moves	County Council Travel Plan Manager , CW , Sust Stewards	Staff time Provision of facilities	T= 20% reduction in single occupancy car travel to work by 2007 I= Staff mileage, journey to work survey data	Carbon Management Programme Climate Change Strategy Employee Travel Plan
Improve water efficiency of Council activities				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
B11 Develop & implement a corporate water efficiency strategy to include the following;	SH IP (Property Services)	Staff time	T= By end Dec 06 I= Water consumption per year	Efficiency savings Carbon Management Programme

B12 Introduce a Corporate monitoring and reporting system on water use across the council	SH, CM , Facilities, Building Managers	Staff time	T= By end March 07 I= Baseline figure established	Efficiency Savings Carbon Management Programme
B13 Work to develop a spend to save programme to enable water efficiency measures to be introduced	SH , IP (Property Services) Finance	Staff time Initial investment in water efficiency measures	T= programme in place by end March '07 Implement by March '08 I= Savings made	Efficiency savings Carbon Management Programme
Minimise the amount of waste produced by Council activities				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
B14 Develop Corporate Waste Strategy to incorporate the following;	SH , (Property Services), IH, EA, JM, CM,	Staff time	T= by end Oct 06	Efficiency Savings, Carbon Management Programme Climate Change Strategy Joint Municipal Waste Strategy
B15 Monitor & report corporately on waste production & recycling	SH , CM, JM, EA, Building managers	Staff time,	T= Establish accurate data by Oct '06 Reduce waste & increase recycling rate I= amount of waste production per year	Carbon Management Programme County Climate Change Strategy Joint Municipal Waste Strategy
B16 Development of recycling facilities across the council including schools	SH, JM, EA, CM, DB, IH, JR, Building Managers	Staff time Collection facilities/costs	T= ongoing I= Amount recycled per year	Carbon Management Programme Climate Change Strategy Joint Municipal Waste Strategy
B17 Roll out waste audits & target setting across the council including schools	DB, SH , JR, RB, JM , EA, CM, Building Managers	Staff time	T= Waste audits at 5 County Council sites by end Dec 2006 I= Amount of waste produced per year	Efficiency Savings, Carbon Management Programme Climate Change Strategy Joint Municipal Waste Strategy
B18 Explore opportunities and implement actions to minimise waste, particularly furniture, through accommodation moves	DB, CW , CM, SH , IH, Building Managers, Sustainability Stewards	Staff time	T= Ongoing I= Amount of waste production per year	Efficiency Savings, Carbon Management Programme Climate Change Strategy Joint Municipal Waste Strategy

B19 Seek to reduce the amount of paper consumed	K Stilgoe, (Admin, Environmental Services) EA, JM, All Departments	Staff time	T= Reduce reams A4 paper used by 20% from 2001/2 baseline by March 2006 I= Amount of A4 paper used per year	Efficiency Savings, Carbon Management Programme Climate Change Strategy Joint Municipal Waste Strategy
B20 Investigate ways of reducing amount of putrescible organic waste from County Hall sent to landfill, e.g. feasibility of composting or anaerobic digestion	CM (Facilities) EA, SH	Staff time Cost of facilities or collection required	T= by end June '06 I= reduction in putrescible waste sent to landfill	Carbon Management Programme Climate Change Strategy Joint Municipal Waste Strategy

Sustainable construction & refurbishment of council property

ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
B21 Achieve good/ very good/ excellent BREEAM standard for all new council school buildings and major refurbishments above threshold	IP , RLJ, DG (Property Services)	Staff time	T= ongoing I= % of new buildings meeting standard	CPA Corporate Procurement Strategy Carbon Management Programme

Promote Biodiversity

ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
B22 Seek to ensure that all relevant Council operations follow best practice guidance on Biodiversity	PV , (Planning & Economy), Corporate HR, Council land managers, Highways, Development Control, architects/ surveyors	Staff time, training costs,	Ongoing	Worcestershire Biodiversity Action Plan National BAP

Reduce pollution from Council's activities

ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
B23 Work to develop a corporate pollution reduction strategy	SH , (Property Services), EA, CM, Building Managers,	Staff time	T= By April 07 I= No. of reported pollution incidences	National Air Quality Strategy

	Fleet Management Council land managers, Highways, Development Control, architects			
Ensure the Council's procurement of goods & services promote Sustainable Development				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
B24 Work to ensure the corporate procurement strategy, especially KP13, is implemented, to include;	MH , (Finance), EA ,	Staff time	T= ongoing I= See below	CPA Corporate Procurement Strategy
B25 Specification of County agreed environmental, social & ethical requirements, within major contracts (to align with Corporate Procurement Strategy)	MH , EA , Contract Commissioners ,	Staff time	T= ongoing I= Number of major contracts specifying environmental, social & ethical requirements.	CPA Corporate Procurement Strategy
B26 Corporate requirement for Council's major suppliers to provide information on their environmental & social performance.	MH , EA , Contract commissioners, key purchasers.	Staff time	T= ongoing I= Number of suppliers who have provided information on their environmental & social performance.	CPA Corporate Procurement Strategy
B27 Provision of assistance to Council's suppliers (especially SMEs) in improving their environmental & social performance.	EA , JM , MD , MH	Staff time	T= ongoing I= Number of suppliers receiving assistance	CPA Corporate Procurement Strategy
B28 Encourage procurement of services & goods from local businesses where this will provide best value in accordance with appropriate legislation	MG , SR , EA , MH	Staff time	T= ongoing I= Proportion of total annual procurement spent with local businesses – baseline to be established	CPA Corporate Procurement Strategy

B29 Encourage procurement of services & goods from third sector enterprises e.g. voluntary, community & social enterprises, where this will provide best value in accordance with appropriate legislation	MG , PS, EA, MH,	Staff time	T= ongoing I= Proportion of total annual procurement spent with third sector enterprises - baseline to be established	CPA Corporate Procurement Strategy
B30 Increase the level of recycled materials used in County Council highways works	<i>PJ, MJ (Highways & Transportation)</i>		<i>T= tonnages to be monitored for 6 months to build targets for 06/07</i> <i>T= New KPI to be agreed - % disposal materials recycled & % total put back into road works</i>	<i>Efficiency Savings (reduction in landfill tax)</i> CPA <i>Joint Municipal Waste Strategy</i> <i>National Waste Strategy</i>
B31 Run WRAP pilot programme to increase the amount of recycled material used in Redhill School construction programme	RLJ , IP (Property Services) WRAP	Staff time	T= Increase % of materials used in project that are recycled beyond industry standard I= % of materials used in project that are recycled	Efficiency Savings CPA Joint Municipal Waste Strategy National Waste Strategy
B32 Explore ways to increase the proportion of paper purchased that is 100% recycled	K Stilgoe, EA , Design & Print, Stationery Purchasers	Staff time, Possible minimal increase in cost	T= establish baseline figure for proportion of paper purchased that is 100% recycled by June 06 I= % of paper purchased that is recycled	CPA Joint Municipal Waste Strategy National Waste Strategy
B33 Introduce a Fairtrade policy for the Council	JM , EA, CM, Caterers, catering purchasers, MH	Staff time	T= March '06 I= Number of locations providing Fairtrade food as an option	CPA Corporate Procurement Strategy
B34 Produce & disseminate a corporate sustainable procurement guide	EA , MH	Staff time	T= June 2006	CPA Corporate Procurement Strategy
Raise staff awareness of environmental, social & ethical issues at work and at home				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
B35 Deliver 'Wicked Issues' Training as an introduction to sustainability for staff at all levels	EA , KClulow, (Training & Development), JM	Staff Time venue, refreshment & transport costs	T= 6 courses per year. 50% targeted staff attended Wicked Issues by March 2007 (final aim is for 80%) I= Number of staff taking part	Multiple

B36 Deliver training to staff unable to attend Wicked Issues via video & workbook	RB , (Training & Development), DB , EA, JM, Team leaders, individual staff	Staff time	T= ongoing I= Number of staff taking part	Multiple
B37 Tailor staff training to job areas via staff away day sessions and team briefings	EA , KClulow, (Training & Development), JM, Sus Stewards	Staff time	T= ongoing I= Number of staff taking part	Multiple
B38 Promote staff intranet pages on Sustainability	JM	Staff time	T= ongoing I= number of hits in 06/07	Multiple
B39 Develop further general sustainability displays and materials	JM	Staff time Display & materials costs	T= Developed by Nov 06 I= Number of locations display exhibited	Multiple
B40 Run a series of mini staff awareness campaigns	JM , EA, Others as relevant	Staff time Publicity materials	T= 4 campaigns by March 07 I= Number of staff taking part	Multiple

Develop an Environmental Management System

ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
B41 Pilot of formal EMS in one service area	Sus Stewards, Property Services	Staff time	T= ongoing I= Formal system established.	CPA Carbon Management Programme (CMP)
B42 Develop & carry out sustainability audits in County Council properties	DB , (Adult & Community Services), JR, (Children's Services), JM, EA, Sust Stewards	Staff time	T= Carry out 10 sustainability audits by March 07 I= No. of buildings audited	CPA CMP

Improve reporting on Corporate Sustainability Performance

B43 Incorporate sustainability reporting into corporate performance management process	EA, WJ, SH	Staff time	T= Corporate Sustainability Indicators reported on March' 07.	Corporate plan CMP
B44 Consideration of ways to improve reporting including consideration of CIPFA report 'Advancing Sustainability Accounting'	TD, (Finance) , EA, SH, Sustainability Stewards	Staff time	T= June '06	CPA UK SD Framework

Section C

Promoting Sustainable Development In The Wider Community

Ensuring sustainable development is promoted throughout the County

Key Issues for Action;

This section aims to address the following gaps and areas for further development identified as important for action;

- The need to continue working with schools, colleges & other organisations to **develop awareness & action on sustainability by Worcestershire's Citizens**
- The need to **help Worcestershire's Citizens to adopt more sustainable lifestyles by promoting & facilitating;**
 - use of sustainable transport
 - waste minimisation
 - energy efficiency
 - protection & enhancement of biodiversity
- The need to **influence the Worcestershire Partnership to ensure that policies and decisions reflect the Partnership's core values, including those that relate to sustainable development**
- The need to **improve the environmental and social performance of local businesses**
- The need to encourage the development of **social enterprises and enterprises based on environmentally sustainable technology**

Current Strengths;

policies, plans and activity include;

- Worcestershire's Community Strategy reflects the principles of sustainable development
- Education for Sustainable Development is being successfully implemented in Worcestershire's primary school curriculum
- Eco schools scheme running in half of all Worcestershire schools, (see case study).
- WCC's Bishops Wood centre provide education for sustainable development to 13,000 children & adults a year
- WCC's Waste Services Division work to promote household waste minimisation as a key partner in County wide campaign.
- WCC's Highways & Transportation Delivery & Operations Unit work to promote traffic reduction via; Employee Travel Plans to Worcestershire Employers, School Travel Plans, Walking Buses, cycle routes and cycle proficiency training
- WCC Passenger Transport Unit is running pilot project Worcester; Sustainable Travel Town
- WCC is a partner in the County's Affordable Warmth Strategy
- WCC a key partner in the Worcestershire Biodiversity Partnership
- WCC Countryside Division publish a funding database for community environmental projects
- WCC Economic Development Division are working to develop a sustainable local economy, including the promotion of social enterprise & environmentally sustainable technology

Case Study: Ecoschools

Well over half of the schools in Worcestershire (currently 159) are actively involved in the Eco-schools programme. 19 of these have been awarded the prestigious Green Flag Award.

Eco schools is an award scheme to encourage everyone in the school community to get involved in making the school, local & global environment better. Sustainable development becomes part of the life and ethos of the school.

The Eco Schools process involves the whole school (pupils, teachers, non-teaching staff and governors) together with members of the local community (parents, the local authority, the media and local businesses) to focus on the following themes:

- Litter
- Energy
- School grounds
- Water
- Waste
- Healthy Living
- Transport

The Eco Schools programme involves three main stages:

1. implementing the seven elements of the process
2. applying for one of the three Eco Schools awards - a bronze-level award, a silver-level award or a Green Flag - depending on how much the school has achieved
3. renewing the award every two years.

There are many great examples from schools across the County that demonstrate the benefits of this active, participatory and empowering approach to sustainable development education, not least the most recent school to receive the Green Flag Award;

St Nicholas CE Middle School, Pinvin

Here students meet every week to plan work on improving the environmental impact of their school. They have encouraged everyone in the school to get involved; leading their own assemblies and maintaining a notice board recording progress. The scheme has helped develop students' capacity to make a positive difference to their school, local community and the wider world.

For more information: **Rupert Brakspear** Education for Sustainable Development Officer x 6378



Section C

Promoting Sustainable Development In The Wider Community

Ensuring sustainable development throughout the County

Actions in italics refer to actions in Environmental Services Performance Plan & unit plans

Work with schools, colleges & other organisations to develop awareness & action on sustainability by Worcestershire's Citizens				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET (T)/ INDICATOR (I)	CONTRIBUTES TO:
C1 Development and implementation of Education for Sustainable Development (ESD) Strategy to encompass education and awareness raising in all schools and in the wider community to include the following;	SP , RBr, (Planning & Economy) JR, (Education, Bishopswood), other relevant WCC officers	Staff time	T= ongoing T= Ecoschools - increase numbers of schools registered to Ecoschools scheme by 10% & Green Flagged by 50% by end of 05/6 academic year	National ESD Strategy WCC Education Development Plan
C2 Ensure items on sustainability issues are included on the Council website and in community newsletters	EA, JM , Communications Unit	Staff time Possible print costs	T= Number of articles	CPA – actively communicate environmental issues to the wider community
C3 Raise awareness through displays and activities at public council events e.g. Skills on Show	JM , EA, other relevant units	Staff time Marquee hire Publicity materials	T= Displays / activities at Skills on Show (July 2006) I= no. people who take part in promotional activities	CPA Climate Change Strategy

Help Worcestershire's Citizens to adopt more sustainable lifestyles

Encourage the use of Sustainable Transport

ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
C4 Deliver Local Transport Plan to include the following;	<i>P Jameson, MJ, (Highways & Transportation)</i>	<i>Staff Time, Promotional materials</i>		<i>Local Transport Plan Climate Change Strategy Environmental Services Performance Plan</i>
C5 Develop new Employer Travel Plans	<i>P Jameson, MJ, SJ (Highways & Transportation)</i>	<i>Staff Time, Promotional materials</i>	<i>T= By march 07 design 7 implement 18 new employer travel plans</i>	<i>Local Transport Plan Climate Change Strategy Environmental Services Performance Plan</i>
C6 Reduce car journeys to school	<i>P Jameson, MJ, SJ (Highways & Transportation)</i>	<i>Staff Time, Promotional materials</i>	<i>T= to be set once baseline data available I= mode share of school journeys</i>	<i>Local Transport Plan Climate Change Strategy</i>
C7 Stabilise and then reduce CO2 emissions attributable to traffic in County	<i>P Jameson, MJ, SJ (Highways & Transportation)</i>	<i>Staff Time, Promotional materials</i>	<i>T= stabilise emissions at 2004 /5 levels 1.43 million tonnes per year by 2010.11. Stretch target = reduce emissions to 1.380 million tonnes per year by 2010/11 I= tonnes of CO2 attributable to traffic</i>	<i>Local Transport Plan Climate Change Strategy</i>
C8 Develop new School Travel Schemes	<i>P Jameson, MJ, SJ (Highways & Transportation)</i>	<i>Staff Time, Capital Cost, Promotional materials</i>	<i>T= By March 07 design & implement 30 new school travel plans</i>	<i>Local Transport Plan Climate Change Strategy Environmental Services Performance Plan</i>
C9 Deliver Sustainable Travel Town Project	<i>P Browne, E van de Graaff (EvdG), (Waste & Passenger Transport)</i>	<i>Staff Time, Promotional materials</i>	<i>T= 20% reduction in car journeys in Worcester by 2009/10 (from 2004/05) I= Number of car journeys in Worcester</i>	<i>Local Transport Plan Climate Change Strategy Environmental Services Performance Plan</i>
C10 Deliver County Bus & Information Strategy	<i>P Browne, EvdG, (Waste & Passenger Transport)</i>	<i>Staff Time, Promotional materials</i>	<i>T= Increase number of bus passenger journeys to 14.017 million by end March 07 I= Number of bus passenger trips in 06/07</i>	<i>Local Transport Plan Climate Change Strategy Environmental Services Performance Plan</i>

Encourage Waste Minimisation				
C11 Deliver Joint Municipal Waste Strategy in partnership with District Councils & Herefordshire Council to include the following;	<i>P Browne, I Holebrook, (IH) (Waste & Passenger Transport)</i>	<i>Staff Time, Capital costs, Promotional materials</i>	<i>T = Increase % of household waste recycled or composted to 30.5% by end March 07</i>	<i>Joint Municipal Waste Strategy Climate Change Strategy Environmental Services Performance Plan National Waste Strategy BVPI 82 a & b</i>
C12 Continue to deliver the <i>Mission Impossible</i> & 'Waste Challenge' waste minimisation initiatives	<i>P Browne, IH, (Waste & Passenger Transport)</i>	<i>Staff Time, Capital costs, Promotional materials</i>	<i>T = Reduce amount of household waste collected per head from 532kg pp to 525kg pp by end March 07</i>	<i>Joint Municipal Waste Strategy Climate Change Strategy Environmental Services Performance Plan National Waste Strategy BVPI 184</i>
Encourage Home Energy Efficiency				
C13 Deliver Worcestershire Affordable Warmth Strategy in partnership with District Councils & WEEAC to include the following;				
C14 Develop a referral service for Social Service service users at risk of fuel poverty to enable them to benefit from free energy efficiency advice & measures e.g. insulation	DB , (Social Services), WEEAC, EA	Staff time, Staff training,	T= Referral service in operation by March '07	Worcestershire Affordable Warmth Strategy Worcestershire Climate Change Strategy
Promote Biodiversity				
C15 Deliver Worcestershire Biodiversity Action Plan in partnership with other members of the Worcestershire Biodiversity Partnership to include the following;	MM , (Environmental Services), Biodiversity Action Plan Manager	Staff Time, Funding bids	T= Included in Worcestershire Biodiversity Action Plan (to be revised, 2006)	Worcestershire Biodiversity Action Plan

C16 Deliver the Biodiversity Vision Mapping initiative with local communities	Biodiversity Action Plan Manager , RBr	Staff Time Funding bids	T= Vision maps completed with 9 Parishes by March 07.	Worcestershire Biodiversity Action Plan
Work to influence the LSP to ensure that policies and decisions reflect the LSP's core values, including those that relate to sustainable development				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET (T) / INDICATOR (I)	CONTRIBUTES TO:
C17 As part of the Community Strategy Review develop a methodology to ensure sustainability, alongside other cross cutting issues, is integrated into Community planning processes.	P Clark,(PC) , EA, DBr, Forum for the Future	Staff time	T= end Dec '06	Community Strategy National & Regional SD Frameworks
Work with other LSP partners in developing and implementing County Climate Change Strategy				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET (T)/ INDICATOR (I)	CONTRIBUTES TO:
C18 Progress on Climate Change Strategy to be presented and discussed at LSP Board meetings	PC, EA , other LSP partners	Staff time	T= ongoing	Community Strategy
C19 Encourage partners to sign up to the Worcestershire Climate Change Pledge	EA, PC , other LSP partners	Staff time Publicity materials	T= 100% LSP board members signed up by March '07 I= No. of organisations participating	Climate Change strategy

Improve the environmental performance of local businesses				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
C20 Work with partners to develop and provide assistance to SMEs in improving Sustainability Performance especially on Energy Efficiency	EA, Chamber of Commerce , JM MD (Worcs Tech), Business Link, District Councils	Staff time Funding bid	T = ongoing I= number of businesses taking part	Worcestershire Economic Strategy CPA
C21 With partners work to provide support on environmental performance to businesses via Environmental Business Park Initiative	JM, MD (Worcs Tech), British Business Parks, H Mead, Business Link, District Councils,	Staff time Promotional materials	T = ongoing I= number of businesses taking part	Worcestershire Economic Strategy CPA
Encourage the development of social enterprise				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
C22 As a partner in H&W Partners for Social Enterprise (PSE) Continue to develop & implement strategy & sector specific action plans to support & promote new & existing social enterprises, including recycling enterprises.	PSE , P Sampson (PS), (Planning & Economy)	Staff time	T= ongoing By June 06 deliver targets linked to 'Change Up' funding; <ul style="list-style-type: none"> o Engaging with public procurement o Website & directory of social enterprise o Training & skills development o Awareness raising events o H&W social enterprise conference 	County Economic Strategy Rural Action Plan Regional Economic Strategy Community First Strategy
Encourage the development of enterprises based on environmentally sustainable technology				
ACTION	WHO'S INVOLVED	RESOURCE IMPLICATIONS	TARGET/ INDICATOR	CONTRIBUTES TO:
C23 Support Worcestershire Rural Hub in development of energy from biomass programme	PS , (Planning & Economy) , SH, PD, EA	Staff time	T = ongoing	County Economic Strategy Rural Action Plan

Headline Corporate Sustainability Performance Indicators

Indicators	Targets for 2006/07
• Councillor engagement	30% Councillors attended briefing sessions on sustainable development by March 2007
• Staff training	50% targeted staff attended Wicked Issues by March 2007 (final aim is for 80%)
• Energy Consumption (Buildings)	Reduce energy consumption in Council run buildings by 10% by March '08
• Carbon Emissions	Reduce Carbon emissions attributable to Council by 53% from 2003 levels by end March '10
• Commuting & Business Travel	Reduce corporate transport energy use by 50% by 2010 Reduce number who travel to work in single occupancy cars by 20% by 2010
• Water Consumption	Reduce water consumption by 36% by 2010
• Waste & recycling	Establish accurate baseline of waste produced & recycled in Council managed buildings. (Seek to reduce waste produced and increase amount recycled)
• Paper Consumption	Reduce reams A4 paper used by 20% from 2001/2 baseline by March 2006
• Paper Procurement	Establish baseline for % of A4 paper used that is 100% recycled, (seek to increase %)
• Schools engagement	Register 15 new schools to the Ecoschools scheme by end of 05/6 academic year
○ Construction	100% all new schools or major refurbishments above set threshold to achieve BREEAM good, very good or excellent standard

APPENDIXES

WCC Sustainability Action Plan – Where does it fit in?

The WCC Sustainability Action Plan supersedes the County Council's commitments in the 1996 Worcestershire Local Agenda 21 Action Plan.

The 1996 Worcestershire Local Agenda 21 Action Plan (formerly the Hereford & Worcester Local Agenda 21 Action Plan) was subsumed by the Worcestershire Community Strategy, a ten year plan developed by the Worcestershire Partnership, which includes the Council and other partners, such as the Primary Care Trusts and Police, and which sets out the following priority areas for action;

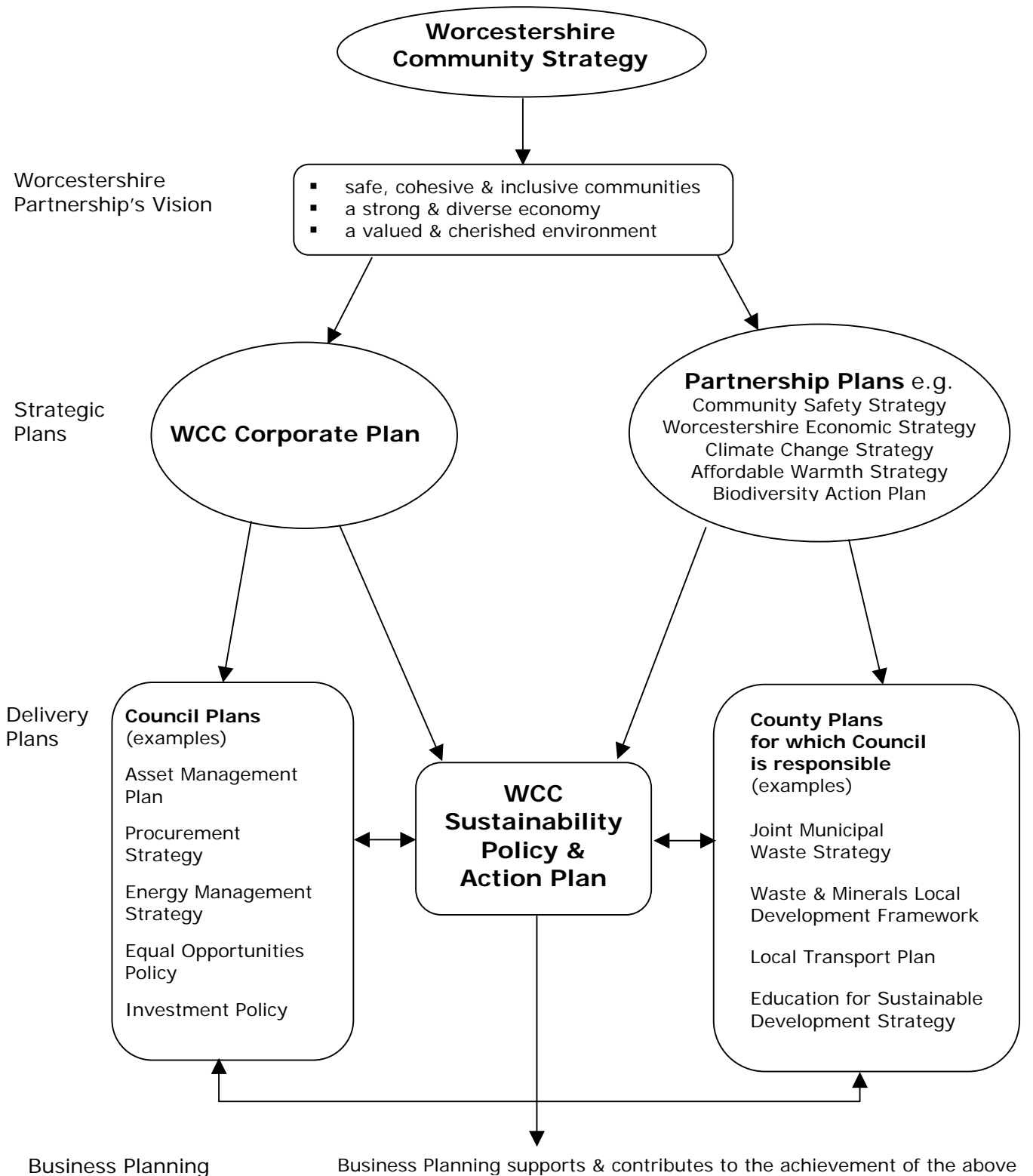
- Economy & Transport
- Lifelong Learning
- Health & Social care
- Environment
- Community Safety
- Connecting Worcestershire (Access & Participation)
- Culture

Multi agency task groups are coordinated through the Worcestershire Partnership's Community Planning process to take forward areas of sustainability not covered by WCC's Sustainability Action Plan, and members of the Partnership are responsible for documents, such as the County's Structure Plan, (Land Use Plan), which at their heart promote the principles of sustainable development.

Diagram 1 below shows the linkages between the Council's Sustainability Action Plan and other Countywide and Council plans

Diagram 1

The following diagram may be useful to show how the WCC Sustainability Action Plan links together with a range of Council and other County Plans & Strategies



Business Planning - sets out aims, priorities & performance measures for Council services on a departmental basis on an annual basis e.g. Education Development Plan

Table 1

Table illustrating the breadth of the issues and impacts that need to be taken into account by the Council in promoting sustainable development.

<p>Social Aspects of Sustainable Development</p>	<p>Economic Aspects of Sustainable Development</p>	<p>Environmental Aspects of Sustainable Development</p>
<p>Education & Training Equal opportunities (race, disability, gender, marital status, sexual orientation, age) Building local communities Human Rights Participation & Local Democracy Consumer rights & interests Regeneration Social Inclusion Health & Safety (Workplace) Eradication of poverty Health Reducing Crime & Fear of Crime Safety (e.g. goods, streets) Access to services, infrastructure & landscape Local environmental quality & amenity Access to culture, heritage & sport Fair & open dealing with service users Supporting charities & suppliers Ethical investment Public Services (e.g. care centres, Schools, libraries etc.)</p>	<p>Fair & Rewarding Employment Workforce development – education & skills Standard of Living Trade (inc Fairtrade) Integrated Transport Better Regulation Resource use/efficiency Sustainable production Competitiveness Sustainable consumption High quality goods & services Procurement policies Value for money Waste Energy Resources and use e.g. renewable energy</p>	<p>Noise Forests & Woodlands Litter Contaminated land Biodiversity Climate Change Wildlife Pollution Landscape Air Quality Soil Quality Fresh water quality Mineral Resources Water demand, availability & affordability</p>

(Adapted from the UK 's 2nd Strategy for Sustainable Development; 'A Better Quality of Life' 1999)

Abbreviations used in the Action Plan

CM	Colin Merrison	Facilities Manager	Corporate Services
CW	Carol Woolliscroft	Project Manager - Accommodation	Corporate Services
DB	Dennis Buckley	Senior Support Services Coordinator	Adult & Community Services
DBr	Dale Bristow	Senior Planner	Planning, Economy & Performance (PEP)
<i>DCs</i>		<i>District Councils</i>	
DG	Dermot Galvin	Principal Architect	Corporate Services
EA	Elizabeth Alston	Sustainability Officer	PEP
<i>ESD</i>		Education for Sustainable Development	
<i>FFTF</i>		Forum for the Future	
IP	Iain Paul	Design & Estates Unit Manager	Corporate Services
JM	Jenny Moreton	Economic Development Assistant	PEP
JR	John Rhymer	Teacher Advisor for Education for Sustainable Development	Childrens' Services
KC	Karen Clulow	Training Officer	Corporate Services
KH	Karen Hanchett	Senior Transport Officer	Environmental Services
MD	Margaret Dobson	Business Advisor	Bishops Wood Centre
MG	Margaret Gray	Principal Economic Development Officer	PEP
MH	Michael Howard	Strategic Procurement Officer	Financial Services
MM	Mark Middleton	Head of Planning, Economy & Research	PEP
MR	Margaret Reilly	Policy and Review Officer	PEP
PH	Phil Harris	Chief Engineer	Corporate Services
PS	Paul Sampson	Regeneration Officer	PEP
RB	Roger Britton	Development & Training Officer	Corporate Services
RBr	Rupert Brakspear	Education for Sustainable Development Officer	PEP
SH	Simon Hartley	Energy Manager	Corporate Services
SP	Stephen Pickering	Education for Sustainable Development Officer	PEP
SO'L	Suzanne O'Leary	Overview & Scrutiny Officer	Corporate Services
TD	Tony Dipple	Head of Financial Appraisal	Finance
TL	Tony Leak	Performance Manager	Adult & Community Services
<i>WEEAC</i>		Warwickshire & Worcestershire Energy Efficiency Advice Centre	

Sustainability Stewards Membership

Chair:

Mark Middleton	Head of Planning, Economy & Research Services	Planning, Economy & Performance (PEP)
Elizabeth Alston	Sustainability Officer	PEP
Rupert Brakspear	Education for Sustainable Development Officer	PEP
Roger Britton	Development & Training Officer	Corporate Services
Dennis Buckley	Senior Support Services Coordinator	Adult & Community Services
Rachel Datlen	Countryside Greenspace Manager	Environmental Services
Richard Foot	Admin Services Officer	Children's Services
Margaret Gray	Principal Economic Development Officer	PEP
Simon Hartley	Energy Manager	Corporate Services
Robert Lewin Jones	Senior Architect	Corporate Services
Colin Merrison	Facilities Manager	Corporate Services
Jenny Moreton	Economic Development Assistant	PEP
Iain Paul	Design & Estates Unit Manager	Corporate Services
Jane Paynter	Waste Challenge Manager	Environmental Services
Stephen Pickering	Education for Sustainable Development Officer	PEP
John Rhymer	Teacher Advisor for Education for Sustainable Development	Children's Services
Ruth Stafford	School Travel Plans Coordinator	Environmental Services
Adrian Tame	Administrator	Financial Services

