

A Sustainable City Council: doing our bit, inspiring others

**The Sustainability Strategy
for the Council**

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Vision

Our vision is of a Winchester City Council where sustainability is understood, valued and pursued by everyone.

In all that we do, positive benefits, to the environment, to society and to the economy, are achieved and adverse impacts minimised.

The culture of sustainability within the Council is obvious in the fabric of our buildings, the way our staff and members work, the materials we use and the way we travel.

Through this, Winchester City Council provides an example to others of the way we can work, and live, more sustainably.

This is our vision for the future. We recognise that this will not be achieved quickly or easily, that there will be different interpretations of what is 'most sustainable' and limitations on what can practically be achieved, but this vision is intended to be aspirational and challenging to help us move forward positively.

What is Sustainability?

- 1 The widely-used international definition is 'meeting the needs of the present without compromising the ability of future generations to meet their own needs'.¹
- 2 This brings together the concepts of social progress, prudent use of natural resources, protection of the environment and economic growth. In the past, economic development has been at the expense of society and environment. Sustainability, or Sustainable Development, recognises that all three aspects are inextricably linked and aims to benefit them simultaneously.
- 3 We recognise that this is not a simple task, requiring action by all sectors and sections of society. However, Winchester City Council can and must play its part, ensuring that its own actions are sustainable, and providing inspiration for others to do likewise.

Purpose of This Strategy

- 4 Sustainability applies both to *what* we do and *how* we do it. Decisions about service provision are already covered by the core documents of the Council (Corporate Strategy and Business Plans) and the Local Strategic Partnership's Community Strategy is based on sustainability principles. This strategy should not be repeating the focus of these documents but rather should be seeking to ensure they are meeting sustainability aims. This Strategy will therefore focus on integrating sustainability into how the Council functions, rather than looking at what it does. It is intended to complement the core documents, working together to create sustainable solutions. The title "A Sustainable City Council: doing our bit, inspiring others" has been chosen to convey this purpose.
- 5 As the focus of this strategy is internal, no explicit reference is made to customers, communities or partnerships. We recognise, however, that these areas are important. We will work in partnership where appropriate, and through this Strategy we will guide our actions and set an example, providing a sound basis on which to influence others in the future.

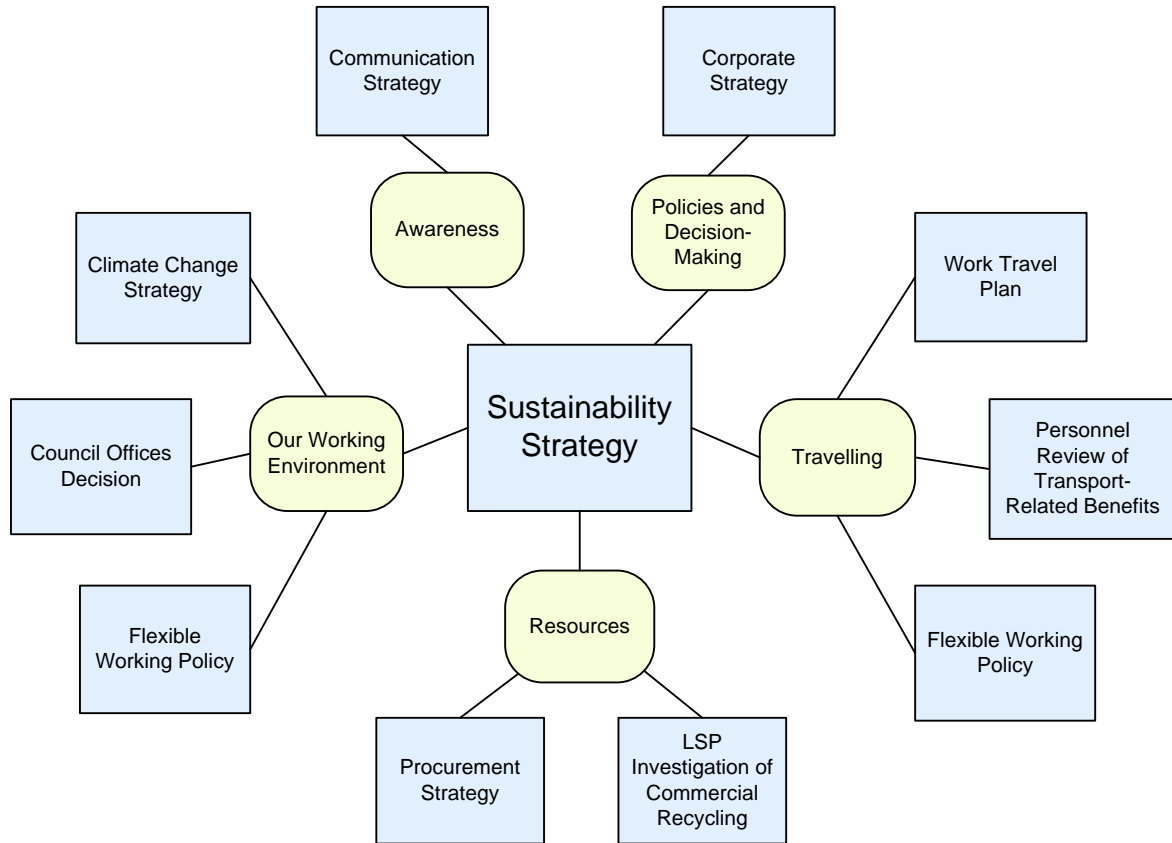
¹ World Commission on Environment and Development (1987), *Our Common Future*, Oxford: Oxford University Press

Guiding Principles

- 6 In integrating sustainability, Winchester City Council will take account of the following twelve principles. These are adapted from the national strategy to take account of the local context, the purpose of the strategy, and for clarity.
- 1. Putting people at the centre.** People's quality of life is at the centre of all that we do. This applies not only to the community of Winchester but to all those affected by the decisions we make.
 - 2. Taking a long-term perspective.** Consideration will be given to the long term, to ensure that decisions and actions taken now do not detrimentally affect the quality of life of future generations, but positively enhance it.
 - 3. Integrating social, economic and environmental factors.** These three factors will be considered simultaneously, seeking mutually supportive benefits with minimal trade-offs.
 - 4. Ensuring equity.** The well-being of all sectors and sections of society are considered, avoiding detrimental effects where possible, both within and between generations.
 - 5. Creating an open and supportive economy.** We will work towards a strong local economy that promotes resource efficiency and offers opportunities for all.
 - 6. Ensuring social inclusion.** We will make sure that we are socially inclusive, and services are accessible to all so that everyone has the opportunity to fulfil their potential, and create stronger communities.
 - 7. Respecting environmental limits.** We recognise that there are environmental limits that should not be breached, in order to avoid serious or irreversible damage. Examples include emissions of pollutants and use of water resources. Defining such limits is difficult so precautionary action must be considered.
 - 8. Applying precaution.** We must exercise caution in our policy decisions, to assess all the implications. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason to postpone cost-effective measures to prevent potential environmental degradation or social harm.
 - 9. Giving information and enabling participation.** Opportunities for access to information, participation in decision-making, and access to justice should be available to all.
 - 10. Using a knowledge base.** In making decisions, we will use available knowledge, both scientific and from public consultation, gathering new evidence where necessary.
 - 11. Making the polluter pay.** We recognise that much environmental pollution, resource depletion and social cost occurs because those responsible are not those who bear the consequence. If the polluter is made to pay for those costs, this gives incentives to reduce harm, and prevents costs from falling on wider society.
 - 12. Taking a global perspective.** While we recognise our primary responsibility is to the community of Winchester, we also realise that our actions and decisions affect others. We will take account of the global effects of our decisions, to ensure that while increasing our local quality of life, we minimise the cost to people in other regions, countries or continents.

Links

- 7 This is a cross-cutting strategy. As such it will relate to everything we do. Implementation of many of the proposals will be through other strategies, programmes, major projects and decisions. The diagram below shows the relationship of some of those, existing or proposed, to the chapters of this strategy.



- 8 In addition, it should be noted that there are many links between the chapters. The 'Awareness' and 'Policies and Decision-Making' chapters, for example, provide the basis for and support the actions in the other chapters. The strategy has been split into five chapters for practicality and they should not be taken to be exclusive areas of work. Action in all these areas is needed to integrate sustainability into the City Council.

Review

- 9 This is the first Sustainability Strategy for the Council. As such its delivery will be a learning process. It is also being developed at a time of rapid change, with the issue of sustainability growing in importance nationally and internationally. The revised UK Sustainable Development Strategy is due in 2005, and will have bearing on the Council's sustainability work. This strategy will therefore be reviewed in 2007, to take account of lessons learned so far and reflect the changing circumstances.

Measuring Impacts

- 10 In order to work effectively towards sustainability, we need to obtain an accurate picture of our impacts which we can then manage. Some indicators already exist, so we will add to these, developing a comprehensive set of sustainability indicators that will help us to determine the future actions needed.

Awareness

Ambition

The Council values sustainability. The Council will help officers and members to understand the importance of sustainability, take responsibility and apply the principles in their work. Sustainability will also be encouraged at home.

Why is this important?

- 11 Council sustainability cannot be achieved by one person, decision, or document. It will depend upon the decisions and actions made by each officer and member. Therefore, awareness of the issues, and ownership of the solutions across the Council is necessary. Everyone needs to understand and appreciate the sustainability agenda, recognising that small changes can make a difference.
- 12 'Hearts and minds' commitment is essential for ultimate success, and is key to the success of this strategy.

Current Situation

- 13 Sustainability is not fully understood by all staff, and member understanding of sustainability has not been assessed. There has, up until now, been a lack of a corporate message that sustainability is important. This is now being addressed with the production of this strategy, responsibility for sustainability set at director and portfolio level, and the formation of the corporate Sustainability Group.
- 14 There is a lack of knowledge of what to do to be more sustainable and a general lack of ownership of the issue. There is a need to keep informing and building awareness as we move forward.

Proposals

Ownership

- 15 Sustainability will be integrated into the corporate culture and, to achieve this, needs to be owned by Members and management. Achieving integration of sustainability will require commitment at all levels. Actions to work towards this are detailed below.
- 16 The role of the Director, Portfolio holder, Sustainability Group and Sustainability Officer will be promoted throughout the Council, giving staff and Members the information of who to contact for advice and information.
- 17 Many of the actions elsewhere in this strategy will be completed through existing mechanisms. Such mechanisms do not exist for raising awareness, so this work will be the main focus for the corporate Sustainability Group.

Marketing Activities

- 18 This strategy will be promoted to staff and members, using a variety of media. A programme of activities will follow, with the aims of both maintaining general awareness of sustainability and dealing with specific actions. The Sustainability Group will develop this programme, which could include articles in City Voice, competitions, visits and publicising the successes.

Training

- 19 To provide early information on the Council's approach to Sustainability, information will be included in the induction checklist and on induction training.
- 20 This will be supplemented by staff and Member training. Initially this will need to be targeted at all staff and Members, and will then move to update training and sessions on specific issues. This training will also point to the further advice and guidance available.

Guidance

- 21 Guidance is needed to explain what sustainability means in practice, what it embraces and how it can be developed. This will include dos and don'ts on issues such as energy saving and recycling, as well as general information on sustainability. The production of this guidance will follow the principles laid out in the Communication Strategy.

Application of Sustainability to Job Roles

- 22 The staff themselves will have the best knowledge of their jobs and therefore how best to integrate sustainability. This will be considered during training but there will also be opportunities to gather ideas from staff through mechanisms such as the team briefing structure developed through the Communication Strategy.

Annual Report

- 23 An Annual sustainability report – including indicators and what actions have been taken and results achieved during the year – will keep staff and members informed of progress and provide a regular update of the strategy.

Indicators

Current Indicators	Figures
% staff who understand the term "Sustainability"	68% as measured in staff attitude survey 2004
% staff who understand how sustainability is relevant to their work	55% as measured in staff attitude survey 2004
Possible Future Indicator	
% members who understand the term "Sustainability"	

Policies and Decision Making

Ambition

The principle of positive change will be supported. Policies and decisions will be made on the basis of social, environmental and economic concerns. The guiding principles will be used to ensure the most sustainable outcomes possible.

Why is this important?

- 24 Full integration of sustainability into the Council requires that it underpins policies, strategies and the high level decision-making, which will ensure its incorporation into services.

Current Situation

- 25 Currently decisions are often made on basis of cost, without consideration of wider sustainability implications. There has in the past been no general acceptance that sustainability plays an integral part in policy or decision making and therefore no mechanism to enable this.
- 26 Sustainability is now being integrated into the core documents of the Council. It is an underlying principle on which the Community Strategy is based. The agreed Corporate Strategy for 2005-8 includes a commitment for the authority to act in a sustainable way and encourage others to do likewise. Also, when developing business plans, all departments are required to consider sustainability.

Proposals

- 27 Clarity of vision is necessary to provide the basis for decision making, and the principles will guide those decisions. The vision and principles laid out in this strategy provide an important foundation to work from. In order to fully embed sustainability into Council functions it is necessary to ensure that sustainability continues to be integrated into the core documents of the Council and is incorporated into new strategies or updated documents, as well as the major decisions made. The Performance Management Framework will be used to ensure that sustainability feeds from the core documents throughout the council's functions.

Mechanisms

- 28 Guidelines and advice will be available for staff and members in how to integrate sustainability in strategy/report preparation. This will include training and support on sustainability appraisal, which will assess the implications of the issue under consideration.
- 29 Decision makers will need to have the information on sustainability implications available to them. Investigation will be made of the most useful format in which to present this information.

Indicators

Possible Future Indicators
Integration of sustainability in policies/strategies Integration of sustainability in business plans % of decisions where sustainability appraisal is used to inform process

Our Working Environment

Ambition

The places in which we work will meet high sustainability standards. This includes energy and water efficiency, with electricity generated from renewable sources. In any new building we will also seek to use the most sustainable materials and methods of construction.

Workspaces will be comfortable and efficient, offices will be accessible and welcoming, with built-in flexibility to allow for future changes. Systems of working are developed to enable people to meet the business need most effectively, with flexible IT to support this.

Why is this important?

- 30 The environment in which we work has a variety of impacts. Production of the energy used can lead to emissions of the gases that cause Climate Change. Use of water and the resources used to build and maintain the buildings will also have environmental impacts. In addition there are cost implications, with savings to be made from more efficient use of energy, water and materials. There are also impacts from travelling to and from our places of work, which are dealt with in the 'travelling' chapter.
- 31 Our working environment also has social impacts, from staff comfort and efficiency to creating work-life balance.
- 32 We can use our working environment, most particularly our offices, to provide a physical example of our intentions with regard to sustainability, demonstrating our values to staff, members and the general public.

Current Situation

Environmental Attributes

- 33 The current offices do not meet sustainability aims and there is a lack of data about how energy and water efficient the offices are. We do, however, currently purchase green electricity as part of the Hampshire consortium.
- 34 There is a lack of knowledge over the use of IT equipment, so it is often used unsustainably, and best use is not made of all the available features.

Comfort

- 35 The current offices are also uncomfortable, with particular problems of overheating in Summer, with little air circulation. In winter, they are hot in some areas, whilst cold and draughty in others, neither leading to effective working conditions. This situation has also lead to the assumption that increased comfort would necessarily mean compromising sustainability, which does not have to be the case.
- 36 The use of open plan has increased in recent years to make better use of space and aid communication. The effects of this have not been fully investigated, but some staff perceive this to have increased noise and reduced privacy, leading to a reduction in comfort levels.

Efficiency

- 37 Efficiency throughout the Council is compromised by location on several sites. This is recognised as an issue, with a single-office solution proposed and being investigated. Efficiency is also perceived by staff as being compromised with the noise generation and frequent distraction in open plan areas.

- 38 Departments also often work independently with a wide range of software, which can lead to ineffective working, and the generation of more paper records than necessary.

Flexible working

- 39 The Council is committed to flexible employment practices and recognises the benefits to staff efficiency, morale and reputation. It also has sustainability benefits, as it can reduce the need for office space, and reduce car use (see the Travelling chapter). There are currently 10 members of staff who have a formal home-working arrangement, ranging from 1 day per week to 5 days per week. There are also staff who homework informally, but figures are not recorded for these.

Proposals

- 40 The current investigation into the possibility of a new office building will affect the proposals on the way forward. The proposals below therefore cover both the existing working environment and a new office building, but action on many of these will be dependent on the decision made about future accommodation.

Current offices

- 41 Within the current offices, improvements can be made to create more environmentally sound, comfortable, efficient and accessible workplaces. Specific improvements need investigation to determine the cost, likely payback, and any funding opportunities available. This work will also relate to maintenance work planned for the buildings.
- 42 There are a number of no-cost and cost-saving measures that would create more sustainable offices, such as switching off computers and lights when not in use. These depend upon staff awareness and motivation and so are covered in the Awareness chapter.
- 43 The energy use within the offices will be examined through the Carbon Management work as part of the Council's Climate Change Strategy. For this work, accurate data on energy consumption will be required and we will therefore create an effective system for data capture.
- 44 The use of on-site generation of energy through renewable sources should be investigated to determine costs and payback. Timescales are likely to make this useful to explore only if we remain on the present sites for the foreseeable future. Consequently, this work will take place only after a decision is made on the future of the offices.
- 45 The role IT plays in creating a more sustainable working environment needs wider recognition. Energy saving features will be set up during installation of equipment and staff given the necessary information as to their use. Training on the best use of IT to minimise paper records will be included in relevant programmes. The move towards improving IT recording and storage of documents will reduce the volume of paper files.

New office

- 46 A new office built from sustainable materials and containing resource-efficient features can provide a more pleasant and efficient place to work. Such a development provides an significant opportunity to translate our sustainability aims into physical reality, presenting an example to all.
- 47 This will, however, need a rigorous approach. The Building Research Establishment Environmental Assessment Method (BREEAM) is the recognised standard for sustainability, and we should be aiming for "Excellent" standard in any new build. These requirements must be embedded into the procurement stages, may need specialist consultants and the resource costs/funding opportunities need to be investigated.

Flexible Working

- 48 Whether the Council remains in its current locations, or moves to a single office, our approach to flexible working will be important. It has benefits for sustainability as described in paragraph 39 above, but the home working environment may have adverse sustainability impacts. Guidance for flexible workers and checks in addition to those made for health and safety will help to reduce these.
- 49 The Flexible Working Strategy deals with this subject in more detail, and sustainability considerations will be included in its revision.

Other Council-Owned Buildings

- 50 The initial focus of this strategy is on the buildings in which we work. However, we recognise that other buildings we own have large energy needs and other sustainability impacts and should be included in our thinking. We shall therefore investigate how the actions we propose impact on these buildings and make further detailed recommendations in due course.

Indicators

Current Indicators	Figures
Energy Use kwh per m ²	154.35 for electricity
Energy Use kwh per fte	62.78 for gas
CO ₂ emissions from energy use kg per m ²	1977.8 for electricity (estimated)
CO ₂ emissions from energy use kg per fte	804.4 for gas (estimated)
	78
	1000 (estimated)
	All above figures are for 2002/03 for City Offices/Avalon House only. Estimations result from estimated fte figure for these offices.
Days sick per member of staff	2002/03: 11.86
	2003/04: 9.6
Possible Future Indicators	
Water Usage	
Accessibility of offices	
Office comfort	

Resources (purchasing, use and waste)

Ambition

The resources used for the Council's functions will have minimal adverse impact during production, throughout their use, and at the end of life.

Account will be taken of social, environmental and economic impacts, both locally and globally, when making purchasing decisions.

For products, impacts throughout the life of the product will be considered at the purchasing stage, to ensure the best long-term solutions.

Why is this important?

- 51 The materials we use create impacts throughout their life-cycle. Their production uses natural resources, some of which are finite; disposal at end-of-life causes impacts, whether by landfill or incineration; and they can create pollution emissions during production, use & disposal. These emissions include the gases that contribute to Climate Change.
- 52 The Council's procurement choices can have social effects, including trade justice (fair trade) and impacts on the local economy.
- 53 By purchasing sustainably, we will help to create markets for sustainable goods and services, and meet the requirement of the UK Procurement Strategy² that 'Every council should build sustainability into its procurement strategy, processes and contracts.'

Current Situation

Procurement

- 54 There is often a trade-off between cost and social and environmental concerns, with 'best value' at times being interpreted as meaning lowest short term cost. This can lead to lower quality goods with short lifespans and therefore higher usage and waste than is necessary. EU legislation provides another level of complexity to purchasing decisions.
- 55 Departments are mainly responsible for procuring the goods and services they require, with a few supplies procured centrally. This autonomy has meant that procurement methods and practices vary across departments, and data on our procurement is not collated corporately.
- 56 The Council adopted Environmental Purchasing Principles in 1994. It also passed a resolution in 2004 to take account of Fairtrade issues in the purchasing policy of the Council. However, it as yet has no guidance for staff to help account for sustainability in procurement.

Waste and Recycling

- 57 We do not collect figures for office waste produced, and the figures for recycling are also problematic to obtain, making it difficult to get a good picture of the current situation.
- 58 The Council has recycling facilities for office paper, vending machine cups, aluminium cans and printer cartridges, but staff awareness of these is patchy. Confusion is also caused by differences between home and office recycling.

² Office of the Deputy Prime Minister (2003), *National Procurement Strategy for Local Government*, London: ODPM

- 59 Particular problems with waste generation include unsolicited mail, cardboard packaging, and out-of-date leaflets.

Proposals

Procurement

- 60 Much of the impact of our resource use will be determined at procurement stage, so our procedures need to fully reflect whole-life sustainability issues. The revision of the procurement strategy and associated guidance provide the opportunity to integrate sustainability into these processes.
- 61 For major purchases, the sustainable choice may also qualify for grant funding. Mechanisms need to be in place, as part of our procurement processes, to account for this, and take into consideration the available opportunities.
- 62 Guidance on sustainable procurement will be produced for staff who raise purchase orders. This will include general advice as well as specific guidance on the procurement of sustainable materials.
- 63 Investigation will be made into creating more sustainable stationary purchases through reducing the choice in an approved list of items.
- 64 The sustainability of our procurement practices will be difficult to measure, but it is suggested that a proxy indicator is used, such as paper use. This has an advantage in its relevance and visibility to all staff so will also help with awareness.

Waste and Recycling

- 65 Improvements to our office recycling will be supported by the production and dissemination of revised advice and guidelines for staff.
- 66 Recycling facilities and systems can also be improved. Work on this is taking place through the Local Strategic Partnership, leading to benefits for the Council as well as commercial recycling more widely.

Indicators

Possible Future Indicators
Waste produced per fte Waste recycled per fte Quantity of office paper purchased per fte % Tenders including sustainability criteria

Travelling

Ambition

Staff and members will travel in the most sustainable way that meets the needs of our work. This will include walking or using bikes for short distances, and using public transport or car sharing where practical. Fleet vehicles will use low environmental impact fuels. Staff will also be encouraged to travel to and from work using more sustainable methods.

Why is this important?

- 67 The way we travel has an impact on congestion and local pollution, affecting air quality which in turn impacts on health. It also has global implications, through emissions of the gases such as those which cause Climate Change.
- 68 Choosing more sustainable modes of travel also helps in strengthening the infrastructure for those modes. For example, bus routes depend upon demand and well used cycle routes can justify improvements.

Current Situation

- 69 The Council's policies have been developed around traditional recruitment models, and follow legal guidelines, but have resulted in a presumption in favour of the car.
- 70 The high property prices in Winchester have led to many staff living further away and therefore tending to be more reliant on the car. A recent postcode survey showed many staff to be living in the urban areas south of Winchester (Eastleigh, Chandlers Ford, Southampton and Portsmouth, although significant numbers live close by: 11% within 1 mile of the City Offices, 20% within 3 miles and 25% within 5 miles.
- 71 The last survey on travel to and from work was carried out in 1999. This revealed that 68% of staff travelled to work by car as a single occupant, 14% by car with others, 7% walked, 6% travelled by bus, 2% cycled, 2% travelled by motorcycle and 0.5% by train. It is recognised that these splits could have changed significantly in the five years since the survey.
- 72 The rural nature of the district means the car travel is the most convenient and often the only option for site/home visits. Where public transport is available, cost is another barrier to its use. Business mileage could increase in the future as there is pressure to take more services out into rural areas, possibly increasing the amount of travel for staff.
- 73 There are also perceptual problems in the time taken up by travel – without accounting for the opportunity to work whilst travelling, all travel time is considered unproductive. There are also problems in the perception of cycling as 'getting sweaty', therefore leading to a less professional image.

Proposals

- 74 The issue of high property prices has been recognised as an issue in the Community Strategy, which aims to increase the amount of affordable housing available to rent and buy. It is also addressed in our Key Worker Housing Strategy, which supplements the government definition with a broader local definition of key worker to include (among others) public sector workers.

75 Moving towards more sustainable travel requires ongoing action in many areas, which requires detailed analysis of the current situation. This is the focus of the Council's Work Travel Plan, which will investigate where staff live and how they currently travel to and from work.

Marketing

76 Through our marketing initiatives, we need to emphasise that we expect solutions to be sensible, but this does leave scope for more sustainable modes.

77 Management and members must set an example, and experiences of staff trying sustainable modes can be captured and shared. A programme of marketing initiatives developed through the Work Travel Plan will focus on making it as easy as possible for staff to try travelling more sustainably.

Incentives

78 In addition to activities to promote awareness and motivate staff, we need to remove the barriers to more sustainable travel choices. A more sustainable package of transport-related benefits will be developed to enable more sustainable choices to be made without compromising equality. This work will be undertaken as part of the development of the Pay and Benefits Strategy, which includes investigation of the lease car system, concessions for commuting by public transport and a range of other incentives.

Flexible Working

79 The effect flexible working can have on reducing journeys is important, and this aspect will be dealt with in the Flexible Working Strategy.

Measurement

Current Indicators	Figures
Business mileage by car per fte staff	1110 miles in 2002/03, and 1070 miles in 2003/04
Possible Future Indicators	
Number of staff in key worker housing CO ₂ emissions from travel % fleet vehicles that are 'environmentally friendly' % Lease cars that are 'environmentally friendly'	

Action Plan

Strategy Paragraph	Activity	Target	Responsibility
Measuring Impacts			
10	Develop and collect a set of sustainability indicators to measure and guide progress	Indicators developed by March 2005 Information collected by March 2006	Director of Health and Housing and Sustainability Officer
Awareness These actions work towards achieving the ambition set out on page 5			
18	Develop and deliver a programme of marketing activities raising awareness of sustainability	Programme developed by March 2005	Sustainability Group
19	Include sustainability in the induction process	Information included in the induction checklist by February 2005 Session included in induction training programme by February 2005	Director of Personnel (with Training Officer and Sustainability Officer)
20	Develop and deliver a programme of staff and member training	Staff training programme set up by October 2005 Member training programme set up by February 2006	Sustainability Group (with Training Officer)
21	Produce guidance on sustainability, including practical tips for individual action	Guidance produced by June 2005	Sustainability Group

Strategy Paragraph	Activity	Target	Responsibility
22	Develop a mechanism to obtain suggestions from staff on more sustainable working practices	Mechanism in place by May 2006	Sustainability Group
23	Produce an annual report on progress	First report produced by January 2006	Director of Health and Housing and Sustainability Officer
<p>Policies and Decision Making These actions work towards achieving the ambition set out on page 7</p>			
28	Develop guidance on integrating sustainability into reports	Guidance produced by June 2006	Director of Health and Housing and Sustainability Officer
28	Produce a Sustainability Appraisal checklist	Checklist produced by March 2006	Director of Health and Housing and Sustainability Officer
29	Investigate how to give emphasis to sustainability issues in committee reports	Investigation completed and suggestions put forward by December 2006	City Secretary and Solicitor, with Director of Health and Housing and Sustainability Officer
<p>Our Working Environment These actions work towards achieving the ambition set out on page 8</p>			
41	Investigate cost, payback and funding of possible improvements to the sustainability of the current offices	Investigation completed, and suggestions put forward by March 2006	Director of Development Services and Chief Estates Officer

Strategy Paragraph	Activity	Target	Responsibility
43	Examine energy use within the office buildings through participation in the Carbon Trust's Carbon Management Programme	Baseline emissions profile produced by December 2005 Carbon management action plan produced by July 2006	Chief Executive and Sustainability Officer
43	Create an effective system to capture energy consumption data for all office sites	All sites covered by March 2005	Director of Development Services and Chief Estates Officer
45	Ensure that energy saving features for IT equipment are set up during installation and staff are informed of the features available	Agreement from Steria that this will be undertaken as part of their contract by July 2005	Director of Finance
45	Ensure that IT training includes information on its use in the minimisation of paper records	Specification of training includes this criteria by April 2005	Director of Finance
47	Specify any new offices to meet BREEAM Office "Excellent" standard and investigate how this can best be achieved. Ensure other building types meet a similar standard	Inclusion of standard in contract specification by September 2005	Corporate Management Team, with Director of Health and Housing and Chief Estates Officer
49	Include sustainability considerations in the revision of the Flexible Working Strategy	Revised policy which includes sustainability adopted by March 2005	Director of Personnel

Strategy Paragraph	Activity	Target	Responsibility
<p>Resources (purchasing, use and waste) These actions work towards achieving the ambition set out on page 11</p>			
60	Integrate sustainability into the revision of the Procurement Strategy	Procurement Strategy which includes sustainability adopted by December 2004	Chief Executive
62	Develop guidance on sustainable procurement	Guidance produced by November 2005	Chief Executive and Sustainability Officer
63	Review the lists used for purchasing stationary to involve sustainability criteria	Review completed, and suggestions put forward by September 2006	Chief Executive and Director of Finance
65	Produce and distribute revised guidelines on office recycling	Guidelines produced by June 2005	Director of Health and Housing
66	Improve office recycling facilities through LSP work on commercial recycling	Office recycling facilities improved by March 2005	Chief Executive and Director of Health and Housing
<p>Travelling These actions work towards achieving the ambition set out on page 13</p>			
75	Investigate where staff live and how they currently travel to and from work (update of 1999 statistics)	Investigation completed and data compiled by March 2005	Director of Health and Housing with Sustainable Transport Officer

Strategy Paragraph	Activity	Target	Responsibility
77	Develop and deliver a programme of marketing initiatives to promote sustainable travel modes through the Work Travel Plan	Programme Developed by June 2005	Director of Health and Housing with Sustainable Transport Officer
78	Develop a more sustainable package of transport-related benefits through the Pay and Benefits Strategy	Package of more sustainable benefits available by March 2005	Director of Personnel and Director of Health and Housing
79	Ensure the effect on reducing journeys is included in the Flexible Working Strategy	Revised policy includes effect on reducing journeys by March 2005	Director of Personnel and Director of Health and Housing