

APPENDIX A

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA

ENVIRONMENT STRATEGY - FOR A MORE SUSTAINABLE FUTURE

DRAFT

2006 - 2011



**THE ROYAL
BOROUGH OF**



**KENSINGTON
AND CHELSEA**

June 2006

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The Kensington and Chelsea Partnership (KCP) welcomes and supports the development of the Council's draft Environment Strategy. There are clear links between the objectives of the Community Strategy and the draft Environment Strategy, both seeking to reflect people's views on what needs to change in the borough and to improve life in the Royal Borough. The KCP looks forward to hearing more about the outcomes of the consultation and the publication of the Environment Strategy.

1.0 Introduction

- 1.1 This is the Council's new Environment Strategy. It sets out proposals to advance environmental sustainability both in the conduct of its own business and as a community leader. This strategy takes its place amongst, and will influence, other Council strategies and plans such as the Cabinet Business Plan, the Capital Strategy, the Children and Young People's Plan, and the Unitary Development Plan (to be superseded by a suite of documents known as the Local Development Framework). In particular this strategy links to the borough's community strategy 'The Future of Our Community 2005-15' by seeking to reflect people's views on what needs to change in the borough to improve the quality of life for residents and visitors. Relevant themes and actions outlined in 'The Future of Our Community 2005-15' have informed the development of the Environment Strategy and the monitoring plan for the community strategy includes relevant performance measures outlined in the action plan below.
- 1.2 Building on past successes this strategy is ambitious and shows how the Council intends to stretch its own performance and to encourage the participation and cooperation of local organisations, residents and businesses, including council contractors.
- 1.3 'Sustainable development' is widely taken to mean 'development which meets the needs of the present without compromising the ability of future generations to meet their own needs'. The Council wants to focus more sharply in this strategy and concentrate first and foremost on environmental sustainability. For the Council, this means taking account of its own impact on the environment, both within and outside of the borough, and ensuring that the long-term effects of its actions and decisions are properly considered.
- 1.4 The Council will lead by example, showing how good practice can be replicated elsewhere. The Council is the biggest employer in the borough, a substantial property owner, and works with a wide range of businesses and organisations. It will seize opportunities to influence and encourage others to take part in its plans to improve.
- 1.5 Mindful of the need to take a global outlook, the Council will advocate that future procurement takes account of the whole life cycle of goods, services and materials, and strive to use its own resources more effectively. The Council will take responsibility for its impact on the wider world. As it reduces detrimental environmental impacts within the borough it will do its best to ensure that they are not merely displaced elsewhere.

2.0 Main Themes

2.1 In the Council's view the clearest and most tangible differences can be made in the following areas: -

- Sustainable Energy
- Waste and Recycling
- Transport
- Pollution and Environmental Quality
- Development and Construction
- Procurement and Resource Use
- Ecology and Biodiversity

2.2 A more detailed description of each theme including background information and past achievements is shown in Appendix 1.

2.3 In order to promote innovation in sustainability the Council will devise and deliver striking 'flagship' projects, often with others, in each of the theme areas.

2.4 This will not always be easy or straightforward. Environmental sustainability is not the Council's sole priority, nor is it the only thing that matters to residents. There will be decisions where differing views and interests will compete or conflict. This strategy stands as a statement of the Council's overall intent and will better prepare decision makers to make informed and balanced choices.

3.0 Listening to Local People

3.1 The Council wants to learn from others, from international leaders in the field to those closer to home. In preparing this strategy the Council sought the views of local residents and special interest groups through questionnaires and focus groups, and found that:

- Improving air quality in the borough is the most important environmental issue, followed by the maintenance of green and open spaces.
- Focus groups felt priority should be given to waste and recycling, energy efficiency and climate change.

- Most residents felt the Council is quite, or very, environmentally friendly.
- The Council should do a few things very well rather than many things not so well.
- The Council should undertake 'flagship' projects to show leadership to others.
- Half of the Residents' Panel had not heard of the previous Environmental Policy Statement.
- The most popular choice for reporting performance and progress against targets back to the public was annually.

3.2 These findings have assisted to shape the strategy and further consultation - with residents, local businesses, local special interest groups, borough schools, the Youth Forum and others – will help us to implement it.

4.0 Delivering the Strategy

- 4.1 Delivery of the strategy will be undertaken and monitored in two main ways.
- 4.2 First, each theme has a long term vision, set out in Appendix 1, that the Council itself wishes to work towards across all its departments. For example on the theme of Sustainable Energy the long term vision is that *“the Council has mechanisms to protect against rising energy costs, further legislation and regulation, as well as increased scrutiny from residents, the media and pressure groups. There is an imbedded ‘carbon-neutral’ approach to services and activities within the borough”*. Although the visions may not be achieved within the life of this strategy, they are intended to stimulate and provide an incentive for improvement across the Council. Progress will be assessed and reported annually using four categories – starting at ‘undeveloped’ which is the lowest level, then ‘emerging’ and ‘established’ and moving ultimately to ‘advanced’.
- 4.3 Second, the main action plan is organised by theme. For each of these there is a strategic aim, a set of targets, and a series of actions. The most innovative of these actions constitute our flagship projects. The targets are intended to be specific and measurable and for some themes this has been possible from the outset, e.g. in the Sustainable Energy theme the target is to achieve a two per cent reduction in energy use by the Council each year over the five year life of the strategy. Other targets will require support from other stakeholders. In these cases the first action is to negotiate such targets with the relevant organisations at and determine baseline measurements and monitoring systems.
- 4.4 The Council plans to coordinate delivery of the action plan through a member of the senior management team who will be supported by seven working groups, some already established and some of which will be new. The working groups have been formed around natural clusters rather than reflecting the themes in the strategy. The expected composition of these groups is shown in Appendix 2.
- 4.5 The actions concentrate on the first year of the strategy. They will be reviewed annually and updated and added to as necessary. It is anticipated that new flagship projects will emerge in subsequent action plans and that best practice will be “rolled out” during the life of the strategy.

5.0 Communications

- 5.1 The Council will inform people about the strategy, its successes and what they can do to help or get involved. An executive summary will be published in the Borough newsletter. Regular articles will be placed in the newsletter and in 'RBKC Direct', the electronic borough newsheet.
- 5.2 The 'green' pages of the Council website will include annual reports, progress on the action plan, information on local projects that people can participate in, and more information on straightforward things everyone in the borough can do to live more sustainably.
- 5.3 The Council will also increase its participation in relevant local and regional sustainability events and use these to further the strategy's aims. The Council will seek to establish a Green Partners Group of local businesses, and encourage business participation through an annual Royal Borough Award scheme.

6.0 Monitoring and Performance Indicators

- 6.1 Most current environmental performance indicators for the Council are about waste and recycling and these are reported in the annual performance digest. Additional indicators are needed to measure the internal environmental performance of the Council and these will be developed with the first data being collected in 2006/2007.
- 6.2 To capture progress in the wider community the Council will employ 'quality of life' indicators based on those published by the government to determine whether people feel the environmental quality of the borough is improving or getting worse. Residents' Panel surveys will be used to map changes in environmental awareness and engagement.
- 6.3 A detailed annual report on overall performance and achievements will be published on the website. A summary report will appear in the Borough newsletter.
- 6.4 The Council will undertake a major ten-year review of progress in 2009 when it will publish its updated State of the Environment Report. This will look back over the previous decade since the last report in 1998.

7.0 Funding

- 7.1 All of the actions set out in the action plan have a cost although in many cases these can be met from existing resources. There are other actions that are likely to incur extra costs and for these, an assessment of cost effectiveness will be made for

the decision maker to take account of, e.g. the relevant Executive Director in the Council or the relevant Councillor. Apart from making sound business sense, this will be a prerequisite in bidding for extra funds from whatever source and a further opportunity to draw attention to the Environment Strategy and its aims and targets.

- 7.2 With this in mind the Council has collated a funding database which, although at an early stage, will assist in matching actions with potential funding opportunities.

8.0 The Action Plan

Key



indicates potential flagship projects

* targets marked with an asterisk are not currently measurable. As part of the first year's actions, involved parties will endeavour to ascertain baseline measurements and develop monitoring mechanisms. This will enable more specific targets to be set in future years.

Targets are referenced relating to the theme they fall under, e.g. SE for Sustainable Energy. Furthermore an 'I' denotes an internal target and 'E' denotes an external target.

Theme 1	Sustainable Energy
Aim	Minimise the impact on climate change by all those living and working in the borough

Internal	Year 1 Targets	SE (Ia): Decrease the Council's energy consumption by 2% per annum		
		SE (Ib): Decrease the Council's consumption of fossil fuels (primarily gas) by 5% by 2008		
		SE (Ic): Increase the Council's investment in clean energy efficient technologies by 10% by 2011		
	Action (Year 1)	Performance Measures	Responsibility	
	Combined Heat and Power plant (CHP) <i>Carry out</i> a feasibility study of introducing a CHP facility to serve one of the Council's buildings. If appropriate, <i>prepare</i> a business case for procurement of a CHP facility.	 Feasibility study and business case (if appropriate) completed.	Corporate Energy Officer.	
Energy use in borough schools <i>Compile</i> a database of schools' current level of environmental activity including all associated funding opportunities. <i>Encourage</i> and <i>facilitate</i> schools' entries for award schemes such as Eco schools and London Schools Environment Award. <i>Assist</i> two schools per year to participate in the Energy Saving Trust's Energy Certification for Schools Scheme.	Database complete and baselines ascertained. Four schools submitted entries for awards. Two schools participating in scheme.	Travel Plan Coordinator. Environmental Coordinator. Environmental Coordinator.		
Carbon Trust Energy Efficiency Accreditation Scheme <i>Apply</i> for interim audit by the Energy Institute in order to assess progress against the recommendations made during the Council's successful accreditation application in 2005. <i>Assist</i> Tenant Management Organisation (TMO) to set targets for first application for accreditation.	Application made and interim review undertaken. TMO Director level approval for accreditation application.	Corporate Energy Officer. Corporate Energy Officer; TMO Energy Officer.		

	<p>Council Building Energy Audits <i>Review</i> action taken on three pilot energy audits for buildings and assess feasibility and usefulness of further energy audits.</p>	Review completed and recommendations made.	Corporate Energy Officer.
	<p>Energy Efficient IT Solutions <i>Undertake</i> feasibility studies into energy efficient and cost saving IT solutions, beginning with 'Thin Client' non-hard drive PC workstations and 'Power Perfector' voltage reduction units. <i>Review</i> 2005/06 trials of 'auto switch off' PCs in Council Parking Shop and make recommendations for expansion of the scheme.</p>	<p>Two feasibility studies complete.</p> <p>Trial reviewed and recommendations made.</p>	<p>Head of Information Services Information Services Strategist (TELS). Senior Facilities Officer (Parking).</p>

External	Year 1 Targets	SE (Ea): Demonstrate leadership in promoting energy efficiency in the borough		
		SE (Eb): Decrease the energy consumption of the borough's highest energy consumers*		
		Action (Year 1)	Performance Measures	Responsibility
		<p>Energy Efficiency Accreditation Case Study <i>Publicise</i> the Council's successful accreditation with the Carbon Trust on the website as a working case study and <i>promote</i> through Green Partners Group and Kensington and Chelsea Chamber of Commerce.</p>	Case study written up and featured on website. Presentation made to Green Partners Group and chamber of commerce.	Environmental Coordinator.
		<p>Businesses and partners <i>Re-engage</i> South Kensington Sustainable Development Forum (SKSDF) and <i>agree</i> future targets for action. <i>Establish</i> Green Partners Group to pioneer sustainability within businesses.</p>	<p>Regular representation at SKSDF; targets agreed.</p> <p>Active members agreed and target members identified.</p>	<p>Environmental Coordinator.</p> <p>Environmental Coordinator.</p>

	<p>Audit of borough's highest energy consumers <i>Undertake</i> an audit of borough businesses to <i>identify</i> the greatest energy consumers in the borough and <i>invite</i> them to join the Green Partners Group and set targets for energy reduction.</p>	<p>Audit undertaken; highest consumers identified and invited to Green Partners Group.</p>	<p>Environmental Coordinator.</p>
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Theme 2	Waste and Recycling
Aim	Minimise the environmental impact of waste production in the borough through reduction, reuse and recycling

Internal	Year 1 Targets	WR (Ia): Reduce Council's paper consumption*		
		WR (Ib): Increase use of biodegradable waste*		
		WR (Ic): Increase participation in recycling schemes*		
	Action (Year 1)	Performance Measures	Responsibility	
	<p>Paper usage <i>Undertake</i> a document storage review to explore the opportunities of keeping documents in an electronic format rather than paper copies. <i>Promote</i> paper saving targets and start to <i>implement</i> recommendations made in the paper reduction report (London Remade, 2005).</p>	<p>Review complete and opportunities identified. Promotional material circulated; initial recommendations implemented.</p>	<p>Strategic Procurement Officer. Environmental Coordinator; Waste minimisation officer.</p>	
<p>Green waste use <i>Carry out</i> an options assessment for utilising the green waste produced by Council Parks and Cemeteries, Tenant Management Organisation and street tree operations, considering mulch and bio fuel production as options.</p> 	<p>Options assessment complete.</p>	<p>Environmental Coordinator.</p>		
<p>Recycling in borough schools <i>Compile</i> a database of schools' current level of environmental activity including all associated funding opportunities. <i>Encourage</i> and <i>facilitate</i> schools' entries for award schemes such as Eco schools and London Schools Environment Award. <i>Produce</i> timetable of recycling scheme rollout within schools.</p>	<p>Database complete and baselines ascertained. Four schools submitted entries for awards. Timetable produced.</p>	<p>Travel Plan Coordinator. Environmental Coordinator. Environmental Coordinator.</p>		

	<p>Recycling in other Council buildings <i>Develop</i> monitoring mechanisms for internal recycling and compliance by cleaners, and <i>promote</i> results innovatively on staff intranet.</p> <p><i>Produce</i> plan to rollout desk-side, printer cartridge and plastic cup recycling facilities across Council buildings, and rollout desk-side recycling to three new Council sites.</p>	<p>Formal monitoring in place and results published on staff intranet.</p> <p>Rollout plan produced. Desk-side recycling at three new sites.</p>	<p>Environmental Coordinator; Waste Minimisation Officer.</p> <p>Environmental Coordinator; Waste Minimisation Officer.</p>
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External	Year 1 Targets	WR (Ea): Increase use of biodegradable waste*		
		WR (Eb): Increase participation in domestic recycling*		
		WR (Ec): Increase commercial premises' recycling from 11% to 22% by 2008/09		
	Action (Year 1)	Performance Measures	Responsibility	
	<p>Residential composting <i>Carry out</i> a feasibility study of composting residential kitchen waste. If appropriate, <i>carry out</i> trial and <i>produce</i> recommendation paper for rollout to the whole Borough.</p>	<p>Feasibility study complete. Trial underway and recommendation paper complete (if appropriate).</p>	<p>Group Leader Commercial Waste; Recycling Manager.</p>	
<p>Orange bag recycling <i>Develop</i> monitoring method and baseline data collection to ascertain effectiveness of the Council's free orange bag recycling service.</p>	<p>Data collection and monitoring in place.</p>	<p>Recycling Manager.</p>		
<p>Businesses and partners <i>Re-engage</i> South Kensington Sustainable Development Forum (SKSDF) and <i>agree</i> future targets for action.</p> <p><i>Establish</i> Green Partners Group to pioneer sustainability within businesses.</p> <p><i>Develop</i> and <i>trial</i> innovative solutions to overcome the barriers preventing recycling by commercial clients.</p>	<p>Regular representation at SKSDF; targets agreed.</p> <p>Active members agreed and target members identified.</p> <p>Two proposals agreed and trials either underway or scheduled.</p>	<p>Environmental Coordinator.</p> <p>Environmental Coordinator.</p> <p>Group Leader Commercial Waste.</p>		

Theme 3	Transport		
Aim	Reduce the environmental impact of travel by all those living and working in the borough		
Internal	Year 1 Targets	T (Ia): Reduce the environmental impact of travel by Council staff further*	
		T (Ib): Ensure travel plans are implemented in all 74 Borough schools by Dec 2009	
	Action (Year 1)	Performance Measures	Responsibility
	Staff travel patterns <i>Conduct</i> an updated staff consultation on travel patterns, <i>publish</i> results and <i>develop</i> monitoring mechanisms. <i>Establish</i> team of volunteer representatives from each Business Group to coordinate council-wide promotion of sustainable transportation.	Consultation completed, baseline results published; monitoring mechanisms established. Team established and meetings held; one promotion delivered.	Travel Plan Coordinator. Travel Plan Coordinator.
	Pool bikes <i>Promote</i> use of pool bikes at Pembroke Road site and <i>develop</i> accurate usage monitoring log.	Promotional material circulated; monitoring mechanism established.	Environmental Coordinator.
Borough school travel plans <i>Compile</i> a database of schools' current level of environmental activity including all associated funding opportunities. <i>Encourage</i> and <i>facilitate</i> schools' entries for award schemes such as Eco schools and London Schools Environment Award. <i>Implement</i> travel plans in 16 Borough schools.	Database complete and baselines ascertained. Four schools submitted entries for awards. Travel Plans in place or under adoption in 16 schools.	Travel Plan Coordinator. Environmental Coordinator. Travel Plan Coordinator.	

External	Year 1 Targets	T (Ea): Reduce the environmental impact of travel by borough residents*	
		T (Eb): Reduce the environmental impact of transportation by borough businesses*	
	Action (Year 1)	Performance Measures	Responsibility
	<p>Graduated resident parking permits <i>Analyse</i> 2005 residents' vehicle surveys to determine baseline data on the breakdown of borough residents' vehicle type. </p> <p><i>Produce</i> options paper setting out the possibilities for the introduction of a graduated parking permit scheme in the borough.</p>	<p>Baseline data established.</p> <p>Options paper produced.</p>	<p>Special Projects Consultant</p> <p>Special Projects Consultant</p>
<p>Businesses and partners <i>Re-engage</i> South Kensington Sustainable Development Forum (SKSDF) and agree future targets for action.</p> <p><i>Establish</i> Green Partners Group to pioneer sustainability within businesses.</p> <p><i>Consult</i> with local borough organisations and institutions, <i>measure</i> their current involvement in sustainable transport initiatives, and <i>collate</i> baseline data.</p>	<p>Regular representation at SKSDF; targets agreed.</p> <p>Active members agreed and target members identified.</p> <p>Local organisations consulted and baseline data established.</p>	<p>Environmental Coordinator.</p> <p>Environmental Coordinator.</p> <p>Travel Plan Coordinator.</p>	

Theme 4	Pollution and Environmental Quality
Aim	Reduce greenhouse gas emissions within the borough and improve local air quality

	Year 1 Targets	P (la): Reduce the environmental impact of the Council's fleet further*		
		P (lb): Raise the profile of the Council's Air Quality Action Plan		
Internal	Action (Year 1)	Performance Measures	Responsibility	
	Council's fleet <i>Update</i> database of all Council vehicles to include details on the Euro standard, fuel type of the vehicle and any Reduced Pollution Certificate plus a replacement and monitoring timetable.	Database and timetable complete.	Assistant Contracts Manager – Fleet.	
	<i>Identify</i> the most environmentally damaging Council vehicle usage and <i>devise</i> action plan for improvement.	Action plan complete.	Assistant Contracts Manager – Fleet.	
	<i>Ensure</i> that subsidised transport and the commissioned services fleet within the remit of the Housing, Health and Adult Social Care department is a green and environmentally friendly fleet.	Higher proportion of alternatively fuelled vehicles and more environmentally friendly fleet.	Head of Resource Management (HHASC)	
	<i>Devise</i> research and feedback timetable to investigate emerging green travel solutions and technologies and to inform potential Council trials and acquisitions.	Research timetable agreed. First report completed.	Environmental Coordinator; Senior Technical Officer EQU.	
<i>Undertake</i> feasibility study of trialling biodiesel production and consumption at Holland Park or other Council site and <i>produce</i> recommendation paper if appropriate.	Feasibility study complete; recommendation paper presented (if appropriate).	Environmental Coordinator; Team Manager EQU; Head of Leisure Services and Arts.		

	<p>Air Quality Action Plan (AQAP) <i>Revise</i> and consult on the Council's AQAP in 2006, and <i>publish</i> updates annually, briefing all departments whose operations have an impact on local air quality.</p> <p><i>Establish</i> an officer forum to monitor and report on the AQAP showing transparency in process and decision-making.</p> <p><i>Undertake</i> Local Air Quality Management Assessments using monitoring data collected in the Borough and compare to national objectives.</p>	<p>Annual update published on Borough website, and officers notified.</p> <p>Forum established; first annual report coordinated and submitted.</p> <p>Assessment report submitted.</p>	<p>Team Manager EQU.</p> <p>Team Manager EQU; Senior Planning Officer.</p> <p>Team Manager EQU.</p>
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External	Year 1 Targets	P (Ea): Reduce CO ₂ emissions from households and businesses*	
		P (Eb): Demonstrate a commitment to promoting environmentally friendly driving in the borough	
	Action (Year 1)	Performance Measures	Responsibility
	<p>Carbon Assessment and Reduction in Regeneration Area (CARRA) <i>Identify</i> a suitable area in the Borough to undertake a CARRA project and identify partners.</p> <p><i>Undertake</i> a first step baseline audit quantifying CO₂ emissions from households and businesses in the CARRA project area. </p>	<p>Area and partners identified.</p> <p>Audit complete.</p>	<p>Environmental Coordinator; Private Sector Housing & Energy Officer.</p> <p>Environmental Coordinator; Private Sector Housing & Energy Officer.</p>
	<p>Green Driving Guide and Green Fleet Toolkit <i>Produce</i> a combined Royal Borough green driving guide/green fleet toolkit pamphlet in partnership with the Energy Saving Trust.</p> <p><i>Promote</i> pamphlet on website and proactively to fleet and vehicle users within the borough and interest groups via a 'green driving' event.</p>	<p>Guide produced and publicised on website.</p> <p>Main borough fleet/vehicle user groups informed; event held.</p>	<p>Assistant Contracts Manager – Fleet; Environmental Coordinator; Senior Technical Officer EQU.</p> <p>Environmental Coordinator; Assistant Contracts Manager – Fleet</p>
<p>AirTEXT <i>Establish</i> AirTEXT – a system of notifying interested Borough residents and workers of air quality conditions considered 'moderate' or above coupled with health based messages.</p>	<p>Text messages sent to interested individuals.</p>	<p>Team Manager EQU.</p>	

Theme 5	Development and Construction
Aim	Promote and implement sustainability in design and construction projects in the borough

Internal	Year 1 Targets	DC (Ia): Through the planning scrutiny process maximise opportunity for including sustainable features in development		
		DC (Ib): Embed a 'green is good' ethic to development and construction in Council and partners		
		DC (Ic): Reinforce and support the statutory requirements for sustainability in development		
	Action (Year 1)		Performance Measures	Responsibility
	Planning <i>Establish</i> and set terms for a Council Environmental Planning Liaison Forum. <i>Scrutinise</i> major borough development proposals to ensure all opportunities for sustainable development are considered. Continue to <i>contribute</i> expert environmental opinion to the preparation of the Local Development Framework (LDF). Assess findings of the 2005/06 Issues and Options consultation. If '10% renewable power' is a preferred option, <i>undertake</i> a sustainability appraisal and <i>make</i> a recommendation for adoption by the Council.		Forum established and quarterly meetings held. Contributory documents evident for every major proposal identified. Formal contribution provided to the Executive Director of Planning and Conservation. If appropriate, appraisal completed; recommendation made.	Environmental Coordinator. Senior Planning Officer. Senior Policy Officer. Senior Planning Officer.
Sustainability Appraisals <i>Introduce</i> sustainability appraisals as part of the assessment of capital projects undertaken by the Housing, Health and Adult Social Care (HHASC) department.		All new capital projects undertaken by HHASC have been subject to a sustainability appraisal.	Head of Resource Management (HHASC).	

	<p>Green Register of Construction Professionals <i>Subscribe</i> to the Green Register of Construction Professionals and <i>promote</i> good practice via the Council's website, through relevant trade journals and through media to reach smaller builders.</p>	<p>Subscription made. Promotion of at least one case study.</p>	<p>Head of Building Control. Environmental Coordinator.</p>
	<p>Policies <i>Develop</i> a Sustainable Design and Construction Policy.</p>	<p>Draft policy submitted for scrutiny.</p>	<p>Senior Planning Officer.</p>

External	Year 1 Targets	DC (Ea): Assist and equip development and construction operators in the borough to embed sustainability in their practice		
		DC (Eb): Introduce formal checks to maximise opportunity for significant sustainable development projects in the borough		
		DC (Ec): Assist borough development and construction operators to optimise long-term sustainability in civil engineering schemes		
	Action (Year 1)		Performance Measures	Responsibility
	Royal Borough Green Development Guide <i>Develop and publish</i> a Green Development Guide promoting sustainable development at every stage of the planning and development process.		Green Development Guide published and distributed.	Team Manager EQU;
Low carbon development <i>Add</i> a formal procedural check to the pre-application stage of the planning process to <i>identify</i> opportunities for a major low carbon development joint venture. If appropriate, <i>produce</i> target-driven timeline for development.		Check added; if identification made, options paper submitted and future action plan produced.	Environmental Coordinator; Senior Planning Officer.	
Civil Engineering Environmental Quality Assessment (CEEQUAL) Formally <i>recognise</i> the CEEQUAL environmental audit scheme as an aide to improving sustainability in civil engineering projects, and <i>promote</i> to all development and construction professionals at pre-application stage of planning process. <i>Assist</i> developers in delivering CEEQUAL objectives via the Royal Borough Green Development Guide.		Public recognition of CEEQUAL by Council; promotion of CEEQUAL through Council media and planning department; assistance given to developers (if appropriate).	Environmental Coordinator; Group Leader Transportation Senior Planning Officer.	

Theme 6	Procurement and Resource Use
Aim	Optimise 'green purchasing' of sustainable materials by the Council partners

Note: in year one, we will focus on internal Council improvements as a foundation before working with external Borough partners in coming years, e.g. assisting businesses in green procurement and water wastage reduction.

Internal	Year 1 Targets	PR (Ia): Achieve level B2 (the highest level) of the Mayor of London's Green Procurement Code by 2011		
		PR (Ib): Increase the Council's percentage usage of sustainably produced materials*		
		PR (Ic): Reduce water use and wastage across the Council*		
		Action (Year 1)	Performance Measures	Responsibility
	Mayor's Green Procurement Code (MGPC) <i>Conduct</i> a thorough and robust audit to ascertain baseline data on the Council's procurement of 'green' products. <i>Produce</i> action plan for achieving level B2 of the Mayor's Green Procurement Code. <i>Enter</i> the Royal Borough for one of the award categories at the annual MGPC awards.	Audit completed; action plan produced; commitment to MGPC level B2 agreed. Award application submitted.	Environmental Coordinator. Environmental Coordinator.	
	Recycled-content products <i>Introduce</i> the use of remanufactured toner cartridges (instead of new) in main Council offices assessing yields, reliability, cost-effectiveness and environmental impact. <i>Research</i> more green procurement options and <i>identify</i> product trials for year two of action plan.	Assess success and roll out to other offices as appropriate. Product identified for trial during year two of the action plan.	Environmental Coordinator; Assistant Contracts Manager Assistant Contracts Manager Environmental Coordinator.	

<p>Timber procurement <i>Undertake</i> an audit of timber and wood procurement and usage throughout the Council, as a first stage in the development of a sustainable timber policy.</p> <p><i>Amend</i> furniture procurement contract with contractor to include a minimum percentage of Forest Stewardship Council approved products.</p>	<p>Audit complete.</p> <p>Amendments agreed with supplier.</p>	<p>Strategic Procurement Unit; Environmental Coordinator.</p> <p>Strategic Procurement Unit; Environmental Coordinator.</p>
<p>Green procurement in schools <i>Compile</i> a database of schools' current level of environmental activity including all associated funding opportunities.</p> <p><i>Encourage</i> and <i>facilitate</i> schools' entries for award schemes such as Eco schools and London Schools Environment Award.</p> <p><i>Facilitate</i> switch in schools' stationery ordering to green materials and bulk supply ordering.</p>	<p>Database complete and baselines ascertained.</p> <p>Four schools submitted entries for awards.</p> <p>Work commenced in four schools to amend ordering.</p>	<p>Travel Plan Coordinator.</p> <p>Environmental Coordinator.</p> <p>Assistant Contracts Manager Strategic Procurement Team</p>
<p>Policies <i>Develop</i> a Sustainable Procurement Policy and a Sustainable Timber Policy based on the World Wide Fund for Nature model.</p>	<p>Draft policies produced and submitted for Member approval.</p>	<p>Strategic Procurement Officer; Environmental Coordinator; Senior Policy Officer (TELS).</p>
<p>Food Miles <i>Reduce</i> the "food miles" (the distance food travels from "the plough to the plate") accumulated by contractors in supplying food for catering contracts let by the Housing, Health and Adult Social Care department, requiring food products to be sourced closer to the borough.</p>	<p>Food miles reduced for HHASC catering contracts.</p>	<p>Head of Resource Management (HHASC).</p>

	<p>Water <i>Undertake</i> a water audit of Council water use. <i>Produce</i> recommendation paper on how to further reduce water use, wastage and therefore cost across the Council.</p> <p><i>Undertake</i> an options assessment into incorporating rainwater harvesting and grey water capture systems into Council buildings, facilities and operations.</p> 	<p>Audit complete and recommendation paper produced.</p> <p>Options assessment complete.</p>	<p>Building and Maintenance Manager.</p> <p>Building and Maintenance Manager.</p>
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Theme 7	Ecology and Biodiversity
Aim	Raise awareness of the value of nature and wildlife in the borough; enhance and protect habitats and biodiversity

Internal	Year 1 Targets	EB (Ia): Comprehensively monitor species within the borough		
		EB (Ib): Embed protection of biodiversity into internal Council grounds maintenance contracts		
		EB (Ic): Promote ecology awareness and engage young people in local habitat protection		
		Action (Year 1)	Performance Measures	Responsibility
	Biodiversity monitoring <i>Extend</i> current borough species monitoring to include an entomological survey of grassland sites and an aquatic invertebrate and amphibian study. <i>Develop</i> 'indicators of actual biodiversity' to apply to Borough habitat surveys.	Monitoring mechanisms timetabled and in place and integrated into the Local Biodiversity Action Plan. Indicators agreed and integrated into habitat surveys.	Ecology Service Manager. Ecology Service Manager.	
	Existing contracts <i>Introduce</i> clauses in the Grounds Maintenance contracts for Parks and Cemeteries and Tenant Management Organisation (TMO) to protect and enhance biodiversity and to improve sustainable practices. <i>Undertake</i> feasibility study for the inclusion of biodiversity protection, enhancement and sustainability clauses in schools' grounds maintenance contracts.	Contract clauses in place with monitoring mechanisms agreed. Feasibility study complete; action plan produced if appropriate.	Ecology Service Manager; Environmental Coordinator. Ecology Service Manager; Environmental Coordinator; Project Manager-FCS Asset Management.	

	<p>Involving Borough schools <i>Compile</i> a database of schools' current level of environmental activity including all associated funding opportunities.</p> <p><i>Encourage</i> and <i>facilitate</i> schools' entries for award schemes such as Eco schools and London Schools Environment Award.</p> <p><i>Initiate</i> Schools' Bird watching pilot.</p> <p><i>Organise</i> 'Farm days' in local parks focusing activities on under-10s.</p> <p><i>Develop</i> proposal for a series of schools-based art and sculpture projects with a nature-based theme and identify initial participating school(s).</p>	<p>Database complete and baselines ascertained.</p> <p>Four schools submitted entries for awards.</p> <p>Pilot started.</p> <p>Three 'Farm days' held throughout the year.</p> <p>Project proposal complete and school(s) identified.</p>	<p>Schools Environment Group.</p> <p>Schools Environment Group.</p> <p>Ecology Service.</p> <p>Ecology Service.</p> <p>Ecology Service; Environmental Coordinator; Arts Development Officer.</p>
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External	Year 1 Targets	EB (Ea): Raise awareness of nature in borough public places and implement associated habitat improvement schemes		
		EB (Eb): Increase protection of the borough's undesignated habitats and green spaces		
		EB (Ec): Utilise respected award schemes to recognise Council commitment to improve ecology in parks		
		Action (Year 1)	Performance Measures	Responsibility
	<p>Pub Garden Improvements <i>Develop</i> a 'Pub Garden Improvement Scheme' pilot, exploring partnership opportunities with Fullers' and Young's breweries.</p>	 <p>Pilot scheme in place with appropriate publicity.</p>	<p>Ecology Service; Head of Leisure and Arts.</p>	
	<p>Nature conservation sites <i>Identify</i> and <i>recommend</i> new sites of nature conservation interest (SNClS).</p>	<p>New SNClS included in the Local Development Framework (LDF).</p>	<p>Ecology Service; Planning Officer.</p>	

	<p>Parks and green space <i>Develop</i> plan to achieve Green Flag status for all Royal Borough parks; <i>engage</i> community contacts for each park as a precursor to establishing ‘Friends of’ groups. (Green Flag assessment criteria include sustainability and conservation and heritage elements).</p>	<p>Timetable agreed; community contacts instigated.</p>	<p>Head of Leisure and Arts.</p>
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DIX 1

9.1 Sustainable Energy

9.1.1 Long Term Vision

The Council has mechanisms to protect against rising energy costs, further legislation and regulation, as well as increased scrutiny from residents, the media and pressure groups. There is an imbedded 'carbon-neutral' approach to services and activities within the borough.

9.1.2 Background

Energy - gas and electricity - used in the home is responsible for 25 per cent of the UK's carbon dioxide emissions. Carbon dioxide, a greenhouse gas produced when electricity is generated or gas is burned, is a major contributor to climate change ('global warming'). Using less energy saves money (significant improvements in energy efficiency can usually be achieved for low capital outlay and with a short payback period); energy efficiency measures also improve the quality of housing, helping bring warmer, healthier homes to elderly and vulnerable people living in fuel poverty. Improved energy efficiency is therefore a key element of the Environment Strategy.

Sustainable energy however, is about more than just saving energy. It is also about switching to renewable sources where we can. Renewable energy is derived from inexhaustible sources such as the sun, wind, water and plant material. Using renewable energy reduces our dependence on energy sources that contribute to climate change and can help make a big difference to the energy efficiency and emissions reductions of buildings. There is a wide range of renewable energy technologies, e.g. solar photovoltaic panels, wind turbines, solar water heating, ground source heat pumps and biomass (energy from organic material, e.g. animal manures, woodchips).

As employers, landlords, policy-makers and civic leaders, local authorities are key players in the shift to reducing the energy we all use, in getting more from renewable sources and thereby stimulating the renewables market, and in tackling fuel poverty and reducing emissions.

9.1.3 Recent achievements

- ✓ Adopted a corporate energy policy that sets an energy reduction target of two per cent year on year.
- ✓ Maintained and reinvigorated our Corporate Energy Group.
- ✓ Completed a programme of staff energy awareness training targeted at building managers and school caretakers.

- ✓ Achieved Energy Efficiency Accreditation for the whole Council through the Carbon Trust.
- ✓ Purchased 100 per cent 'green electricity' for our corporate energy contract and our street lighting contract.
- ✓ Achieved two per cent reduction in energy consumption in corporate buildings during 2004/05.
- ✓ Completed the refurbishment of a Flagship Energy Efficient Home in Multiple Occupation.

9.1.4 Strategic Aim

Minimise the impact on climate change by all those living and working in the borough.

9.2 Waste and Recycling

9.2.1 Long Term Vision

Very little of the borough's waste is disposed of in landfill sites. The Council supports and invests in waste transport options that minimise emissions and congestion. The number of households in the 'high' and 'medium' recyclers categories will have risen substantially enabling the Council to meet its recycling targets. Incentives are in place to reward high achieving schools and organisations.

9.2.2 Background

The collection of waste and recyclables presents the Council with one of its most demanding challenges. Each year, the residents and businesses of the Royal Borough create over 93,000 tonnes of waste – of this 73,000 tonnes is household waste, which is disposed of in landfill sites at present. Much of this could be reused, recycled or composted.

National and European principles and targets increasingly demand a more sustainable approach in our treatment of 'waste', with the growing markets for recyclable materials, increasing the shifting of perception of 'waste as useless' to 'waste as a valuable resource'. Additionally the increasing political, social, financial and environmental pressure to reduce the amount of waste ending in landfill means that there is now much information and guidance supporting the reduction of waste produced in the first place – 'waste minimisation'. For both waste minimisation and waste recovery/recycling there are many opportunities for the Borough, through both internal operations and public activity, which can be supported by cross-partner working.

9.2.3 Recent achievements

- ✓ Publication of the Municipal Waste Management Strategy, which prioritises waste minimisation.
- ✓ Let a new waste collection contract, part of which includes a new 'Innovations Forum' with its re-appointed contractor SITA aimed at developing new schemes to improve the borough's recycling rate.
- ✓ Established a joint "Innovations Forum"
- ✓ Launched the "Love the Streets You Live In" campaign to help reduce litter and clutter on the street.
- ✓ Worked with the Tenant Management Organisation (TMO) to ensure that it maximises recycling from its housing sites.
- ✓ Resumption of the Council's direct management of the commercial waste portfolio ensuring greater control over waste collection in the borough.
- ✓ Improvements in the percentage of household waste recycled from seven per cent in 1999/00 to 18 per cent in 2004/05.

9.2.4 Strategic Aim

Minimise the environmental impact of waste production in the borough through reduction, reuse and recycling.

9.3 Transport

9.3.1 Long Term Vision

The Council, and its contractors, are actively implementing alternative vehicles and fuels technology to reduce the level of pollution, congestion and other negative impacts of services in the borough. Environmental impact is a primary consideration in fleet procurement contracts, business travel arrangements and staff commuting, with staff Green Travel Plans fully implemented. New developments are located close to local public transport infrastructure, with an increasing number of permit free developments, and there is a net reduction in traffic levels in the borough.

9.3.2 Background

As with most areas of London, the borough is heavily dependent on public transport. Some 50 per cent of households in the borough rely on public transport. In turn the borough relies on Transport for London to deliver reliable public transport services and transport-related schemes. The proximity of people to their friends and family, workplace, and essential services such as GPs and shops is related to their need to travel, whether by public transport or not. The overall level of traffic in the borough is not something which the Council directly controls but is an area that it can influence through careful consideration of developments, lobbying for public transport improvements, maintaining to a high standard the highways it has responsibility for and also by improving the local streetscape through careful and innovative design improvements which will encourage walking and bicycling.

Exhaust fumes from vehicles with petrol and diesel engines contain pollutants that are harmful to human health. These include nitrogen dioxide (NO₂) and very fine particulates of soot and dust. Although invisible to the human eye, they worsen respiratory conditions such as asthma and bronchitis and are thought to increase the risk of heart attacks.

In addition to polluting the air we breathe, motor vehicles also release carbon dioxide (CO₂). This gas contributes to climate change, which is linked to causing extreme weather events such as floods and droughts (*Department of Health/Committee on the Medical Effects of Air Pollutants "Quantification of the effects of air pollution in health in the UK", 1998*).

With the significant impact road and transport infrastructure has on the local and global environment, there are considerable challenges presented to the borough, air pollution being foremost (when taken in the context of climate change). A coordinated, sustainable approach to transport can meet these challenges; reducing the environmental impact of transport, supporting 'greener' forms of travel, reducing the rate of growth in road traffic and promoting alternative freight transit will all work to limit greenhouse gas emissions and improve local air quality.

9.3.3 Recent Achievements

- ✓ Achieved Local Public Service Agreement targets on improving bus reliability.
- ✓ Appointed a Travel Plan Coordinator who is developing Green Travel Plans for schools in the borough - a number have already been adopted in schools.
- ✓ Supported permit-free and car-free development in planning applications.
- ✓ Implemented a staff travel plan for Council employees, e.g. reduced the eligibility time criteria for new staff to receive season ticket loans to help encourage more staff to travel by public transport.
- ✓ Opposed the proposed development of a third runway at Heathrow airport on the basis of opposition to increases in night flights.
- ✓ Introduced pool bikes within the Council in order to reduce the impact of staff travelling in the borough.
- ✓ Developed a set of sustainability objectives for inclusion in the new Local Development Framework.
- ✓ Removed the eligibility of new staff to lease cars.
- ✓ Over 70 per cent of the Council's vehicle fleet runs on alternative fuels e.g. dual fuel LPG /Petrol or electric, or uses other emissions reduction technology.

9.3.4 Strategic Aim

Reduce the environmental impact of travel by all those living and working in the borough.

9.4 Pollution and Environmental Quality

9.4.1 Long Term Vision

The Council will minimise its own contributions to pollution arising from its activities. Partnership working will be tackling the root cause of pollution (car travel in particular) in a systematic way.

9.4.2 Background

Pollution significantly affects the quality of people's lives, their health and the environment. In the context of this strategy pollution and environmental quality includes air quality, contaminated land, noise and odours. The Council has a legal duty to identify, monitor and manage contaminated land, air pollution levels and the quality of drinking water. It also has a duty to manage noise and statutory nuisances, e.g. fumes or gases emitted from premises.

Air Quality

The government's National Air Quality Strategy places responsibility for reducing pollution with local authorities, which are required to meet targets under the Environment Act 1995. London authorities additionally have to take into account the Mayor's Air Quality Strategy for London. The whole borough was declared an Air Quality Management Area in 2000 and the Council has an action plan to help tackle air quality issues. In this borough the major source of air pollution is exhaust emissions generated by traffic. This is very difficult for the Council to control.

The first Air Quality Action Plan was finalised in 2003. But despite good progress in implementing the 25 actions, air quality concentrations are not significantly improving for the key pollutants, which remain above objective levels. This is mainly due to the fact that a reduction in emissions does not give rise to a proportional reduction in pollutant concentrations. Even though we are working to reduce traffic, and consequently a reduction in vehicle emissions, continued high traffic volumes combined with slow speeds and congestion combined with particular atmospheric conditions mean that pollutant concentrations remain above the desired levels for some pollutants, e.g. nitrogen dioxide and particulates.

Many of our actions are designed to improve other areas as well as air quality, or are for the Council to demonstrate good practice. Although they will reduce the impact of the Council's activities their effect on their own is not directly measurable. Other actions are intended to encourage visitors, businesses and other organisations to reduce the impact of their own activities on air quality. The Action Plan is due to be revised in 2006, and it is hoped that innovative ways will be included to seek to improve air quality within the borough.

Land Quality

Contamination, in most cases, is likely to arise from a previous use of the site, or an adjacent site, that had an industrial activity on it at one time or another. The requirements for cleaning up land under the planning process are not the same as cleaning up land under Part IIA of the Environment Protection Act 1990. The planning process makes sure a site is suitable for its future use. Under Part IIA, the land must be suitable for its current use.

Under Part IIA, for land to be classed as officially 'contaminated', the local authority (which acts as the enforcing authority) must have identified whether substances present in, on, or under the land, may cause:

- significant harm;
- a significant possibility of such harm;
- pollution of controlled waters;
- or the likelihood of pollution of controlled waters .

A risk-based approach is used to identify contaminated land. A site is assessed on the current use of the land and the prevailing circumstances. To be considered a risk, there must be a source of contamination. This source must be the underlying ground or watercourses and/or must be causing harm or have the potential to cause harm to people, building materials, watercourses or the natural environment (the term used for these is 'targets'). It therefore involves linking cause and effect. This is technically referred to as the source-pathway-target relationship. For land to be officially deemed 'contaminated land' a linkage must exist between the source, the pathway and the target. If any one of these is absent, then it cannot legally be classed as contaminated land. Further details on how the Council is going about identifying potentially contaminated sites can be found in the Council's Contaminated Land Inspection Strategy.

Identifying contaminated land however is only the first part. Once it has been correctly identified, the risk needs to be dealt with and a programme of remediation must be undertaken. It is important to understand that the purpose of remediation is to reduce any significant risks posed by contaminated land; it is not necessarily to decontaminate the land. In other words a programme of remediation may not eliminate all possible future risks or remove all the pollutants.

The Council has produced a Remediation Strategy to make it easier for residents and businesses to understand what the process of remediation might entail. It sets out the steps that will need to be taken to reduce and ultimately minimise the risks posed once a site has been designated as 'contaminated'.

Noise

Noise greatly affects our quality of life and exposure to continual loud noise can affect our hearing as well as our general health. The Council has a duty to manage noise pollution. We offer a comprehensive noise service, which investigates complaints about noise from commercial and domestic sources. We are active in ensuring that noise from licensed premises is carefully controlled and where necessary appropriate enforcement action is taken. In addition the Council takes the problem of aircraft noise seriously and is active in lobbying to ensure that noise from aircraft affecting the borough is not increased. We continue to respond to government consultations relating to the use of Heathrow Airport, and organise public meetings where appropriate. Previously we have responded to proposals affecting the operation of the airport at night, proposals to introduce a third runway and later this year we expect to be consulted on proposals to introduce a sixth terminal and change also the way runways are used.

9.4.3 Recent Achievements

- ✓ Air Quality Management Plan and Action Plan in place.

- ✓ Introduced a City Car Club to encourage people to be more selective about making car journeys.
- ✓ Drew up a Smoke Control Order, which covers the whole borough.
- ✓ Adopted a Contaminated Land Remediation Strategy.
- ✓ Lobbying against the third runway at Heathrow Airport.
- ✓ Carried out a study to investigate soils contained in some of the borough's open spaces (with no known previous industrial use).

9.4.4 Strategic Aim

Reduce greenhouse gas emissions within the borough and improve local air quality.

9.5 Development and Construction

9.5.1 Long Term Vision

Sustainability is routinely incorporated into the Council's own development, construction and refurbishment projects. Environmental criteria are given significant weighting in tenders, and contracts are awarded where they demonstrate a balance between environmental criteria and costs. Principles of environmental sustainability are planned alongside economic and operational aspirations. The Council demonstrates its commitment to the promotion of borough wide sustainable building practice by encouraging, through the planning application process, the incorporation of sustainable features in developments of any size beyond that required statutorily. The Council is subscribed to the Green Register of Construction Professionals and using those companies registered for its own construction projects.

9.5.2 Background

The construction industry is directly and indirectly responsible for about half the total UK emissions of CO₂, 90 per cent of all surface mineral extraction and over a quarter of all waste sent to landfill. Sustainable construction improves the performance of building projects at every stage, both in financial and environmental terms. Proper management of all aspects of building design, construction and use can dramatically reduce the overall cost of a building throughout its life, and need not even cost more at the design and building stages. The foundation for the whole sustainable construction and development process lies in balancing financial, environmental and operational considerations. Construction accounts for the same amount of material disposed to landfill as all domestic sources and over 50 per cent of national energy consumption is from buildings. Sustainable construction also includes refurbishment and change of use of buildings.

The Royal Borough has a constantly evolving townscape, with development and construction always occurring somewhere. These operations present clear opportunities to the Council to press for the inclusion of environmentally sound features and working practices. Through its approach to planning and development the Council can help to minimise the negative environmental impact of development. The Council can lead by example and show good practice through the implementation of sustainable practices in its own developments and refurbishment projects. The systematic use of sustainability appraisals for development proposals or the inclusion of environmental criteria in the design brief and tender process will help ensure that we 'practice what we preach'.

9.5.3 Recent Achievements

- ✓ Increased level of protection for 'buildings at risk'.
- ✓ Extended the number of conservation areas in the borough.
- ✓ Incorporated an environmental checklist in the Council's Asset Management Plan "Fit for Purpose" Assessment.
- ✓ Drafted an Environmental Procurement Policy.
- ✓ Produced guidance for Council staff on sustainable procurement issues, including advice on construction and design issues.

9.5.4 Strategic Aim

Promote and implement sustainability in design and construction projects in the borough.

9.6 Procurement and Resource Use

9.6.1 Long Term Vision

The Council understands the significant environmental impacts of its environmental activity and has addressed these through the systematic implementation of its environmental procurement policy. Partnership working with suppliers and contractors creates a genuine two-way learning approach with each benefiting from other's best practice experiences. Accurate monitoring of progress against specific procurement targets and goals takes place.

9.6.2 Background

The day-to-day operations of the Council use a vast range of resources and products, both raw and manufactured. There is an environmental impact associated with each one of these products, whether it be a timber product sourced from a non-sustainable forest, individually wrapped coffee sachets or water use at key Council buildings. There are opportunities to

minimise the environmental impact of each resource used, through considering alternatives, or improving practice to lessen or counteract negative impacts.

9.6.3 Recent Achievements

- ✓ Prepared a corporate environmental procurement policy.
- ✓ Written environmental references into relevant Council standing orders on contracts and procurement.
- ✓ Produced a “guide to greening contracts” toolkit for officers.
- ✓ Achieved level B1 of the Mayor of London’s Green Procurement Code.
- ✓ Procured sustainable stationery by partnership working with London Consortium Stationery Group (LCSG).
- ✓ Increased the proportion of money spent on recycled products over non-recycled ones – thereby moving up the league table by five places to be amongst the top ten best performing councils in the annual green procurement audit of local authorities in London.

9.6.4 Strategic Aim

Optimise ‘green purchasing’ of sustainable materials by the Council and Borough partners.

9.7 Ecology and Biodiversity

9.7.1 Long Term Vision

All sites of nature conservation interest (SNCI) in the borough are identified and designated for robust protection to ensure no net loss of green space and no loss in quality or diversity of habitats or species. Management plans promote good ecological practice both on SNCIs and other land, particularly land under Council ownership, e.g. parks, cemeteries and streets.

Ecologically sensitive design and management is promoted to private landowners, garden squares, schools and developers and whenever possible new habitats are created.

9.7.2 Background

The Royal Borough of Kensington and Chelsea is the most densely populated area in the country. Maintaining open spaces and ensuring the ecological value and biological diversity of the borough contributes to the quality of life for residents and those visiting and working here. Our main tool for achieving this is the Local Biodiversity Action Plan (BAP), which sets out how we will undertake practical management and conservation work. It states how we will monitor different species in the borough, and it identifies opportunities for local residents to enjoy the natural environment and to learn more about it. The Council has a duty to protect and further enhance nature conservation and consider nature conservation interests in making local decisions. Proactive and sensitive management of green space and riparian (water) zones can positively contribute to regional and national biodiversity and there are excellent opportunities for the Council to show leadership in managing such areas, utilising documents such as the Parks Strategy and Tree Strategy. Engagement of the wider community in recognising biodiversity and assisting in ecological action is important. Through working with schools and local residents much valuable work on ecology sites can be identified and undertaken.

9.7.3 Achievements

- ✓ Adopted a Local Biodiversity Action Plan with specific actions to protect and enhance five key species and three key habitats.
- ✓ Undertaken biological surveys to monitor key species and habitats.
- ✓ Reference made within Unitary Development Plan (UDP) to areas of nature conservation interest, offering protection from detrimental use and development.
- ✓ Delivered environmental education to teachers, youth-leaders and children.
- ✓ Undertaken a leisure services review, informing the development of individual parks management plans.
- ✓ The Ecology Service has promoted volunteer involvement in nature conservation and disseminated advice on wildlife friendly land management to schools, caretakers of garden squares and residents.

9.7.4 Strategic Aim

Raise awareness of the value of nature and wildlife in the borough; enhance and protect habitats and biodiversity.

DIX 2

10.0 Environment Strategy Working Groups

In order to deliver some of the actions detailed in the Action Plan, and for more efficient communication between those with common purpose, we propose the forming of groups, or forums, of Council officers and representatives of partner organisations. The Council's Media and Communications team will work closely with these groups to ensure there is appropriate local and regional media coverage of projects.

Climate Change Working Group

Environmental Coordinator (Chair)
Corporate Energy Officer
Private Sector Housing & Energy Officer
Environmental Quality Unit Leader
Tenant Management Organisation (TMO) Energy Officer.
Project Manager-Amps, FCS (Family and Children's Services)
Property Services Officer, HHASC (Housing, Health and Social Care)

Schools Environment Group

Travel Plan Coordinator (Chair)
Environmental Coordinator
Recycling Warden
Director of Community Education (or representative), FCS (Family and Children's Services)
Ecology Service Officer
Schools Sports Coordinator
Healthy Schools Coordinator
Museums Education Officer
Arts Development Officer
Representative from School Improvement Team

Energy Efficiency Steering Group (in place)

Environmental Coordinator
Corporate Energy Officer (Chair)
Building Maintenance Manager, HHASC
Building Technical Manager, FCS

Green Partners Group (proposed)**Recycling Forum (in place)**

Group Leader Commercial Waste Team (Chair)
Recycling Manager
Environmental Coordinator
Recycling Wardens x 3
Customer Services Officer, WML (Waste Management and Leisure)
SITA Contracts Manager
Recycling and Waste Publicity Officer, WML
Recycling Information Officer
SITA Operations Manager

Environmental Planning Liaison Forum

Development Control Officer
Design and Conservation Officer
Forward Planning Officer (Chair)
Building Control Officer
Travel Plan Coordinator
Environmental Quality Unit Team Leader
Corporate Energy Officer
Ecology Service Manager
Environmental Coordinator
Private Sector Housing & Energy Officer

(the basis of this group will be the former South Kensington Sustainable Development Forum)

Council Environmental Coordinator (Chair)

Imperial College London

Science Museum

Royal Parks

BBC

The Royal Albert Hall

Crown Estates

Natural History Museum

Royal Geographical Society

Fleet Steering Group

Environmental Coordinator

Assistant Contracts Manager – Fleet (Chair)

Group Leader Contracts, WML

Environmental Quality Unit Team Leader

Leisure Services Manager

DIX 3**11.0 Glossary of abbreviations and acronyms**

AQAP	Air Quality Action Plan
BAP	Biodiversity Action Plan
CARRA	Carbon Assessment and Reduction in Regeneration Area
CEEQUAL	Civil Engineering Environmental Quality Assessment
CHP	Combined Heat and Power Plant
EQU	Environmental Quality Unit
EST	Energy Saving Trust
FCS	Family and Children's Services [business group]
FSC	Forestry Stewardship Scheme
HECA	Home Energy Conservation Act
HHASC	Housing, Health and Adult Social Care [business group]
ISD	Information Systems Division
LCSG	London Consortium Stationery Group
LDF	Local Development Framework
LPG	Liquefied Petroleum Gas
MGPC	Mayor's Green Procurement Code
PC	Personal Computer
SKSDF	South Kensington Sustainable Development Forum
SNCI	Site of Nature Conservation Interest
TELS	Transport, Environment and Leisure Services [business group]
TMO	Tenant Management Organisation
UDP	Unitary Development Plan
WML	Waste Management and Leisure [departments]

For further copies of this draft strategy or for any further information please contact:

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