

Environment Overview and Scrutiny Sub-Committee 1 December 2020

Update on the Environmental Policies and Climate Change Review

Purpose of the Paper:

- To provide an update on the progress of the Environmental Policies and Climate Change review and agree the next steps and actions
- To consider the proposed structure for coordination and governance in this important cross cutting area of council policy and responsibility under a Sustainability and Efficiency Policy and Programme

Recommendations to the Environment Overview and Scrutiny Sub-Committee:

1. As per attached covering report.
- 2.
- 3.

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1. Background

1.1 Havering

1.2 On 10 July 2019 Members of Havering Full Council acknowledged public concerns relating to:-

1. The impact of climate change;
2. The reduction in air quality; and,
3. The need to improve significantly recycling of waste products.

- 1.3 Full Council called upon the Executive to review its policies to ensure that Havering leads the way on environmental protection.
- 1.4 A review was commenced in March 2020 which involved:
- Identifying and reviewing the existing Havering policies
 - Undertaking a number of one-to-ones with key managers
 - Facilitating workshops
 - Reviewing national guidance
 - Researching and reviewing best practice in other authorities
 - Informally meeting with key Lead Members to outline the initial findings.
- 1.5 Clarasys, a private sector consultancy, offered three of their consultants to support the review free of charge. They identified that Havering has a tradition in taking action to tackle the causes of climate change and has several policies which directly address the reduction of the carbon footprint as well as a range of associated policies which focus on air quality and waste reduction and address climate change. A number of these key policies and the associated action plans require review. This is in line with the Member decision in February 2020 that policies should be reviewed and updated or actions incorporated in new plans and old plans decommissioned.
- 1.6 A further recommendation identified by Clarasys is that future plans should have robust governance so that progress can be developed, measured and performance reported, in line with the Council's priorities.
- 1.7 With the increasing public concern about climate change, both locally and nationally, it is important that the Council can evidence progress to the local community as well as regional partners. One aspect of the review shows that those Councils considered to be applying best practice embrace their community leadership responsibility in this policy area. A strong evidence base is also important to underpin any relevant opportunities and grant funding applications.

2. National and regional environmental policy position

- 2.1 The national and regional policy position is complex as environmental responsibilities cross local authority statutory duties and integrate into a number of services. The most pertinent national and regional environmental policy drivers are set out in Appendices 1 and 2.
- 2.2 In the UK the Committee on Climate Change (CCC), an independent statutory body established under the Climate Change Act 2008, advises the UK government on emissions targets and reports to Parliament on progress. The CCC has identified a number of ways that Local Authorities can reduce emissions and manage climate change risk. Their key themes are set out in Appendix 3.

3. London Mayor and London Councils

- 3.1 Havering Council works closely with the Mayor of London and London Councils on a number of environmental initiatives. In meeting the challenges of improving air quality, protecting the environment and addressing the causes of climate change, Havering has both statutory plans and voluntary actions that have been agreed by the Council to protect and improve the environment. These include the Local Implementation Plan for Transportation

(LIP3), the Air Quality Action Plan (AQAP), and aligning local planning responsibilities with the London Plan.

- 3.2 In addition, as part of the London Councils Transport and Environment Executive Committee, Havering has formally agreed to *“act ambitiously to meet the climate challenge that the science sets out, and find political and practical solutions to delivering carbon reductions that also secure the wellbeing of Londoners,”* and set out agreed principles for climate governance, citizen engagement and resourcing. The statement also committed to *“prioritise and support”* the delivery of the six major programmes, by *“pooling our experience, expertise and resources and working together collaboratively.”* The commitment statement and the six major programmes are set out in Appendix 4. Havering officers are contributing to the development of this work.

4. Havering Heritage

- 4.1 Clarasys found that sustainability initiatives are happening across the Council and identified some of the actions in the Havering Sustainability Map (Appendix 5). Discussions with key members and senior officers also identified further initiatives which contributed to the custodianship of the environment and directly contributed to tackling climate change, but these had not been recorded in a single place and were treated as one-off actions. These actions have a benefit for local Havering residents whilst at the same time address regional and national requirements. Not all of the positive work has been captured in a single overarching, coherent strategy but that does not mean that actions are not progressing. It does mean that, as work is being completed in isolation, greater benefits from joining up work could be missed.
- 4.2 In terms of reputation, the Council is not currently making a clear statement about the activities it undertakes and is already delivering. This may lead to the public and government perception that Havering is not taking action. Aligning these activities will assist in maximising input and ensure that the Council gets due recognition for the actions it is taking. Having clear governance arrangements will allow policies to be considered and developed, and performance to be driven and measured. In terms of our community leadership role, each individual project could be used to raise awareness of actions that might be taken by others in the community, local businesses, other public bodies and the third sector.
- 4.3 Some authorities have decided to declare a climate emergency while others have decided to focus on taking actions. Havering, in its existing policy on tackling climate change, opted to focus on actions and now needs to decide if declaring a public climate emergency is appropriate.
- 4.4 In evaluating how to manage environmental policies the following alternatives were considered:
- Do nothing – this was not considered to be an option as there would not be a clear overall coordination or integration of the different agendas
 - Review and revise the existing policies – this also would not integrate and coordinate activity and there would still need to be oversight of progress
 - Develop a coordinated approach, under a Sustainability and Efficiency Policy, which clearly states the Council’s position.

5. Sustainability and Efficiency Policy

- 5.1 The purposes of establishing a Sustainability and Efficiency Policy are to signal a commitment and influence decisions and bring together existing environmental policies. The policy will form part of the process of evaluating options for Council decisions and will establish the values of the Council and ensure that these values are considered when making policy decisions.

- 5.2 Drawing upon previous Havering documents it is suggested that such an overarching policy statement could read:

The impacts and causes of climate change are recognised by the UK government and Havering Council has, over several years, developed strategies to identify and address these.

We believe we have a duty to act to reduce our carbon emissions in a way that has positive economic and welfare benefits for Havering residents and we are committed to continuing the initiatives we have already developed to protect Havering's green heritage and natural environment.

We will set the principles of sustainability and efficiency at the heart of our decision making and support residents and businesses across the borough to develop sustainable communities and services aligned to our Havering values.

- 5.3 This statement could be considered and adjusted by Members with a wider policy consultation undertaken prior to its adoption. This would then replace previous statements.

6. Proposed Environment and Sustainability Governance Structure

- 6.1 The complex nature and range of Council activities that contribute to tackling climate change require greater prioritisation, integration and coordination. Many of the activities require specific expertise located within a specific directorate. A number of the activities are connected to other policy issues and are already being progressed as part of other strategies e.g. as part of a recycling and waste reduction plan. This governance would not replace these proposals but would draw from them. In some cases, after evaluation, they would incorporate and replace the existing policies and associated action plans such as:

- Havering's Local Biodiversity Action Plan (BAP) - 2003
- The London Borough of Havering's Sustainable Energy Strategy – December 2006
- Havering Fuel Poverty Strategy - 2012
- Multi-agency Flood Plan – 2012
- Havering Nature Conservation and Biodiversity Strategy – 2014 - 2016
- Havering Climate Change Action Plan 2014 - 2017
- Havering Strategic Flood Risk Assessment (SFRA) - 2017

- 6.2 Each plan would be evaluated and decommissioned in line with the decision by SLT and the discussion at Opportunities Theme Board in February 2020. Actions will be coordinated and measured in a central policy to deliver positive climate change outcomes for the local community and contribute to the national commitment to tackle the causes of climate change.

- 6.3 Set out in Diagram 1 is a draft option for managing the existing council response to tackling climate change. Taking a programmed approach to developing actions enables service experts to design responses with their Cabinet Members and colleagues, applying skills and expertise from their

own speciality. It also assigns accountability. The individual programmes are based on best practice research, applied to Havering priorities and including the themes of the Cabinet and the Local Plan activity in a planned and coordinated way. This will ensure that each programme will produce demonstrable actions and measurable improvements in a coherent way. It also enables the Council responsibilities to have a strategic fit with local needs and priorities.



Establishing programmes by themes allows Members and Directors to prioritise

6.4 It is proposed that under each of the above themes a Director/Lead Officer is appointed to lead in the development by scoping the theme and establishing clear actions with measurable targets. This would identify and/or incorporate existing policies, actions associated with other strategies and regional and national targets. Examples under the themes are set out below:

6.5 Procurement

6.6 oneSource currently delivers procurement and is working on developing a shared procurement strategy which addresses sustainability and savings. This plan is officer driven and would benefit from corporate oversight with simple, measurable outcomes which are corporately communicated and potentially shared with local businesses and agencies to avoid duplication of effort.

6.7 Transport

6.8 The Third Local Implementation Plan (LIP3), published March 2019, sets out how Havering will implement the London Mayor's Transport Strategy (MTS) at a local level. It identifies Havering's long term goals and transport objectives for the next 20 years. It additionally reflects the transport needs and aspirations of the people of Havering.

We have published a 'Strategic Environmental Assessment' (SEA) of the LIP3 to determine the likely significant environmental effects of the proposed objectives and initiatives set out therein and to demonstrate how environmental considerations have been integrated into the Local Implementation Plan proposed programmes.

6.9 Stakeholder and Community

- 6.10 Havering has a tradition of community engagement, such as the Activate Havering Programme, the Over 50s Forum, walking clubs, Business Forum, Friends of Parks, and Active Schools. Working in partnership with the community is a strength which can be built upon. The development of Community Hubs could have a role in this proposal.
- 6.11 Indeed some of the trusts and organisations in the Borough reflect the interest in environmental custodianship and Havering also has a wealth of residents with skills and abilities who want to 'do their bit'. Councils have a convening power in the local area with an ability to bring together a range of individuals and organisations to work on a coherent and consistent approach to the issues of sustainability and climate change. Havering has previously harnessed this pool of resources with clean up volunteers, the Over 50s Forum and a Youth Forum but there are many independent organisations who would also welcome a cause to work around.
- 6.12 Supporting and involving the local community in these environmental activities offers many opportunities for local residents, schools, voluntary organisations et al to attract external funding.

6.13. Energy Management

- 6.14 Consumption of traditionally produced electricity has many negative impacts, including financial cost, depletion of natural resources and degradation and loss of natural habitats. In addition, the inefficient use of water adversely impacts on the environment.
- 6.15 Best performing authorities measure progress in utilities management and share their best practice amongst key partners such as businesses, other public bodies and local residents. This work is supported, and can be funded by, London Regional Plans with associated savings accruing to the Council.

6.16 Employment and Digital

- 6.17 Developing the skills and knowledge locally could be a key driver for employment opportunities. With the increasing focus on tackling climate change and investment from government there will be a skills gap in analysing climate change activities and delivering capability to reduce emissions.
- 6.18 As well as projects delivered in the community there will be a digital aspect to improving performance not least of which is managing and storing data.

6.19 Air Quality Action Plan

- 6.20 The Council has an established Air Quality Action Plan (AQAP) which is a statutory requirement and aligned to the Mayor for London's London Local Air

Quality Management Framework 2016. The plan is monitored but the actions and accountabilities would benefit from a refresh and scrutiny.

6.21 Waste

6.22 Waste reduction and recycling is a key activity in tackling the production of emissions. Failure to maximise waste reduction and recycling leads to extra disposal costs for the Council. Havering has some ground-breaking initiatives using behavioural insights to reduce the production of waste. The development of actions in this area would need to be aligned with the Council's waste contract arrangements, which are currently being reviewed and would need to take account of a future East London Waste Authority (ELWA) disposal strategy. Good practice within the Council estate could also be shared with local businesses or other local public sector agencies.

6.23 Housing and Regeneration

6.24 In this sector there is a wide scope of activity for reducing emissions at the same time as incorporating the existing Havering Fuel Poverty Strategy. This could include measures to improve energy efficiency, in both the Council stock as well as the private and Registered Social Landlord (RSL) sectors. This could further be achieved and measured through working with developers and promoting the grants available to the wider community to reduce energy use through efficiency.

6.25 This theme could identify opportunities, post European Union exit, for training, enterprise start-ups and apprenticeships which deliver and/or support sustainable infrastructure and associated technological developments, all of which are becoming more prevalent.

6.26 Business Continuity

6.27 Both COVID-19 and climate change demonstrate the need for places and communities to become more resilient. Central to this is effective partnership and robust emergency planning protocols. The Council has a convening role and power in the local community and has demonstrated the ability to bring together a range of organisations and individuals and to work with them to develop a coherent response. In light of potential climate change pressures the existing framework would be a firm foundation on which to develop and consider opportunities.

6.28 Synopsis

6.29 It is possible to amend the above themes to accommodate other interests but, as it stands, these interests could be incorporated within the proposed themes. Other areas of interest might include public health, children's services and parks and open spaces.

6.30 The proposed framework would need to be established by lead officers and naturally lends itself to the scrutiny process of oversight and governance. The scrutiny function can:

- Stress test assumptions
- Secure wider buy-in and oversight of progress
- Play a formal accountability role
- Support local people to engage with the Council and its partners on these issues

- Celebrate progress and promote behaviour change.

6.31 In addition it would enable Cabinet Members to ensure each theme delivered their requirements which include:

- Actions with a Havering context and Havering resident benefit
- Measurement of improvement and benefits, “actions - not words”
- Real improvement, not a tick box exercise
- Good news to be shared as exemplars
- Build on existing policies and good practice in line with Member priorities
- Policy needs to be carefully drafted to avoid unintended consequences
- Alignment with existing strategies

7 Consultation

7.1 The Council welcomes participation in its work by its citizens. The review of Council Policy has always been done in partnership with local people, partners, business and others with a stake in the well-being of the London Borough of Havering.

7.2 It is proposed that the headline Efficiency and Sustainability Policy should be subject to a consultation exercise.

7.3 If Members adopt the proposed framework for implementing the overall policy this would need to be developed on a themed basis by the appointed Lead Officer. Citizens and businesses have varying rights and opportunities to be consulted and to participate, depending on the subject being progressed.

7.4 Some of the climate change consultation exercises undertaken nationally have resulted in participation being hindered by the impenetrable and complex nature of the matters being considered. It is suggested that the Overview and Scrutiny Board look at each segment in Diagram 1 (6.3 above) and invite interested parties to contribute to and participate in the development of this agenda. This consultation would ensure that those in the community who wish to share their experience and expertise have an opportunity to do so.

8 Financial implications

8.1 The key financial implications for the Council from the action plan are still being considered. If the theme framework is adopted each theme would roll out their costed actions within existing budgets as they develop or identify opportunity funding.

9 Conclusion

9.1 As can be seen from Appendices 2 & 3 the Council has a range of disparate policies and strategies which contribute to the environmental policies. A review of the individual actions and good news stories shows that the good work implemented is fragmented. A number of these policies or strategies are no longer being actively monitored or developed and should be decommissioned or refreshed and the actions updated.

9.2 The lack of oversight across our sustainability actions undermines the communication of progress and recognition of achievements. This proposal seeks to address these matters and establish a firm foundation for building on the Havering heritage.

Appendix 1 Environmental Policy: National and regional position

In the UK the Committee on Climate Change (CCC), an independent statutory body established under the Climate Change Act 2008, advises the UK government on emissions targets and reports to Parliament on progress. On 25th June 2019 the Government adopted a net zero greenhouse gas target. The Government has stated that emissions should reach net zero across the whole economy by 2050. The CCC calculates that reaching net zero emissions by 2050 will require an average emissions reduction of around 3% of 2018 emissions across the economy per annum.

The Planning and Compulsory Purchase Act 2004 sets out the structure of the local planning framework for England, including the duty on plan-making to mitigate and adapt to climate change.

The Neighbourhood Planning Act 2017 strengthens the powers of neighbourhood plans, but also creates a new legal duty on local planning authorities to set out their strategic priorities. The government has now indicated that these priorities should be expressed in a strategic plan. This plan is focused on high-level strategic issues set out in the NPPF, and these include action on climate change.

Local authorities in the UK have a statutory duty to manage local air quality under Part IV of the Environment Act 1995 from which the London Local Air Quality Management process derives. Following this Act, a National Air Quality Strategy was published in 1997 (reviewed in 2007) and the Air Quality (England) Regulations 2000 set objectives for several pollutants.

The Mayor of London has recently introduced the London Local Air Quality Management (LLAQM) framework 2016. This sets out the statutory process used by London local authorities to review and improve air quality within their areas. The Guidance reinforces the central government objectives and states that 'Proper participation in the LLAQM system and compliance with the relevant Mayoral advice and guidance should render statutory intervention by the Mayor unnecessary'.

Appendix 2 Index to Environmental Policy Documents

Procurement			
International / European	National	Regional	Local
	Procuring the Future: Sustainable Procurement National Action Plan		Corporate Procurement Strategy 2011/14

Transport			
International / European	National	Regional	Local
	The Future of Transport a Network for 2030: White Paper 2004	The London Plan, Chapter Six: London's Transport	Havering Local Implementation Plan: Transport Strategy
	Creating Growth, cutting carbon, making sustainable transport happen: White Paper (2011)	London Mayor's vision for cycling	Havering LIP3 Strategic Environmental Assessment (SEA)

Stakeholder Community Leadership			
International / European	National	Regional	Local
			Voluntary and Community Sector Strategic Framework 2019 - 2022
			Community Cohesion Strategy 2018-2022

Energy Management			
International / European	National	Regional	Local
EU Renewable Energy Directive (2018/2001)	UK Energy Act (2012)		Havering Fuel Poverty Strategy 2012
EU Energy Performance of Buildings (EU Directive 2010/31/EU)	UK Renewable Energy Strategy (2009)		The London Borough of Havering's Sustainable Energy Strategy – December 2006

Air Quality Action Plan			
International / European	National	Regional	Local
EU Air Quality Directive (2008/50/EC)	Air Quality Standards Regulations (2010)	Clearing London's Air – Mayor's Air Quality Strategy (2010)	Havering Air Quality Action Plan 2018
	Clean Air Strategy (2019)		Havering Air Quality Annual Status Report

Waste Management			
International / European	National	Regional	Local
EU Waste Framework Directive (2008/98/EEC)	National Planning Policy Statement 10: Planning for Sustainable Waste Management	The Mayor's Waste Management Strategies: Municipal Waste and Business Waste	The Havering municipal solid waste management strategy 2006 – 2020
			Joint Waste Development Plan for the East London Waste Authority Boroughs

Housing and Regeneration			
International / European	National	Regional	Local
The Future We Want - Rio+20 United Nations Conference on Sustainable Development (2012)	National Planning Policy Framework 2019	All London Green Grid Supplementary Planning Guidance 2012	The Havering Local Plan (2016-31)
	Planning Act 2008 – made provision for the introduction of the Community Infrastructure Levy		Havering Sustainability Appraisal Scoping Report – The Havering Local Plan 2015
	Planning (Listed Buildings and Conservation Areas Act) 1990		Havering Local Development Framework (LDF)
			Housing Strategy – Social Value Strategy

Business Continuity and Emergency Plan			
International / European	National	Regional	Local
			Havering Emergency Plan

Climate Change			
International / European / European	National	Regional	Local
Doha amendment to the Kyoto Protocol on Climate Change (2013-20)	Climate Change Act (2008)	The London Plan, Chapter Five: London's Response to Climate Change	Havering Climate Change Action Plan 2014 -2017
	UK Climate Change Risk Assessment (2012)		

Biodiversity and Geodiversity			
International / European	National	Regional	Local
United Nations Convention (Ramsar) on Wetlands of International / European Importance (1971)	Natural Environment White Paper – The Natural Choice: securing the value of nature (2011)	The London Plan, Chapter Seven: London's Living Spaces and Places	Havering Nature Conservation and Biodiversity Strategy 2014-2016
EU Biodiversity Strategy for 2030 link here and EU Biodiversity Action Plan 2030 (annex to 2030 strategy)	National Biodiversity Strategy: Biodiversity 2020: a strategy for England's wildlife and ecosystem services (2011)		Local Conservation Area Management Plans
EU Habitats Directive (92/43/EEC)	Natural Environment and Rural Communities Act 2006		Tree Management Strategy 2009 - 2019
EU Birds Directive (2009/147/EEC)	Countryside and Rights of Way Act 2000		

Environment			
International / European	National	Regional	Local
EU Strategic Environmental Assessment Directive (2001/42/EC)		London Environment Strategy 2018	Contaminated Land Inspection Strategy 2016
			Green Infrastructure Strategy

Water management			
International / European	National	Regional	Local
EU Water Framework Directive (2000/60/EC)	Flood and Water Management Act (2010)	Thames River Basin Management Plan 2009 - 2015	Havering Strategic Flood Risk Assessment (SFRA) 2017
EU Urban Waste Water Directive (91/271/EEC)	Flood Risk Regulations (2009)	Securing London's water future: The Mayor's water strategy (2011)	Multi- Agency Flood Plan 2012
EU Water Framework Directive (2000/60/EC)		Thames Estuary 2100 Plan	Emergency Planning and Business Continuity Policy
EU Flood Risk Directive (2007/60/EC)			Major Emergency Plan

Appendix 3 How local authorities can reduce emissions and manage climate risk

Committee on Climate Change

Low-carbon opportunities and benefits

In this report we have identified important roles for local authorities to reduce emissions from buildings, transport, waste, power and from their own estate, and in adapting to climate change impacts:

- **Buildings**

There is scope for local authorities to contribute to residential and non-residential sector emissions reductions through programmes to improve energy efficiency and investment in district heating. The key lever will be the Green Deal. The national potential for emissions reduction from buildings is 30% in 2020 relative to 2010.

- **Transport**

Local authorities can help reduce surface transport emissions through promoting sustainable travel and ensuring that new developments are designed to reduce transport emissions. Local authorities can also play an important role in facilitating uptake of low-carbon vehicles, for example through installing charging infrastructure. Transport emissions can be reduced 20% relative to 2010 levels by 2020.

- **Waste**

Strong national policies in the form of the landfill tax have driven waste emissions down 70% relative to 1990 levels. Local authorities have an important role to play in contributing to further emissions reductions through providing for increased recycling and separate collection of food waste, as well as promoting waste to energy schemes. Waste emissions could be reduced to a level in 2020 that is 20% below 2010 levels.

- **Power**

There is an opportunity for local authorities to support power sector decarbonisation through the granting of planning approval to onshore wind generation projects. A significant proportion of onshore wind projects required to meet 2020 renewable energy targets and carbon budgets are likely to go through local planning processes. It will be important that future planning decisions at the local level objectively balance national priorities with local impacts.

- **Own estate**

Reducing local authority own estate emissions is important in the context of carbon budgets, both directly and to underpin the wider leadership role of local authorities reducing emissions. Opportunities exist in the councils' own buildings, street lighting, transport and procurement.

- **Adaptation**

Local authorities have a role in preparing for climate change, using planning and other policy levers to ensure that buildings and infrastructure are resilient to increased risk of flooding and heat stress, natural resources are managed to increase ecological resilience, and emergency plans are in place.

APPENDIX 4 Extract from London Councils Transport and Environment Committee (TEC) London-wide programmes

On 13 November 2019, LEDNet and TEC met together at Westminster City Hall to discuss six major programmes of pan-London climate action, designed as collaborative programmes that can effectively support areas of emissions reductions that will be integral to the achievement of every borough's targets. In a joint statement from the meeting, formally agreed at TEC and LEDNet meetings in December, the two groups agreed to "act ambitiously to meet the climate challenge that the science sets out, and find political and practical solutions to delivering carbon reductions that also secure the wellbeing of Londoners," and set out agreed principles for climate governance, citizen engagement and resourcing. The statement also committed to "prioritise and support" the delivery of the six major programmes, by "pooling our experience, expertise and resources and working together collaboratively."

The six programmes are:

1. **Retrofit London:** Retrofit all domestic and non-domestic buildings to an average level of EPC B. Programme timescale: 2020 – 2030.
2. **Low-carbon development:** Secure low carbon buildings and infrastructure via borough planning. Programme timescale: 2020 – 2022.
3. **Halve petrol and diesel road journeys:** Halve road journeys made by petrol and diesel via combined measures that can restrict polluting journeys and incentivise sustainable and active travel options. Programme timescale: 2020 – 2030.
4. **Renewable power for London:** Secure 100% renewable energy for London's public sector now and in the future. Programme timescale: 2020 – 2030.
5. **Reduce consumption emissions:** Reduce consumption emissions by two thirds, focusing on food, clothing, electronics and aviation. Programme timescale: 2020 – 2030.
6. **Build the green economy:** Develop London's low carbon sector and green our broader economy. Programme timescale: 2020 – 2030.

National advocacy

Ambitious commitments from local authorities in London and around the country will require significant support from the government. We will be developing and advocating a set of key asks with partners in local government and beyond, including in the run up to the Climate Change COP in Glasgow, later this year. These may include issues such as support for renewable energy infrastructure and electric vehicles, financing and support for retrofitting energy efficiency measures in homes and offices, and support for decarbonisation of the transport system.

APPENDIX 5 HAVERING SUSTAINABILITY MAP



Exec Summary

[CLARASYS]

What have we done?



Research

Our research centered on key obligations, the characteristics of Havering, best practice and trends



Benchmarking

We conducted a more specific benchmarking exercise across 20 similar local government organisations, including those with similar characteristics and exemplars



Interviews

We conducted 15 focus interviews with council workers from all areas of the council



Workshops

We held a workshop to verify our findings, to serve as the start of a potential forum for sustainability and to agree next steps

What have we found?

1

Sustainability is happening

There are elements of sustainability that are being incorporated into the work of the council, particularly where there are targets and measures to assess progress

2

Benefits are being realised

Some good examples were seen in the waste management space where there were a number of initiatives that had sustainability woven into them and where the benefits were being realised

3

There is no clear vision or objectives to align to

We have been unable to identify a vision of overarching objectives for sustainability

4

There is widespread buy in for sustainability but no shared tracking

It was unanimous that sustainability should underpin the work of the council and that the council is lagging in the sustainability space

5

There is no coherent public, business and volunteers awareness approach

Partnering with the public is a pivotal element to the success of achieving sustainability aims and objectives

Why is sustainability important in Havering

Return on Investment

There is strong evidence for the return on sustainability investments

Future Savings

Savings on healthcare from better health outcomes and community resilience

Risk mitigation

Sustainability will enable risk assessment and mitigation



Attractiveness

Havering will become a more attractive place to live and work

Incentives

Sustainability incentives such as grants and opportunity funding will continue to increase

Trends

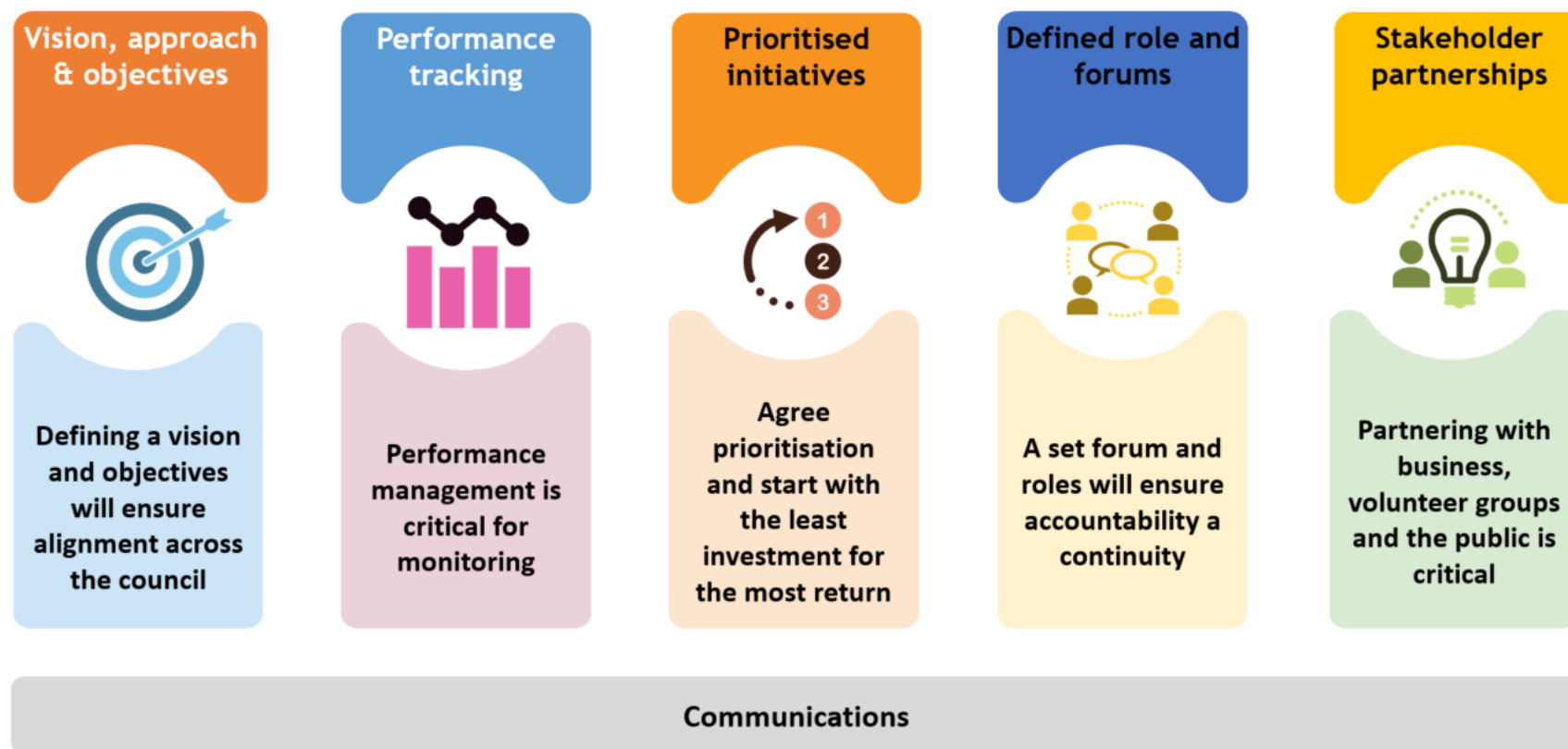
The trend towards sustainability will continue to build momentum

Why is this important?

- Social, environmental and economic benefits result from sustainability
- Sustainability isn't just a nice to have, it comes with strong returns on investment
- Sustainability will ensure Havering remains an attractive place to live and work
- The trend towards sustainability is gaining momentum as more institutions and business realise the benefits
- Sustainability does not require a complete overhaul of how an organisation operates

What needs to happen

[CLARASYS]



How you could start?



Engage those involved in sustainability to define and share a vision, approach and a set of objectives



Clarify the current sustainability workstreams and roadmap ahead



Define and agree how performance will be managed



Prioritised action - small actions can lead to big results