

GREEN AUDIT DRAFT IMPROVEMENT PLANS

1. INTRODUCTION

1.1 This report sets out three of the improvement plans coming out of the Green Audit.

1.2 These plans relate to the following themes:

- The way we operate our services
- The way we procure our goods and services
- How we understand and plan for the impact of climate change

1.3 As part of the Green Audit process Cabinet is asked to approve these plans.

2. THE WAY WE OPERATE OUR SERVICES

2.1 This theme looks at the Council's internal approach to reduction, re-use and recycling of materials arising from the operation of its services. This includes paper, printing materials, glass, cans, plastics, batteries, office furniture, cleaning materials etc.

2.2 A copy of the draft improvement plan is attached at Appendix 1.

3. THE WAY WE PROCURE GOODS AND SERVICES

3.1 This theme looks at the issue of Sustainable Procurement – focussing on how the Council can acquire goods and provide services that achieve positive impacts on a range of sustainability objectives.

3.2 As part of the development of this plan, the Green Audit Board has favoured an approach to use a framework promoted as the "UK Government Sustainable Procurement Toolkit" to move from where we are now to where sustainable procurement is embedded into our thinking and our processes.

3.3 The Board has indicated that progression can be targeted at level 3 compliance by December 2009. A copy of this framework and improvement plan including the identification of sustainability objectives set out against our corporate plan is attached at Appendix 2.

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4. HOW WE UNDERSTAND AND PLAN FOR THE IMPACT OF CLIMATE CHANGE

4.1 Unlike virtually all elements of the other themes this theme is about adaptation to, rather than mitigation of, climate change. It is about dealing with those impacts of climate change that are likely to happen irrespective of any actions we take now. Our level of preparedness for climate change is being measured by National Indicator 188. It is one of the targets under the Local Area Agreement (LAA).

- 4.2 The level of preparedness is being measured through a NI188 framework which is being used across Hampshire. This sets 5 levels, from level 0 to level 4. The target for achieving level 1 is 31 March 2009 with progression by one level each year after that.
- 4.3 Work is being progressed by the LAA Leads Group for Climate Change which also includes work on NI186 (this deals with reducing the per capita carbon footprint of the District). Each local authority is tasked with meeting the targets set within the framework. Achievement for LAA purposes can be taken as an average in any given year so if one authority fails to meet its target it can be offset by greater achievement by another local authority.
- 4.4 The LAA Leads have recently met and considered a progress chart of achievement against the levels. This Council's performance is on track to meet the target set although we are still awaiting climate change projections from the Government before some county wide work can be completed. Some key activities that have already taken place that contribute to level 0 and 1 are:
- Identification of lead officer to represent the Council at the LAA Leads Meeting and to manage progress
 - An agreed reporting structure and project plan and the key officers within the authority who can work together on this issue as well as the role of the Environmental Protection and Wise Use of Resources Community Action Network which includes partnership work with the National Park
 - Public commitment to managing the risks of climate change
 - Reports to Green Audit Project Board to raise awareness of Council Leaders and senior management on commitment and need to develop adaptation programme
 - Input into the Local Climate Impacts Profile (LCLIP) to help prioritise adaptation responses.
- 4.5 There are some local actions that are needed to be undertaken in the next couple of months in order to achieve level 1. These are:
- Report on the subject to March LSP (to supplement previous report to LSP on Green Audit and Climate Change)
 - Compile list of key local documents that are relevant to this issue
 - Further inputs into the Hampshire work on LCLIP to identify local vulnerabilities and assess emerging risks from projected climate change (subject to receipt of UK Climate Impacts Profile (UKCIP) for 2008 – projected for Spring 2009)
- 4.6 Progression through the remaining levels will be dependant on work targeted at
- Level 2 – inputting into full risk assessment for each of the vulnerabilities identified (September 2009) and identify actions against vulnerabilities and opportunities and resources required (December 2009) – this to include evidence of strong partnership working / sharing actions with LSP partners

- Level 3 – embed climate change adaptation into decision making processes, input into completion of action plan (July 2010) and commence implementation of action plan (September 2010) – this to include LSP involvement
- Level 4 – implementation, monitoring and review

4.7 As such, the improvement plan is the framework as illustrated above.

5. FINANCIAL IMPLICATIONS

5.1 There are no direct financial implications arising from the approval of these plans. Any cost savings will be identified as a result of monitoring the implementation of the plans. Any requirement for funding would form part of any future expenditure planning process. Any savings in carbon from April 2010 will reduce the cost of the carbon budget that is likely to be in place as a result of the Government's Carbon Reduction Commitment.

6. ENVIRONMENTAL IMPLICATIONS

6.1 The approval and implementation of all plans coming out of the Green Audit should make important contributions towards the environment, in particular reducing the Council's and the District's carbon footprint and making best use of non renewable natural resources.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 The sustainability objectives included in the initial work on the how we procure our goods and services theme, include recognition of the broader non environmental objectives including protecting human health and promoting fair working conditions. Any development or review of strategies coming out of the Audit will be subject to an Equalities Impact Assessment.

8. CRIME AND DISORDER IMPLICATIONS

8.1 There are no Crime and Disorder implications arising from this report.

9. PORTFOLIO HOLDER COMMENTS

9.1 The Green Audit continues to produce good ideas for environmental improvement in an inclusive and structured way. These improvement plans will help the Council focus on improvement activities that will assist the Council in reducing their reliance on non renewable natural resources as part of the approach to efficiency. The Audit is progressing well and, with the approval of these three plans, is nearing completion of the review and improvement planning stages. Implementation, monitoring and reporting will be key stages to ensure the plans deliver what they are designed for.

10. RECOMMENDATION

10.1 That the three improvement plans be approved.

For Further Information Please Contact:

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GREEN AUDIT – THE WAY WE OPERATE OUR SERVICES

DRAFT ACTION PLAN

PROPOSED ACTION	PERSONS RESPONSIBLE	FINANCIAL IMPLICATIONS	COMPLETION DATE
USE OF PAPER			
Review clear sack method of collection for office paper and cardboard. Evaluate the use of re-usable recycling containers.	RS/PF	Possible additional cost	April 2009
Examine environmental quality standards for office paper to check that we are using sustainable sources and to extend the use of recycled paper.	RS/MK	None	April 2009
Review the ICT strategy to include actions on paper reduction, energy saving and print efficiency.	KS/KC	Possible additional cost	To be agreed
Review the number of publications, magazines and leaflets mail issued by the Council and issue guidance to business units on how printing can be reduced..	All	Possible saving	September 2009
Review quantity of publications, magazines and junk mail coming into the Council and issue guidance to business units.	All	Staff cost	September 2009
Review committee report system to reduce paperwork	KS/RR	Possible saving	September 2009
Establish an understanding of paper use within the organisation and set targets to reduce paper consumption.	RS/PF/KS	Potential cost saving	September 2009
Improve guidance to staff about recycling at work and reducing paper use	RS	None	December 2009
USE OF ICT			
Remind staff to turn off ICT equipment at the end of the day	All	Potential cost saving	On-going
Investigate wireless internet connection for Members.	KC/KS	Additional cost	June 2009
Continue to evaluate the use of Multi Function Devices to reduce photocopying and print more efficiently.	KC/MK	Cost of new equipment	On-going
Review disposal arrangements for redundant ICT equipment	KC/MK	None	June 2009
Encourage greater use of hand held devices for data capture	All	Cost of new equipment	On-going
Greater use of e-mail, web site and text message communication with the public, rather than leaflets and posters	All	None	On-going

Encourage electronic filing and data storage	KC/Admin. Officers	Cost of new equipment	On-going
THE WAY WE OPERATE OUR OFFICES			
Extend office recycling schemes for glass, cans and plastics at Appletree Court and the Town Hall, Lymington.	RS/PF	Additional staff time	April 2009
Remove some litter bins from offices to encourage recycling	MC/PF	None	April 2009
Extend battery recycling scheme to include collection from outlying offices and set up collection contract.	RS/KS	Collection and reprocessing	June 2009
Set targets to reduce office waste	RS/JM	None	June 2009
Develop better links with the voluntary sector for the reuse of old office furniture and equipment.	RS/JM	None	June 2009
Investigate the use of home composters for organic waste at the Town Hall and Appletree Court	RS/JM	Small additional cost	September 2009
Carry out regular waste audits at Council Offices to identify opportunities for recycling and waste minimisation	RS/PF	Staff cost	On-going
Review the type of cleaning materials being used in the offices and depots in order to reduce consumption and reduce environmental impact	MC/MK	None	June 2009
Identify and encourage Environmental Champions to promote recycling, waste reduction and energy saving in all Council buildings.	RS/PF/KS	None	September 2009
OTHER COUNCIL PREMISES			
Improve recycling schemes in depots and outlying offices for paper, vending cups, glass, cans and plastics	RS/JM	Small increase in costs	June 2009
Improve guidance to staff at depots and outlying offices about recycling and reducing paper use	RS/JM	None	June 2009
Review refuse collection and recycling arrangements from Council hostels and sheltered housing schemes	RS/TH	Cost of new equipment	September 2009
Improve recycling schemes at Council Health and Leisure Centres	RS/Centre Managers	Small increase in costs	On going
Review disposal arrangements for specific waste streams, such as tyres, bulky waste and green waste.	RS/Depot Managers	None	On going

APPENDIX 2

FLEXIBLE FRAMEWORK

	Foundation Level 1	Embed Level 2	Practice Level 3	Enhance Level 4	Lead Level 5
People	Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.	All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.	Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.	Sustainable procurement included in competencies and selection criteria. Sustainable procurement is included as part of employee induction programme.	Achievements are publicised and used to attract procurement professionals. Internal and external awards are received for achievements. Focus is on benefits achieved. Good practice shared with other organisations.
Policy, Strategy & Communications	Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.	Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.	Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by CEO.	Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. Try to link strategy to EMS and include in overall corporate strategy.	Strategy is: reviewed regularly, externally scrutinised and directly linked to organisations' EMS. The Sustainable Procurement strategy recognised by political leaders, is communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.
Procurement Process	Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.	All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers.	Detailed sustainability risks assessed for high impact contracts. Project/contract sustainability governance is in place. A life-cycle approach to cost/impact assessment is applied.	Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key Performance Indicators agreed with key suppliers. Progress is rewarded or penalised based on performance. Barriers to sustainable procurement have been removed. Best practice shared with other organisations.

	Foundation Level 1	Embed Level 2	Practice Level 3	Enhance Level 4	Lead Level 5
Engaging Suppliers	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involvement.	Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.	Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programmes in place. Achievements are formally recorded. CEO involved in the supplier engagement programme.	Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. CEO engages with suppliers. Best practice shared with other/peer organisations. Suppliers recognize they must continually improve their sustainability profile to keep the business.
Measurements & Results	Key sustainability impacts of procurement activity have been identified.	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.	Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives.	Measures are integrated into a balanced score card approach reflecting both input and output. Comparison is made with peer organisations. Benefit statements have been produced.	Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced. Independent audit reports available in the public

DRAFT IMPROVEMENT PLAN THE WAY WE PROCURE OUR GOODS AND SERVICES

PEOPLE			
ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
Training and Awareness	<ul style="list-style-type: none"> • Identify and publicise Procurement Champion (Level1) • Identify criteria for 'Procurement Staff' • Train all Procurement Staff on sustainable procurement principles (Level 1) • Identify key staff across the authority to receive advance training (Level 2) • Instigate a programme of targeted refresher training on latest sustainable procurement principles. Display or new or amended guidance and policies on ForestNet (Level 3) • Identify staff for whom sustainable procurement principles should be part of the induction programme (Level 1/4) • Develop checklists to help individuals deliver sustainable procurement 		December 2009
Competency	<ul style="list-style-type: none"> • Include sustainable procurement factors in the PDI process for relevant staff (Level 3/4) 		December 2009
Performance Measure: % of those with sustainable procurement in their job descriptions / No's trained in sustainable procurement			

POLICY, STRATEGY & COMMUNICATION			
ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
Sustainability Objectives/Strategy	<ul style="list-style-type: none"> • Establish agreed corporate definition of 'sustainability' • Agree overarching sustainability objectives for the Council (Level 1) • Review the Council's Procurement Strategy to ensure it supports sustainable procurement in particular check that it is subject to regular review and scrutiny and where possible exploits new technology (Level 4) • Check that the Strategy supports the Corporate Plan (Current Strategy supports 4.1, 4.4 & 5.2 of the Corporate Plan as well as being a Key Theme) (Level 4) 		December 2009

ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
Sustainable Procurement Policy	<ul style="list-style-type: none"> • Agree and review sustainable procurement policy including supplier engagement for approval by the Council, ensure it forms part of the wider Sustainable Development Strategy (Level 1/2) • Check that sustainable procurement policy supports the overarching Procurement Strategy, previously ratified by Council, which covers risk, process integration, marketing, supplier engagement, measurement and a review process (Level 3) • Identify any barriers perceived or otherwise to sustainable procurement i.e. constraints of the EU Regulations and internal rules or guidance • Check that the Environmental Purchasing Guide is fit for purpose and supports the Procurement Strategy • Undertake Equalities Impact Assessment 		December 2009
Policy Communication	<ul style="list-style-type: none"> • Communicate policy to all staff, suppliers and key stakeholders (Level 1/2) • Make policy and strategy accessible via the Council's website 		December 2009

Performance Measures:

PROCUREMENT PROCESS			
ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
Expenditure Analysis	<ul style="list-style-type: none"> • Undertake detailed expenditure analysis in order to identify and assess key sustainability risks to prioritise action (Level 1/2) • Identify and promote existing good practice (Level 1) • Agree with key suppliers how they can assist in achieving the Council's targets and improving sustainability (Level 3) 		December 2009
Contract Criteria	<ul style="list-style-type: none"> • Include sustainability criteria in contracts and consider impact at an early stage in the procurement process i.e. design stage Clarify at which stage sustainability is currently factored in to the procurement decision, accreditation, design or contract award? (Level 1/2) • Assess all contracts for general sustainability risks and include detailed sustainability risk assessment for high impact contracts (Level 3/4) • Decide on sustainability criteria for contracts and link to training. 		December 2009 December 2009

ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
	<ul style="list-style-type: none"> Use sustainability criteria for those key suppliers and contractors not covered by appropriate accreditation 		
Contracts Awarded on value for money basis	<ul style="list-style-type: none"> Develop and promote a mechanism for understanding and analysing bids on the basis of whole life costs (Level 1/2) Use sustainability criteria as part of the selection process for all contracts Put in place a process to ensure sustainability risks are managed throughout all stages of the procurement process (Level 3) Review standing orders to ensure they support and encourage sustainable procurement Develop Council's approach to whole life costing 		December 2009
<i>Performance Measure: % of key suppliers with accreditation that recognises sustainable procurement principles</i>			

ENGAGING SUPPLIERS			
ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
Key Supplier Analysis	<ul style="list-style-type: none"> Undertake detailed supplier spend analysis to identify high impact suppliers (Level 1/2) Map supply chains for key spend areas to ensure sustainability criteria met throughout the chain (Level 3) 		December 2009
Key Suppliers Targeted	<ul style="list-style-type: none"> Initiate general programme of supplier engagement (Level 2) Put in place a programme to encourage two way supplier engagement, including face to face engagement, promoting continual sustainability improvement and seeking views or advice on procurement policy and sustainability initiatives (Level 1/3) 		December 2009
<i>Performance Measures: No of suppliers engaged via face to face engagement. % of suppliers engaged with who were satisfied with the level of engagement</i>			

Sustainability Objectives

Sustainability Objectives	Corporate Plan Aims – Main Links
1 Protecting human health	4.2 Improving people's health
2 Promoting fair working conditions	1.1 Delivering through people (internal), 4.1 Helping local businesses to succeed 4.4 Providing equal opportunities
3 Promoting social enterprise and improving local skills	1.3 Engaging the public 4.1 Helping local businesses to succeed 4.2 Improving people's health 5.2 Protecting the environment and promoting the wise use of natural resources
4 Promoting local employment and economy	4.1 Helping local businesses to succeed
Sustainability Objectives	Corporate Plan Aims – Main Links
5 Reducing soil, water and air pollution	5.2 Protecting the environment and promoting the wise use of natural resources
6 Reducing energy consumption and climate change	5.2 Protecting the environment and promoting the wise use of natural resources
7 Reducing water consumption	5.2 Protecting the environment and promoting the wise use of natural resources
8 Reducing materials, packaging and waste	5.2 Protecting the environment and promoting the wise use of natural resources 5.3 Minimising and managing waste
9 Protecting habitats and biodiversity	5.2 Protecting the environment and promoting the wise use of natural resources 8.2 Using planning to protect the environment 8.4 Increasing local distinctiveness