



**NORWICH**  
City Council

# Norwich City Council Environmental strategy



**2011-2014**

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## Foreword – by the portfolio holder

Until recently, it has been possible to challenge the proposition that human activity has added to the natural process of climate change since the beginning of the industrial revolution. However, this is no longer the case. Climate change is happening and poses a long term threat to the prosperity and wellbeing of our city.

We have suffered abnormal seasonal rainfall, high temperatures and stormy winters. For example, according to the Met Office, April 2011 was the warmest April on record. The UK mean temperature was 3.7°C above the 1971–2000 average, making it the warmest April since 1910.

**A UK Met Office report stated this year that: “While there are noticeable highs and lows in year to year data, over longer periods of time there is a discernable warming trend across the globe. Natural causes can explain only a small part of this warming. The overwhelming majority of scientists agree that this is due to rising concentrations of heat-trapping greenhouse gases in the atmosphere caused by human activities”.**

The global challenge of climate change is significant and requires a decarbonisation of the economy and a move away from the use of fossil fuels.

The Climate Change Act 2008 set out targets to reduce carbon emissions in the UK by 50 per cent by 2025, and at least 80 per cent by 2050. The UK is the first country to pass legislation which has introduced a legally binding framework to tackle the dangers of climate change.

The public also have an expectation that action should be taken – Ipsos MORI's most recent survey on climate change and energy supply shows that, despite a decline in concern about climate change, the majority of the British public still believe the climate is changing and say they are prepared to act on this.

Attention continues to focus upon the role of Local Government (LG) in helping to meet this challenge. The LG Group and the Department of Energy and Climate Change have recently reached an agreement setting out how local and central government will work together to tackle climate change. This will help Local Government work toward its aim of reducing its own carbon emissions by on average 30 per cent and support homeowners to save an average of £300 on their energy bills.

I am pleased that Norwich City Council has already made significant progress in

reducing our emissions via our carbon management programme and the use of eco technology. For example, we achieved an eight per cent reduction in our carbon emissions during 2010-11.

However, climate change and global warming are not the only environmental issues which can have a negative impact or influence on society. The past 20 years have seen a growing realisation that the current model of development is unsustainable. In other words, we are living beyond our means - from the loss of biodiversity with the felling of rainforests or over fishing to the negative effect our consumption patterns are having on the environment and the climate.

Unless we start to make real progress toward reconciling these contradictions, we face a future that is less certain and less secure. We need to make a decisive move towards more sustainable development.

A widely used and accepted international definition of sustainable development is: *'development which meets the needs of the present without compromising the ability of future generations to meet their own needs'*. Sustainable development offers the best hope for the future. Whether at

school, in the home, or at work, we all have a part to play. Our small everyday actions add up to make a big difference.

At a local level this new environmental strategy aims to deliver a sustainable environment which improves or maintains the quality of life for all of us. By making sure we use our natural resources wisely, emitting less CO<sub>2</sub> and recycling as much as possible, we can also take advantage of the fantastic opportunities to make financial savings whilst maintaining excellent but more sustainable services to our citizens. Much good work has already taken place and this strategy will set out how we intend to build upon these actions and deliver further improvements.



**Councillor Bert Bremner,**  
Cabinet member with  
responsibility for  
environmental strategy

## Norwich City Council's environmental policy

It is the council's policy to: meet its national and international legislative obligations; develop local sustainable communities; enhance the local environment; deliver environmentally-friendly services; and enforce environmental legislation to help stem the depletion of finite natural resources.

The council is committed to preventing pollution of the environment directly through compliance with legislation and the continual improvement of our estate management and environmental performance.

### **The council will demonstrate this by monitoring its resource use and by:**

- increasing energy efficiency in council-owned properties
- promotion of domestic energy efficiency
- reducing disposal of waste to landfill
- increasing recycling
- reducing consumption of paper in council activities



- reducing consumption of fuel in council activities
- reducing CO<sub>2</sub> emissions from our operations via a target of six per cent each year from a baseline of 2007 until 2012-13 (30 per cent over five years)
- prevention of groundwater pollution and contamination of the land
- protection and enhancement of habitat and biodiversity
- ensuring our procurement procedures balance high environmental specifications with total cost of ownership.

### **This will be achieved through:**

- the implementation and maintenance of this policy in all areas of our work,
- implementation of a checklist and monitoring programmes
- compliance with applicable legal requirements to which we subscribe and to other requirements which relate to the other environmental aspects of our activities, for example best practice guidance from central government
- campaigns and promotional work
- studies and questionnaires.

The delivery of this policy demonstrates our determination to lead in the fields of environmental protection and resource efficiency. The council also aims to influence others by demonstrating our efforts to community and business leaders via networking and other communications.

## Context and purpose

The sustainable community strategy for Norwich 2008-20 sets themes with strategic objectives for the city. The second theme “City of environmental excellence” sets the key objective for Norwich to become a low-carbon city, to minimise our use of global resources and to become a model city for the management of the natural and historic environment.

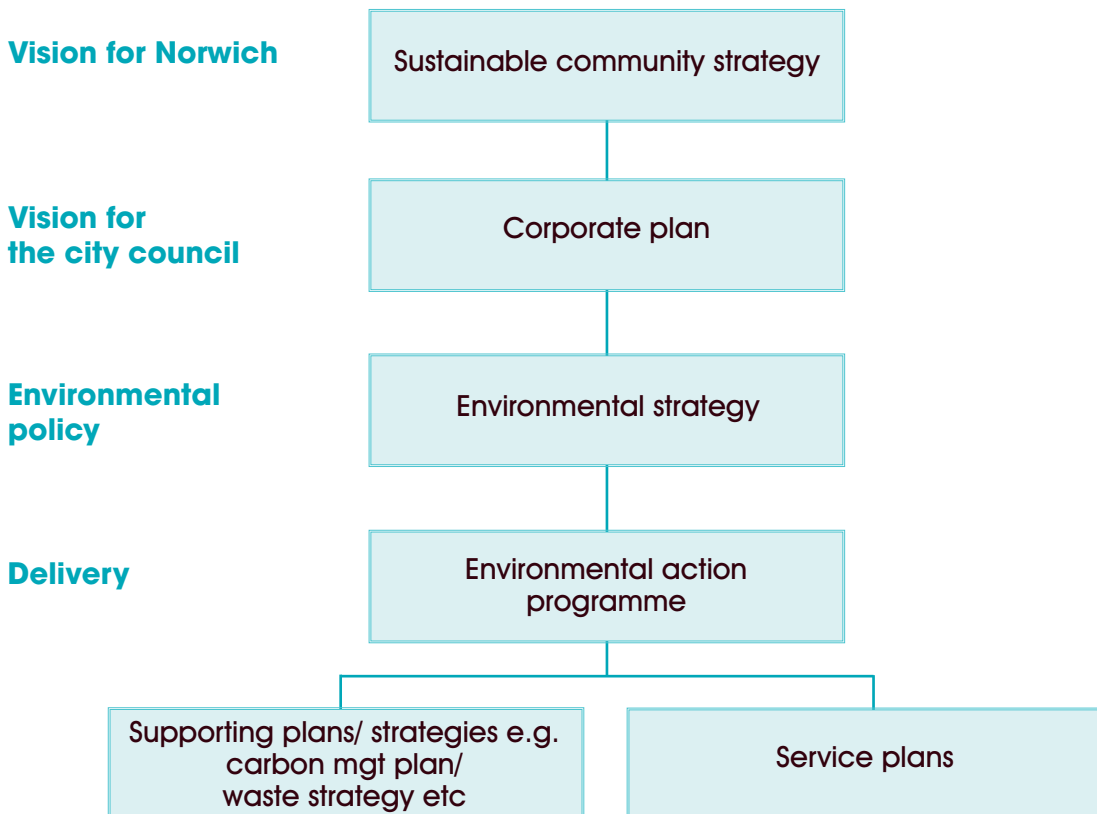
Within the council’s current corporate plan 2010-12 there is the key corporate priority “to deliver sustainable growth and development” and a corporate commitment “to achieve at least a six per cent reduction per year in the city council’s carbon footprint”.

This environmental strategy sets out a road map for how the council will work towards achieving its key environmental objectives, priorities, and commitments for the city.

The strategy, therefore, acts as an overarching environmental policy for Norwich City Council, sitting at a corporate level to provide direction for service-led environmental improvements, through service plans, other council strategies (such as the council’s carbon management plan, waste strategy, local development framework and procurement strategy) and procedures.

This is summarised in the diagram below:

**Diagram A: Strategic framework for environmental strategy**



By working towards a sustainable community within Norwich, we will: 'balance and integrate social, economic, and environmental components of the community; meet the needs of existing and future generations; and respect the needs of other communities. To create a sustainable community we will tackle the same issues as a climate change strategy would, therefore this strategy encompasses the actions taken by the council to address climate change.

The council is also a partner in the countywide Norfolk Climate Change Task Force working towards a reduction in our per capita CO<sub>2</sub> emissions in the local authority area through joint

activities and projects. This strategy therefore includes our contribution to joint activities where appropriate.

This year's environmental strategy comes at a time when the council is facing significant financial challenges. Inevitably there will be resource restrictions on what can be achieved. However, by making sure we use natural resources wisely, emitting less CO<sub>2</sub> and recycling as much as possible, will also present us with opportunities to make savings as well as protect our environment. The strategy and action programme are therefore designed to grasp those opportunities wherever possible.



## Key achievements from the last environmental strategy

The council has delivered a range of major environmental improvements through its last environmental strategy and other key policies. These are summarised below.

- Achieved an eight per cent reduction in our carbon emissions (CO<sub>2</sub>) during 2010-11 contributing to a total reduction of 16.9 per cent in the last three years.
- Received recognition from the CLG (Communities and Local Government) as having the highest decrease in CO<sub>2</sub> emissions per capita in the south and east of the UK, as well as having one of the highest national decreases, whilst at the same time having one of the highest levels of population growth.
- Received recognition by the United Nations Environment Programme's (UNEP) LivCom Awards 2010 as being regarded as a gold standard in the management of our environment.
- Commended as an example of best practice by the Carbon Trust and Salix for our innovative use of low carbon technology.
- More than doubled our recycling rate in a two-year period, which is now at over 40 per cent. This has meant we are in the top 10 authorities in the country for reducing the amount of waste sent to landfill. The amount of waste produced per person has reduced by 18kg – the biggest improvement in the country. Next year we aim to achieve a 55 per cent recycling rate, boosted by the roll-out of our food recycling service, which is the first district wide food waste collection service in Norfolk.

- Ran a successful and diverse programme of energy and affordable warmth work – including improvements to around 2,500 council homes.
- Completed the eco retrofit of over 800 council homes to make them more energy efficient.
- Completed the St Augustine's gyratory to improve air quality and traffic flow in the north of the city.
- Adopted the new Greater Norwich Development Partnership joint core strategy. This provides policies to require new development to be sustainably located and designed. There is a particular focus on addressing climate change and promoting low carbon development. This includes the most progressive policy for water efficiency in the country, and policies requiring energy efficiency, the use of renewable energy and the protection of environmental assets.

More detailed reports on progress against the last environmental strategy can be found in the council's annual environmental statements on the council's website at:

[www.norwich.gov.uk/site\\_files/pages/City\\_Life\\_\\_Eco\\_Issues.html](http://www.norwich.gov.uk/site_files/pages/City_Life__Eco_Issues.html)



## Development of the strategy

In November 2009 Norwich City Council agreed to establish and support the Norwich Independent Climate Change Commission (NICCC) to seek the views of local people on the impact of climate change through a consultation exercise.

NICCC's board consisted of representatives from a wide range of people involved in the city, including businesses, faith groups, the media and Norwich City Council. It analysed the consultation findings and produced an independent report setting out a number of recommendations on how the council and other organisations and local people in the city might better prepare for a more sustainable future. The report was considered by the council's cabinet in November 2010 and it was agreed to use the report to inform the development of this strategy.

A stakeholder workshop was then held where a large range of different organisations in the city came together to discuss the issues and recommendations raised by the NICCC report.

The NICCC report and the outputs of the stakeholder workshop have been used to help to develop this environmental strategy. Other information and approaches that have been used to inform the strategy include:

- **review of the current policy context and economic climate including the need for the council to continue to significantly reduce its resources**
  - **discussions with key partners over their priorities for the city**
  - **workshops with cabinet members and staff to consider the key role of the council in the current climate.**
- **analysis of information from customers on establishing the key issues and priorities for local residents in the city**



## Where do we want to be?

Our key strategic environmental outcomes and priorities are set out in the table below:

Environmental Outcome	Environmental Priority
a) That the impact of climate change is minimised wherever possible.	a1) To continue to reduce the council's carbon emissions by six per cent each year up to the end of 2013 (total of 30 per cent reduction).
	a2) To continue to improve the energy efficiency of housing and other buildings in the city.
	a3) To continue to support and encourage more sustainable transport solutions and the delivery of the Norwich Area Transport Strategy.
	a4) To "green" the council's approach to procurement by 2013-14.
	a5) To achieve level 3 against the current climate change adaptation indicator.
	a6) To ensure development meets people's needs in a sustainable manner.
	a7) To improve our existing homes through strong planning guidance.
	a8) To develop and implement a range of programmes and activities to promote and reduce the amount of water used in the city.
	a9) To raise awareness of energy conservation and good environmental practice to citizens and businesses in Norwich.
b) Waste sent to landfill is minimised and diverted.	b1) To increase the recycling level in Norwich to 55 per cent.
	b2) To develop a range of recycling options for council facilities.
c) The local environment is protected.	c1) To develop and deliver a range of work programmes to maintain our natural environment.
	c2) To prevent pollution of air, water, and land and protect local habitat and bio diversity through an annual work plan.

## How will we get there?

The council will achieve its environmental priorities through progression of an environmental action programme.

This action programme sets out the key activities and actions the council will progress within the following areas of its responsibility:

- **As an estate manager – the council is a large employer and a major consumer of energy and other resources. Through better management of transport and buildings the council can cut emissions and save money and manage the estate so that it can be better adapted to the changing climate.**
- **As a purchaser of goods and services – the council purchases a range of goods and services and by ‘greening’ its approach to procurement can support sustainability.**
- **As a service provider – the council can ensure the impacts of climate change are properly taken into account and emissions are cut as far as possible through the operation of**

**all services provided, such as through the council’s role as the local planning authority and as an enforcement body.**

- **As community leaders – through providing leadership to the city and through local partnerships and acting as an advocate and lobbyist.**

The council’s environmental action programme can be found at annex A. This will be updated to accommodate new and emerging policy from central government and other sources as appropriate during the length of the strategy.

Responsibility for the overall delivery of the environmental action programme rests with the corporate leadership team and is co-ordinated and managed by the environmental strategy team. Specific actions, projects, and activities within the programme will be the responsibility of different heads of service and operational managers.



## How will we know?

Overall progress on the environmental action programme will be reported quarterly to scrutiny committee and cabinet through the council's regular performance reporting and in detail through an annual environmental statement. This reporting will include the following key performance measures:



- CO<sub>2</sub> reduction for local authority operations
- per capita CO<sub>2</sub> emissions in the local authority area.

Regular progress reports will also be provided to the council's sustainable development panel, which is a cross party working group chaired by the cabinet member with responsibility for sustainable development. They will provide additional monitoring, challenge, and scrutiny on the progress of the council in delivering its environmental action programme.

Progress will be communicated regularly to staff through a range of internal communications. It will be passed to all contractors and suppliers who have major contracts with Norwich City Council. This strategy and our annual environmental statement setting out overall progress will be publicly available through our website [www.norwich.gov.uk](http://www.norwich.gov.uk) and supported by a range of external communications to support awareness-raising on these issues in the wider city.

Risks to the non delivery of this strategy have been considered however, and from time to time, activities within this strategy may be adversely affected by factors which may fall out of the control of the authority.

## Action programme

Outcome/ Priority	Key actions	Outputs	Service responsible	Delivery
<b>A That the impact of climate change is minimised wherever possible</b>				
<b>A1)</b> To continue to reduce the city council's carbon emissions by 6% each year up to the end of 2013 (Total of 30% reduction)	Deliver carbon management programme by 2013	T8 to T5 lighting projects	Environmental strategy (ES) + Property services (PS)	December 2011
		Riverside Centre voltage reduction and pool cover	ES + Leisure Connection	December 2011
		St Andrew's car park LED lighting project	ES + PS	December 2011
		Monitoring of CO <sub>2</sub> and NOx emissions	ES	July 2011
		Vending machine removals and timers	ES - Cultural services	Ongoing
		Develop a project with the UEA carbon management programme students to explore cost/benefit for carbon accounting	ES	April 2014
	Complete utility review by 2012	Utility bills review (LEAN) and tariff optimisation	ES + Procurement	April 2012
		Produce an internal energy policy	ES + Procurement	April 2012
		Monitoring of SALIX investments	ES + Finance	Ongoing
	Complete accommodation and work styles review by 2012	Accommodation strategy	PS	Ongoing
		Working styles policy	PS	Ongoing
		Review the city's many assets to ensure they are maintained and their value maximised	PS	Ongoing
	Investigate micro generation investment opportunities by 2014	Solar PV system on City Hall	ES + PS	March 2012
		Explore New Mills micro generation project	Economic development (ED) + PS	Ongoing
	Monitor and report progress against our 30 per cent target on an annual basis	Annual reporting on carbon emissions	ES	Yearly
		Production of display energy certificates	ES + PS	Yearly

**Key:** ES - Environmental strategy, PS - Property services, ED - Economic development, PSH - Private sector housing, R+D - Regeneration and development, NCCTF - Norfolk climate change task force, CEO - Chief executive officer, HR - Human resources, CS - Citywide services

Outcome/ Priority	Key actions	Outputs	Service responsible	Delivery
<b>A2)</b> To continue to improve the energy efficiency of housing and other buildings in the city	Develop and deliver programmes and projects to improve energy efficiency measures in housing by 2014	"Warm Homes" promotions	ES	December 2011
		Identify one or more key funding partners for home energy projects	ES	December 2011
		Eco retrofit programme	Housing	July 2012
		Window replacement and boiler replacement programmes	Housing	Ongoing
		PV for Free project	Housing	July 2012
		ECP asset review	ES + PS	December 2014
		Develop a heat load map for Norwich city centre	ED + ES	April 2012
		New web pages with environmental advice	ES	April 2012
		Working with our contractors to increase fuel efficiency	ES	Ongoing
		Identify substandard housing	Private sector housing (PSH)	Ongoing
		Promotion of the green deal including investigation of options for social housing sector	ES + Housing	April 2014
		Develop a cross service affordable warmth strategy and review the council's approach to affordable warmth work	PSH+ES+PS+Housing	April 2012
<b>A3)</b> To continue to support and encourage more sustainable transport solutions and the delivery of the Norwich area transport strategy	Deliver local area transport strategy + GDNP transport projects as funding allows	St Augustine's gyratory	Regeneration and Development (R+D)	Ongoing
		Pedestrianisation of Westlegate	R+D	Ongoing
		Review of speed management	R+D	Ongoing
		Bus rapid transit (BRT) network;	R+D	Ongoing
		Improvements to a core bus network as well as integrated ticketing and improved information;	R+D	Ongoing
		City centre improvements;	R+D	Ongoing
		A package of cycling and walking improvements;	R+D	Ongoing
		Smarter choices initiatives, like travel planning	R+D NCCTF and county council	Ongoing

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Outcome/ Priority	Key actions	Outputs	Service responsible	Delivery
	Refresh the council's "green" travel plan and reduce our transport emissions by 10% by 2013	Fleet review	PS + ES	April 2012
		Internal car share system	PS + ES	April 2012
		Electric/hybrid fleet cars	PS + ES	April 2012-13
		Trial stop/start technology in council fleet	ES + Citywide services (CS)	April 2012/13
		Travel choice promotions	PS + ES	April 2012
		Improved cycle facilities	PS + ES	April 2012
		Bikes for staff to use	PS + ES	April 2012
		Cycle to work scheme	PS + ES	April 2012
		EST driver training for staff and contractors	ES	April 2012
<b>A4)</b> To "green" the council's approach to procurement	Implement the new procurement strategy by 2013	Create an eco procurement guide	ES and Procurement	April 2013
		Establish a sustainability checklist pre tender	ES and Procurement	April 2013
		Monitor contractors EMS and carbon emissions	ES	April 2013
		Purchase electricity from 100 per cent green supply	Procurement	September 2011
<b>A5)</b> To achieve level 3 against the current climate change adaption indicator (NI 188)	Develop a robust approach to service risk and climate change using the UKCIP08 weather projections by 2013	Achieve L3 NI188 via use of the CAT Tool	ES	Ongoing
		Member training	ES	Ongoing
		Officer training	ES + NCCTF	Ongoing
<b>A6)</b> To ensure development meets people's needs in a sustainable manner	Implement the GNDP joint core strategy by 2031	Ensure all new development is built to high JCS design and environmental standards	ED + Planning	Ongoing
		Construction of 184 homes to L4 of the code of sustainable homes	ED + Planning	April 2017
		Energy policy for the city	ED + ES	April 2013
		Update flood maps and info for citizens	Planning (with Norfolk County Council)	April 2013
		Update planning guidance on web for energy efficiency	Planning	April 2012

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Action programme continued...

Outcome/ Priority	Key actions	Outputs	Service responsible	Delivery
<b>A7)</b> To improve our existing homes through strong planning guidance	Deliver Climate East training programme by 2011	Provide training for planning officers and members on climate change	Planning	April 2011
		Planning team to receive training on microgeneration	Planning	April 2011
<b>A8)</b> To develop and implement a range of programmes and activities to promote and reduce the amount of water used in the city	Develop a cross service approach to the management of water and water conservation by 2014	Implement JCS water efficiency policy for new development	Planning	Ongoing
		Work with Anglian Water on communications campaign	ES	April 2012
	Support the emergency planning procedures and processes through an annual programme of activities	Communicate flood maps to public aqua fund projects	ES	April 2012
		Monitoring NCC water use	ES	April 2012
		Encourage water butts	ES+PS	Ongoing
		Encourage SUDS and other flooding policies	ES+PS	Ongoing
<b>A9)</b> To raise awareness of energy conservation and good environmental practice to citizens and business in Norwich	Develop and deliver a programme of awareness raising activities by 2014	Annual environmental statement	ES	Ongoing
		Carbon champions	ES	Ongoing
		One small step	ES + Communications	Ongoing
		Energy officers group	City growth and development	Ongoing
		Production of display energy certificates	ES + PS	Ongoing
		Update web pages	ES	Ongoing
		Sign the new Nottingham Declaration	CEO	December 2012
		Consider the NICCC recommendations	ES	April 2011
		Citizen panel survey	NCCTF	April 2011
		Development of case studies	All	Ongoing
		Build environmental elements into staff induction	ES + HR	December 2012
		Eco awards	ES	Ongoing
		Eco staff survey	ES	December 2012
		School resource box	ES	Ongoing
Support earth hour	ES	Ongoing		

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Outcome/ Priority	Key actions	Outputs	Service responsible	Delivery	
<b>B Waste to landfill is minimised and diverted</b>					
<b>B1)</b> To increase the recycling level in Norwich to 55% by 2012-13	Refresh the integrated waste management strategy by 2012	To improve our recycling and composting rates to more than 55%	CS	Ongoing	
<b>B2)</b> To develop a range of recycling options for council facilities	Develop appropriate waste management procedures for all council buildings by 2012	Procedures in place	ES + Facilities	April 2012	
<b>C The local environment is protected</b>					
<b>C1)</b> To develop and deliver a range of work programmes to maintain our natural environment	Develop and deliver projects by 2014 (examples in column to right)	Plant 200 trees per year to replace damaged and aged stock	CS	Ongoing	
		GIS in-cab monitoring	CS	Ongoing	
		Route optimisation of waste fleet	CS	Ongoing	
		EV's in contracts	CS	Ongoing	
		90% of sites are in positive management	CS	Ongoing	
		Linking tree planting to flood maps	CS	Ongoing	
<b>C2)</b> To prevent pollution of air, water and land and protect local habitat and bio diversity through our annual work plan	Develop and deliver projects by 2014 (examples in column to right)	Positive management of air quality management zones	CS	Ongoing	
		Develop a series of policy and information documents for contractors and staff working on our estate by 2014 (examples in column to right)	Working with contractors in regards to ISO14001	ES	April 2012
			Events trader guidance	ES	April 2012

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