

**Climate Change Strategy**  
**2008-2014**



**Lancaster City Council**  
**V 5.4**  
**2010/11 Refresh**

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## Glossary

**Adaptation:** In the context of this Strategy adaptation refers to the need to adapt to the effects of climate change which are already evident or are due to occur in the future.

**Carbon footprint:** A "measure of the impact human activities have on the environment in terms of the amount of green house gases produced, measured in units of CO<sub>2</sub>." Using the term 'carbon footprint' means that individuals and organisations can conceptualise their own impact in contributing to climate change.

**CO<sub>2</sub> or Carbon Dioxide:** A green house gas which, it is estimated, accounts for 63% of all emissions from human activity and which the Kyoto Protocol identifies as the major contributor to human induced global warming. It is the reduction of CO<sub>2</sub> emissions that is considered paramount in reducing the possibility of catastrophic climate change.

**CO<sub>2</sub>(e) or Carbon Dioxide Equivalent:** The contribution of other greenhouse gases such as methane and hydrofluorocarbons is minimal in comparison to CO<sub>2</sub>, therefore, these remaining greenhouse gases are measured in their carbon dioxide equivalent.

**Energy:** Refers to both electricity and gas unless otherwise stated.

**Microgeneration:** Alternatively called micropower, microgeneration is the production of power on a small scale with technologies often situated close to where the energy is required. Microgeneration produces heat and/or electricity but emits only low levels of carbon dioxide, if any at all.

**Mitigation:** In the context of this Strategy mitigation refers to taking long-term action to reduce or prevent human-induced climate change.

**Sustainability:** Living sustainably means living within and balancing the economic, social and environmental needs of the community. Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.

**tCO<sub>2</sub> or Tonnes of Carbon Dioxide:** The term used to quantify a measurement of CO<sub>2</sub> (if kgCO<sub>2</sub> or Kilograms of Carbon Dioxide are referred to, please note that there are 1,000kg to a tonne)

### Abbreviations

LTH – Lancaster Town Hall

MTH – Morecambe Town Hall

OFS – Old Fire Station

SASC – Salt Ayre Sports Centre

EST – Energy Saving Trust

CT – Carbon Trust

LDLSP – Lancaster District Local Strategic Partnership

CC OWG – Climate Change Officer Working Group

GHG – Greenhouse gas

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### Climate Change Policy Statement

Lancaster City Council acknowledges that climate change is occurring and will be a critical factor to Lancaster district's development throughout the 21<sup>st</sup> Century. We recognise the social, economic and environmental risks and opportunities of climate change and welcome government targets to reduce greenhouse gas emissions.

To tackle climate change in Lancaster district Lancaster City Council will...

- Continue to make a public commitment to develop local responses to climate change
- Reduce our energy use and minimise our waste to landfill
- Increase our staff awareness of climate change and sustainability issues
- Reduce carbon emissions from our buildings and transport by 34% by 2020, leading to 80% by 2050 (equating to 3.4% per year for the remaining life of this Strategy). In addition, we commit to the 10:10 challenge, to reduce our carbon emissions by 10% in 2010/11.
- Develop future planning policies that help adapt and mitigate against the impacts of climate change ensuring that new developments are as sustainable as possible
- Work with our partners, including the Energy Saving Trust and the Lancaster District Local Strategic Partnership, to develop and assist in the implementation of local climate change action plans
- Encourage and enable where possible, all sectors of our community to reduce their impact on, and adapt to the consequences of, climate change

## Introduction

### Climate Change

Climate change is caused when the earth's temperature rises due to the increase of greenhouse gases (GHG), such as CO<sub>2</sub>, methane and hydrofluorocarbons, in the atmosphere. GHGs occur naturally in the earth's atmosphere. However, it has been scientifically documented that the temperature of the earth has significantly increased in the last 150 years since humans began to extract and burn fossil fuels at a much faster rate.

There is no longer any scientific debate over the fact that climate change is happening. The International Panel on Climate Change (IPCC) has advised that the only doubt which remains regarding climate change is the extent of its impacts.

In 2009, the Met Office released the results of a comprehensive study which aims to predict changes in future weather. In the North West of England it is estimated that by 2050 we will have an average of 18% less annual rainfall (with a maximum reduction of 36%) – this could manifest as droughts in summer and floods in winter – and an average temperature increase of 2°C (with a maximum increase of 3.1°C). Some climate models suggest the weather in Europe by 2040 will be akin to that of the UK heat wave of summer 2003.

If Governments, both local and national, address climate change now by using less energy, minimising waste and adapting to the effects of climate change, we can halt any further degradation of the earth and its atmosphere. The *Economics of Climate Change (2006)*, a review by Sir Nicholas Stern, advises us that costs to tackle climate change will be far less onerous the sooner action is taken.

### International & National Policy

A *Climate of Change (2007)* from the Local Government Commission places an emphasis on the role of local government as community leaders in policy and action stating that "tackling climate change must be at the centre of local government's vision for their communities....it is the single priority which overrides all others, now and for the foreseeable future."<sup>1</sup>

The *Kyoto Protocol*, adopted in 1997, is the current international agreement on reducing GHG and places caps on the emissions of industrialised economies. The UK are on track to surpass their *Kyoto* commitment to reduce GHG emissions by 12.5% below 1990 levels over the 2008 to 2012 commitment period. The *Climate Change Act*, granted Royal Assent in Parliament in November 2008, places a duty on the Government to



<sup>1</sup> Local Government Association, *A Climate of Change (2007)*

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assess the risk to the UK from the impacts of climate change and commits the UK to meeting a reduction in green house gases of 80% by 2050 based on 1990 levels, a greater target than that outlined for CO<sub>2</sub> in the 2006 white paper *Strong and Prosperous Communities*.

The *Climate Change Act (2008)* also provides an interim target of a 30% reduction in CO<sub>2</sub> by 2020, which the Lancashire Climate Change Partnership has adopted County-wide through the *Lancashire Climate Change Strategy 2009-2020*. The 2009 Order which followed the *Climate Change Act* increases this reduction target to 34% by 2020 (based on 1990 levels) and will be calculated by reference to all targeted greenhouse gases, rather than just carbon dioxide.<sup>2</sup>

*Climate Change: The UK Programme 2006* identifies that the public sector is in a key position to lead on CO<sub>2</sub> emissions reduction by setting a behavioural and strategic example to the private sector. Further, it identifies that action by local authorities is “likely to be critical to the achievement of government's climate change objectives” identifying that local authorities can have significant influence over emissions in their districts.

### Local Policy

Lancashire County Council has developed the *Lancashire Climate Change Strategy (2009)* which Lancaster City Council takes a partnership role in developing and delivering to compliment this Strategy.

Lancaster City Council's role is to help, wherever possible, Lancaster district address the major issues it faces. It will use this strategy to focus its own efforts in tackling climate change and will contribute to the wider climate change agenda through its links with the Lancaster District Local Strategic Partnership and local planning policy.

Of the 198 National Indicators in *The New Performance Framework for Local Authorities (2008)* seven relating to the environment have been adopted by the Lancashire Local Area Agreement (LAA) and therefore become mandatory indicators for all agencies charged with its delivery. Four of these National Indicators are particularly relevant to the Climate Change Strategy and shall be referenced throughout;

- NI 185 – CO<sub>2</sub> reduction from local authority operations
- NI 186 – Per capita reduction in CO<sub>2</sub> emissions in the local authority area
- NI 187 – Tackling fuel poverty; % of people receiving income based benefits living in homes with a low and high energy efficiency rating
- NI 188 – Planning to adapt to climate change

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<sup>2</sup> The target is currently 34% reduction in all Green House Gases – if Kyoto make a new global deal in the coming years this may increase to 43%. Lancashire County Council hope to adopt new target as and when future legislation dictates.

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We are a partner of the Lancaster District Local Strategic Partnership (LDLSP) and we are committed to assisting in the delivery of the *Sustainable Community Strategy*. One of the three priorities on the theme of Environment in the *Sustainable Community Strategy* is especially relevant to the Climate Change Strategy; "To reduce our impact on, and adapt to the consequences of, climate change".

We recognise that as the technologies to tackle climate change advance this Strategy will need to be developed and adapted. It should, therefore, be noted that the actions in this Strategy are not exhaustive but will provide inspiration and guidance for actions in future revisions. In addition, a district-wide Climate Change Strategy that will build on this document and will address climate change throughout the community will be beneficial in the future and is something that would be developed, led and promoted by local partners.

### **Resources**

The Climate Change Strategy is based on a 5 year action plan which began in April 2008. Now in its third year, this Strategy has been extended to 2014 to fit in with the current financial framework and has the following resources available to support its delivery:

Up until 2012/13, Lancaster City Council has financial resources in revenue of £20,000pa dedicated to the delivery of the Climate Change Strategy plus an additional £20,000 capital provision (£100,000 over 5 years up until 2012/13) to spend on energy reduction initiatives developed through the Climate Change Cabinet Liaison Group. A further £8,800 annual revenue provision is put towards energy conservation initiatives within Property Services. This equates to approximately £48,800 in 2010/11. It is understood that further funding will be required to ensure the delivery of the Strategy throughout 2013/14 and it is possible that external funding may also be required for larger projects as they arise.

With regard to Officer time, one full-time post, that of the Sustainability Coordinator, is committed to developing and co-ordinating Lancaster City Council's response to climate change, including developing the Climate Change Strategy, managing project delivery of the Energy Saving Trust One-to-One Support Programme and initiating the Climate Change Corporate Programme – details of these schemes can be found in the Corporate Commitment to Climate Change section below. In addition, the Climate Change Officer Working Group monitors delivery of the Climate Change Strategy and helps to investigate the suitability of new projects. The Bright Sparx office champions also spread the important message of saving waste, energy and CO<sub>2</sub> throughout the Council.

Please refer to Appendix 4 for details of the resources required by the actions in this Strategy.

**Cutting Carbon Emissions**

Lancaster City Council recognises the importance of setting and achieving challenging targets to reduce our carbon emissions. The actions within this Strategy will help to meet these targets. Through Lancaster City Council’s commitment to NI 185 (CO<sub>2</sub> reduction from local authority operations) within the Local Area Agreement, we are now able to collate information to accurately calculate our carbon emissions. We are, however, as yet not required to calculate all GHG emissions in line with the most up to date national policies.

The municipal year 2008/09 has been agreed as Lancaster City Council's baseline year for measuring carbon emissions and setting realistic reduction targets. With this in mind and using guidance provided by Defra, our targets reflect national reduction targets but relate only to carbon. In addition, further detailed CO<sub>2</sub> reduction targets for each corporate building and transport sector are detailed on the following page.

It should also be noted that Lancaster city Council has also committed to the 10:10 challenge – an ambitious project to unite every sector of society behind one simple idea: cutting our emissions by 10% in the municipal year 2010/11. This 10% reduction target is subject to the baseline year of 2009/10 and utilises data from NI 185 – CO<sub>2</sub> reduction from local authority operations.

**Carbon Reduction Targets by Percentage**

| 2020 CO <sub>2</sub> Reduction Target | 2050 CO <sub>2</sub> Reduction Target | Standard Annual CO <sub>2</sub> Reduction Target |
|---------------------------------------|---------------------------------------|--|
| 34%                                   | 80 %                                  | 3.4% until 2019/20<br>then 1.53% until 2049/50   |

and

| 2010/11 Reduction Target |
|--------------------------|
| 10%                      |

**Carbon Emission Monitoring and Potential Reduction in tCO<sub>2</sub>**

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|                            | CO <sub>2</sub> from buildings (tCO <sub>2</sub> ) | CO <sub>2</sub> from transport – incl. staff travel (tCO <sub>2</sub> ) | Total CO <sub>2</sub> emissions (tCO <sub>2</sub> ) | Actual CO <sub>2</sub> emissions saving (tCO <sub>2</sub> ) | Target reduction in CO <sub>2</sub> emissions (tCO <sub>2</sub> ) | Target total CO <sub>2</sub> emissions (tCO <sub>2</sub> ) |
|----------------------------|--|---|---|---|---|--|
| <b>2010/11</b>             | -  | -   | -   | -   | 438.28 <sup>3</sup> (10%)   | 3944.55  |
| <b>2009/10</b>             | 2593.31  | 1789.51   | 4382.83   | 340.79 (7.2%)   | 160.6 (3.4%)  | 4563.02  |
| <b>2008/09<sup>4</sup></b> | 3034.34  | 1689.28   | 4723.62   |   |   |  |

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<sup>3</sup> Please note that due to the information requested by the 10:10 campaign administrators, Lancaster City Council is actually expected to save 432.72 tCO<sub>2</sub> as our 10:10 target (with a target carbon footprint of 3894.5 tCO<sub>2</sub>) as not all our emissions information could be submitted in the required format.

<sup>4</sup> Alternations have been made to the 2008/09 carbon footprint baseline due to the omission of hire vehicles and gas oil vehicles from the previous data.

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### Carbon Reduction Targets by Area – 2010/11

In order to reduce carbon emissions from our buildings and transport by 34% by 2020, leading to 80% by 2050, including a 10% reduction in 2010/11 for the 10:10 challenge, detailed CO<sub>2</sub> reduction targets for each relevant corporate area are required. Such targets will result in greater responsibility for Services to work together in their locations to reduce their energy use.

This table details the area specific CO<sub>2</sub> reduction targets for 2010/11 based on the year's target saving of 10% or 438.28 tCO<sub>2</sub>:

| Specific Area   | Estimated target for 2010/11 from V5 of the Strategy (tCO <sub>2</sub> ) | Target reduction for 2010/11 at 10% (tCO <sub>2</sub> ) | Projected reductions for 2010/11 based on anticipated projects (tCO <sub>2</sub> ) | Reasoning for projected reductions   |
|---|--|---|--|--|
| Commercial Fleet  | 52   | 170.05  | 85 - 340   | EST Green Fleet Review predicted savings for vans in 2010/11 to 20% fuel saving (market prediction) from telematics and effective monitoring |
| Grey Fleet (Staff Travel)   | 4  | 8.9   | 8  | Taken from EST Green Fleet Review  |
| Salt Ayre Sports Centre   | 55   | 108.74  | 177.93   | Based on energy efficiency projects in place, awareness raising + improving energy management structures                                     |
| Lancaster Town Hall   | 13   | 32.91   | 61.83  | Savings projected from <i>powerPerfector</i> , replacing boilers, awareness raising + improving energy management structures                 |
| St Leonard's House  | Not included   | 31.16   | 16.02  | Awareness raising + improving energy management structures   |
| Low Staff/Unstaffed Locations (incl. The Platform, TICs, public toilets, cemeteries etc.) | 9  | 21.9  | 11.22  | Awareness raising + improving energy management structures   |
| Morecambe Town Hall   | 5  | 16.65   | 8.58   | Awareness raising + improving energy management structures   |
| White Lund Depot  | 5  | 13.1  | 6.74   | Awareness raising + improving energy management structures   |
| Old Fire Station  | 5  | 12.36   | 6.34   | Awareness raising + improving energy management structures   |
| Palatine Hall   | 4  | 10.21   | 5.25   | Awareness raising + improving energy management structures   |

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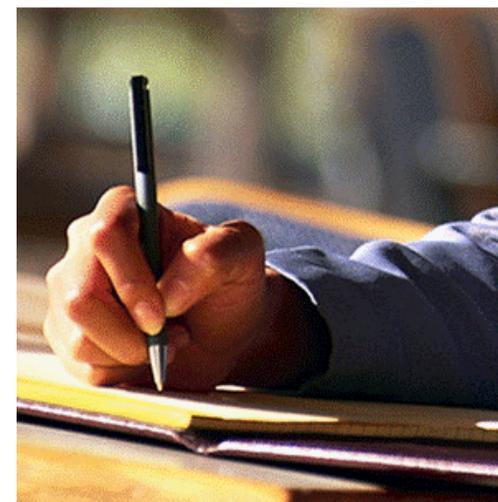
|                |            |               |                        |  |
|----------------|------------|---------------|------------------------|--|
| Cable Street   | 2          | 6.5           | 3.34                   | Awareness raising + improving energy management structures |
| Ryelands House | 2          | 5.8           | 2.99                   | Awareness raising + improving energy management structures |
| <b>Total:</b>  | <b>156</b> | <b>438.28</b> | <b>393.24 – 648.24</b> |  |

### Corporate Commitment to Climate Change

#### Introduction

Lancaster City Council's commitment to delivering projects to address the consequences and opportunities of climate change is expressed through the Corporate Plan 2010-13. This Plan confirms that one of four corporate priorities over this period is climate change with an objective to "Tackle the challenges of climate change". Please refer to Appendix 3 for further information.

This is a new section for the 2010/11 edition of this Strategy. In 2010/11 we will begin to develop the Climate Change Corporate Programme, the first programme undertaken by Lancaster City Council. The aim of the Climate Change Corporate Programme is to bring together all projects which deliver Lancaster City Council's climate change agenda across all Services and procure funding for the delivery of new projects. The Programme will ensure that projects are successfully managed in line with the 'bigger picture' on climate change and will focus on delivering a 'Vision for 2020' to be developed by Lancaster City Council. Once published, the report of the Climate Change Action Coordinator for the LDLSP, which details actions all LDLSP partners should develop to deliver NI 186 (Per capita reduction in CO<sub>2</sub> emissions in the local authority area), will also influence the actions laid out in the Programme



We also work closely with our partners at the Energy Saving Trust as a member of their One-to-One Support Programme, a two year support programme which began in February 2009. The Energy Saving Trust 1-2-1 Support Programme provides free, tailored support to develop and implement a Climate Change Action Plan to ensure a strategic approach to sustainable energy across both the Council and Lancaster district. The Action Plan has now been incorporated in this edition of the Climate Change Strategy and helps to strengthen our corporate commitment and deliver a number of actions throughout Lancaster district, as well as actions in-house.

To support the delivery of the Climate Change Strategy a high level officer group has been brought together to develop, monitor and steer projects. The Climate Change Officer Working Group (CC OWG) will be integral to the development of the Climate Change Corporate Programme and drawing on new opportunities to tackle climate change.

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In addition to the above, Lancaster City Council have signed up to the 10:10 campaign – an ambitious project to unite every sector of society behind one simple idea: cutting our emissions by 10% in the municipal year 2010/11. This campaign and its target will be referenced throughout this Strategy.

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**Corporate Commitment Actions Table**

| Year    | Action   | Further Information & Targets  | Service/Group Responsible                     | Resources Required   | Potential Savings  | EST 1-2-1 Action |
|---------|--|--|---|--|--|------------------|
| 2010/11 | Develop Corporate Programme on Climate Change  | Complete Identification Phase and majority of Definition Phase according to the London Method  | ~ CProg<br>~ Community Engagement<br>~ CC OWG | Staff time   | N/A  |                  |
| 2010/11 | Robustly support an overall energy champion at senior level                                    | <ul style="list-style-type: none"> <li>• Reaffirm Nottingham Declaration and make use of related action pack</li> <li>• Ensure that restructuring recognises Corporate Plan Priorities with clear allocation of climate change and energy responsibilities</li> <li>• Monitor Service specific performance targets for climate change and energy efficiency at senior level</li> </ul> | ~ Management Team<br>~ CC OWG                 | Staff time already allocated through delivery of Corporate Plan<br><br>Decentralised targets see: Middlesbrough Council's CRACA Plan | N/A  | EST 1-2-1        |
| 2010/11 | Resource the Energy Management Team to match the size of the authority                         | <ul style="list-style-type: none"> <li>• Determine most suitable route for securing effective energy management i.e. through recruitment or Facilities Management Review</li> <li>• Spend at least 10% of the Council's total energy expenditure on sustainable energy</li> </ul>  | ~ Management Team<br>~ CC OWG                 | Financial resources and staff time to be allocated through Facilities Management Review  | >53.4 tCO <sub>2</sub><br>Financial savings not yet quantified | EST 1-2-1        |
| 2010/11 | Include a climate change impact assessment for all major projects/decisions at committee level | <ul style="list-style-type: none"> <li>• Implement sustainability appraisal criteria on projects/programmes with leadership from the Monitoring Team in Community Engagement</li> <li>• Include assessment using sustainability appraisal when securing contracts for buildings, transport and services</li> <li>• Ensure appropriate links are made to</li> </ul>                     | ~ Management Team<br>~ CC OWG                 | Staff time   | Impact on CO <sub>2</sub> savings through NI 186               | EST 1-2-1        |

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| Year    | Action  | Further Information & Targets  | Service/Group Responsible                 | Resources Required   | Potential Savings   | EST 1-2-1 Action |
|---------|---|--|---|--|---|------------------|
|         |   | <p>sustainable procurement</p> <ul style="list-style-type: none"> <li>• Draw attention to the 'sustainability' impacts in report submissions and monitor/ensure use of the same</li> </ul>   |   |  |   |                  |
| 2010/11 | A member of staff within each service area, or relevant team, is allocated time to promote the integration of sustainable activities in Service delivery, with performance reviewed | <ul style="list-style-type: none"> <li>• Ensure relevant Officers maintain involvement in the Climate Change Officer Working Group (CC OWG) <ul style="list-style-type: none"> <li>• Include CC OWG activities in individual work programmes</li> </ul> </li> <li>• Monitor performance through EDPA</li> </ul>  | <p>~ Management Team<br/>~ CC OWG</p>     | Staff time   | N/A   | EST 1-2-1        |
| 2010/11 | Proactively procure greater finance and support services for delivery of climate change Corporate Priority  | <ul style="list-style-type: none"> <li>• Define corporate responsibility for securing external funding – Council to continue funding energy saving initiatives for the medium term</li> <li>• Explore Invest-to-Save opportunities <ul style="list-style-type: none"> <li>• Ensure outline for Facilities Management specifically outlines provision of energy management and securing external funding</li> </ul> </li> <li>• Work closely with the Monitoring Team to secure and effectively distribute external funding – including Big Ticket through LDLSP</li> </ul> | <p>~ Management Team<br/>~ CC OWG</p>     | Delivered through staff time allocated in the Climate Change Programme | CO <sub>2</sub> and financial savings dependent on measures                       | EST 1-2-1        |
| 2010/11 | Deliver programme of home working, flexible working and hot-desking   | <ul style="list-style-type: none"> <li>• Ensure Corporate overview of this scheme to guarantee disposal of assets (objective has been devolved to Service Heads)</li> <li>• Develop information for staff to ensure energy use and carbon emissions are not simply transferred to dwellings</li> </ul>   | <p>~ Management Team<br/>~ CC OWG</p>     | Staff time   | CO <sub>2</sub> and financial savings achieved - ensure not transferred to NI 186 | EST 1-2-1        |
| 2010/11 | Set targets and a timescale for energy use reductions in wider community in line with national  | <ul style="list-style-type: none"> <li>• Develop Climate Change Programme to determine and manage targets/timescales and to develop and</li> </ul>   | <p>~ Community Engagement<br/>~ LDLSP</p> | Staff time   | Impact on CO <sub>2</sub> savings through NI                                      | EST 1-2-1        |

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| Year    | Action  | Further Information & Targets   | Service/Group Responsible              | Resources Required   | Potential Savings   | EST 1-2-1 Action |
|---------|---|---|--|--|---|------------------|
|         | targets   | monitor relevant projects<br>• Develop a "Vision for Lancaster District in 2020" with interim targets covering the community and own estate   |  |  | 186   |                  |
| 2011/12 | Deliver Corporate Programme on Climate Change   | Complete Definition Phase and begin Delivery Phase according to the London Method   | ~ CProg<br>~ All relevant Services TBC | Financial resources and staff time yet to be determined                          | CO <sub>2</sub> and financial savings dependent on measures |                  |
| 2011/12 | Ensure that a cross-Council system is in place for gathering data relating to sustainable energy  | • Utilise Encompass through Facilities Management function – feed into a larger database<br>• Utilise CC OWG to populate activities database in relation to energy efficiency in public/private housing, planning applications relating to renewables and Council fleet fuel efficiency | ~ Management Team<br>~ CC OWG          | Staff time<br><br>Other resources allocated through Facilities Management Review | N/A   | EST 1-2-1        |
| 2011/12 | Include a climate change impact assessment for all major projects/decisions at committee level  | Continue roll out throughout 2011/12  | ~ Management Team<br>~ CC OWG          | Staff time   | Impact on CO <sub>2</sub> savings through NI 186            | EST 1-2-1        |
| 2011/12 | A member of staff within each service area, or relevant team, is allocated time to promote the integration of sustainable activities in Service delivery, with performance reviewed | Continue roll out throughout 2011/12  | ~ Management Team<br>~ CC OWG          | Staff time   | N/A   | EST 1-2-1        |
| 2011/12 | Proactively procure greater finance and support services for  | Continue roll out throughout 2011/12  | ~ Management Team                      | Delivered through staff  | CO <sub>2</sub> and financial                               | EST 1-2-1        |

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| Year    | Action   | Further Information & Targets                          | Service/Group Responsible              | Resources Required   | Potential Savings   | EST 1-2-1 Action |
|---------|--|--|--|--|---|------------------|
|         | delivery of climate change Corporate Priority  |  | ~ CC OWG                               | time allocated in the Climate Change Programme                                   | savings dependent on measures   |                  |
| 2011/12 | Deliver programme of home working, flexible working and hot-desking                              | Continue roll out throughout 2011/12                   | ~ Management Team<br>~ CC OWG          | Staff time   | CO <sub>2</sub> and financial savings achieved - ensure not transferred to NI 186 | EST 1-2-1        |
| 2012/13 | Deliver Corporate Programme on Climate Change  | Continue Delivery Phase according to the London Method | ~ CProg<br>~ All relevant Services TBC | Financial resources and staff time yet to be determined                          | CO <sub>2</sub> and financial savings dependent on measures                       |                  |
| 2012/13 | Ensure that a cross-Council system is in place for gathering data relating to sustainable energy | Continue roll out throughout 2012/13                   | ~ Management Team<br>~ CC OWG          | Staff time<br><br>Other resources allocated through Facilities Management Review | N/A   | EST 1-2-1        |
| 2012/13 | Include a climate change impact assessment for all major projects/decisions at committee level   | Continue roll out throughout 2012/13                   | ~ Management Team<br>~ CC OWG          | Staff time   | Impact on CO <sub>2</sub> savings through NI 186                                  | EST 1-2-1        |
| 2012/13 | A member of staff within each service area, or relevant team, is                                 | Continue roll out throughout 2012/13                   | ~ Management Team                      | Staff time   | N/A   | EST 1-2-1        |

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| Year    | Action  | Further Information & Targets   | Service/Group Responsible                            | Resources Required   | Potential Savings   | EST 1-2-1 Action |
|---------|---|---|--|--|---|------------------|
|         | allocated time to promote the integration of sustainable activities in Service delivery, with performance reviewed                            |   | ~ CC OWG   |  |   |                  |
| 2012/13 | Proactively procure greater finance and support services for delivery of climate change Corporate Priority                                    | Continue roll out throughout 2012/13  | ~ Management Team<br>~ CC OWG                        | Delivered through staff time allocated in the Climate Change Programme | CO <sub>2</sub> and financial savings dependent on measures                       | EST 1-2-1        |
| 2012/13 | Deliver programme of home working, flexible working and hot-desking   | Continue roll out throughout 2012/13  | ~ Management Team<br>~ CC OWG                        | Staff time   | CO <sub>2</sub> and financial savings achieved - ensure not transferred to NI 186 | EST 1-2-1        |
| 2013/14 | Deliver programme of home working, flexible working and hot-desking   | Continue roll out throughout 2013/14  | ~ Management Team<br>CC OWG                          | Staff time   | CO <sub>2</sub> and financial savings achieved - ensure not transferred to NI 186 | EST 1-2-1        |
| 2013/14 | If council property or land is being released for development, the council should require high energy standards or carbon neutral development | <ul style="list-style-type: none"> <li>• Determine suitable guidance for such developments</li> <li>• Provide such guidance to any relevant developers</li> <li>• Monitor the development through current channels</li> </ul> | ~ Management Team<br>~ Regeneration & Policy Service | Staff time   | Impact on CO <sub>2</sub> savings through NI 186                                  | EST 1-2-1        |

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## Energy Use in Corporate Buildings

### Introduction



Energy consumption is a contentious issue at present due to concerns surrounding energy security, the continued rise in energy costs, and the need to balance the use of traditional fossil fuels with renewable energy sources. Reducing the energy use in our buildings will help to reduce our carbon footprint and fulfil our responsibilities under NI 185 – CO<sub>2</sub> reduction from local authority operations.

In 2009/10 the carbon emissions from Lancaster City Council's buildings totalled 2593.31 tCO<sub>2</sub> (or 59% of the Council's total carbon footprint). This represents a saving of 441.03 tCO<sub>2</sub> from our baseline year.

A large proportion of these savings have been achieved by a committed programme of energy and carbon saving projects funded by Lancaster City Council at Salt Ayre Sports Centre, which alone saved 368.63 tCO<sub>2</sub> and approximately £50,000 in 2009/10.

It should be noted that several buildings' carbon footprints have increased during 2009/10 including Cable Street and Palatine Hall. The planned installation of energy monitoring software across our major sites in 2010/11 will help us keep track of our energy use, analyse the reason for any increases or decreases in energy use and take action quickly. This is being led by the Energy Sub-Group of the Climate Change Officer Working Group and will assist in meeting our 10:10 target.

An energy optimisation system was installed at Lancaster Town Hall in January 2009 as a result of the Climate Change Strategy. *powerPerfector*, ensures the most efficient use of energy by regulating the voltage in line with demand. The predicted annual savings of approximately 17.75 tCO<sub>2</sub> have been exceeded, with a saving in 2009/10 of 33.9 tCO<sub>2</sub> from electricity use. Some of these savings may be due to energy efficiencies made through ongoing maintenance and repairs but the installation of *powerPerfector* has proved it can help meet our carbon reduction targets.

In addition, we believe that the Energy Saving Trust One-to-One Support Programme will assist us in managing our energy use more efficiently through implementing the EST 1-2-1 Action Plan incorporated in this Strategy.

**Energy Actions Table**

| Year    | Action   | Further Information & Targets   | Service/Group Responsible  | Resources Required   | Potential Savings   | EST 1-2-1 Action |
|---------|--|---|--|--|---|------------------|
| 2008/09 | <i>Years now complete, please see Appendices 1 &amp; 2</i>   |   |  |  |   |                  |
| 2009/10 |  |   |  |  |   |                  |
| 2010/11 | Develop Energy Reduction Plans for each Corporate Building and assign energy reduction targets to buildings, based on actual use | <ul style="list-style-type: none"> <li>Fit energy SMART meters and energy monitoring systems</li> <li>Employ consultants to determine baseline energy performance of corporate buildings and suitable technologies to be installed</li> <li>Set targets for energy and/or CO<sub>2</sub> reduction                             <ul style="list-style-type: none"> <li>Communicate with staff to encourage less use of energy, including publicising results to raise awareness</li> </ul> </li> </ul> | ~ Property Services<br>~ Community Engagement<br>~ CC OWG                | Consultants<br>Approx. £1,280 per site (total approx. £10,000)<br>Staff time through CC OWG Energy Sub-Group | CO <sub>2</sub> and financial savings dependent on measures | EST 1-2-1        |
| 2010/11 | Roll out Energy Reduction Plans at two corporate buildings   | Dependent on targets in the Plan  | ~ Property Services<br>~ Partnership from Services in relevant buildings | Financial resources and staff time dependent on measures   | CO <sub>2</sub> and financial savings dependent on measures |                  |
| 2010/11 | Introduce suitable energy efficiency measures during refurbishment of buildings  | <ul style="list-style-type: none"> <li>Utilise consultants report above which determines potential energy efficiency measures in line with refurbishments</li> <li>Use forecast of future energy price rise when calculating payback periods for potential technology installations                             <ul style="list-style-type: none"> <li>Factor renewable energy opportunities into refurbishments and roll out measures</li> </ul> </li> </ul>   | ~ Property Services  | Through Facilities Management Review<br>Financial resources dependent on technologies                        | CO <sub>2</sub> and financial savings dependent on measures | EST 1-2-1        |
| 2011/12 | Roll out Energy Reduction Plans at half the remaining corporate  | Continue roll out throughout 2011/12  | ~ Property Services  | Financial resources and  | CO <sub>2</sub> and financial                               |                  |

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| Year    | Action  | Further Information & Targets        | Service/Group Responsible  | Resources Required  | Potential Savings   | EST 1-2-1 Action |
|---------|---|--------------------------------------|--|---|---|------------------|
|         | buildings   |                                      | ~ Partnership from Services in relevant buildings                        | staff time dependent on measures  | savings dependent on measures                               |                  |
| 2011/12 | Develop and roll out Energy Reduction Plans at other Council owned sites, if appropriate i.e. Williamson Park | As detailed above                    | ~ Property Services<br>~ Community Engagement<br>~ CC OWG                | Consultants Approx. £1,280 per site (total approx. £10,000)<br>Staff time through CC OWG Energy Sub-Group | CO <sub>2</sub> and financial savings dependent on measures |                  |
| 2011/12 | Introduce suitable energy efficiency measures during refurbishment of buildings                               | Continue roll out throughout 2011/12 | ~ Property Services  | Through Facilities Management Review<br>Financial resources dependent on technologies                     | CO <sub>2</sub> and financial savings dependent on measures | EST 1-2-1        |
| 2012/13 | Roll out Energy Reduction Plans at remaining corporate buildings  | Continue roll out throughout 2012/13 | ~ Property Services<br>~ Partnership from Services in relevant buildings | Financial resources and staff time dependent on measures  | CO <sub>2</sub> and financial savings dependent on measures |                  |
| 2012/13 | Introduce suitable energy efficiency measures during refurbishment of buildings                               | Continue roll out throughout 2012/13 | ~ Property Services  | Through Facilities Management Review<br>Financial resources   | CO <sub>2</sub> and financial savings dependent on measures | EST 1-2-1        |

Lancaster City Council Climate Change Strategy V 5.4 – 2010/11 Refresh

| Year    | Action   | Further Information & Targets   | Service/Group Responsible                     | Resources Required        | Potential Savings | EST 1-2-1 Action |
|---------|--|---|---|---------------------------|-------------------|------------------|
|         |  |   |   | dependent on technologies |                   |                  |
| 2013/14 | Review effectiveness of Energy Reduction Plans | Will result in continual monitoring of actions <b>and/or</b> development and implementation of alternatives to ineffective projects | ~ Property Services<br>~ Community Engagement | Staff time                | N/A               |                  |

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## Transport

### Introduction

NI 185 allows us to collect accurate CO<sub>2</sub> emissions data so an inventory of emissions from key corporate operations can be determined. Collecting such data has shown that carbon emissions from both fleet and staff travel have increased by a total of 100.23 tCO<sub>2</sub> in 2009/10 to 1789.51 tCO<sub>2</sub>. The majority of this increase (approx. 99 tCO<sub>2</sub>) can be attributed to the commercial fleet.

To address this increase and ensure Lancaster City Council develops a more sustainable vehicle fleet and methods of staff travel, the Energy Saving Trust Green Fleet Review action plan is being taken forward by the Green Fleet Sub-Group of the Climate Change Officer Working Group. Further support is being offered to the Council by the EST through their Green Fleet Advisor and the 1-2-1 Support Programme. Membership to the EST Motorvate scheme is also being considered to ensure accurate figures on fleet carbon emissions are collected and analysed and that appropriate projects are pursued in-house.

With specific regards to the grey fleet (staff travel) an electronic version of the PUMA mileage recording system for staff car use is being trialled in Environmental Services and, if effective, will be rolled out across the Council in 2010/11. This system should provide more accurate carbon emissions data and will provide information on journeys so that the necessity of the journey can be analysed. This will go hand-in-hand with the proposed Grey Fleet Policy being developed through the Green Fleet Sub-Group.

Lancaster City Council has established a number of initiatives to encourage more sustainable travel in recent years. As a Cycling Demonstration Town (CDT), Lancaster with Morecambe has demonstrated success in promoting sustainable forms of transport, including providing a number of pool bikes for staff use at several corporate buildings. Environmental Services provides fleet drivers with training on accident prevention which contains information on economical driving techniques, they have also fitted speed limiters to the larger vehicles and continue to run all diesel vehicles on a 5% bio-diesel mix. These initiatives are ongoing and will be developed through this Strategy and the Climate Change Corporate Programme. It should also be noted that any initiatives to reduce private car use and ensure that fleet vehicle use is more efficient will also benefit air quality statistics in Lancaster district.



**Transport Actions Table**

| Year    | Action   | Further Information & Targets   | Service/Group Responsible                                | Resources Required   | Potential Savings  | EST 1-2-1 Action |
|---------|--|---|--|--|--|------------------|
| 2008/09 | <i>Years now complete, please see Appendices 1 &amp; 2</i>           |   |  |  |  |                  |
| 2009/10 |  |   |  |  |  |                  |
| 2010/11 | Roll out Green Fleet Review recommendations                          | <ul style="list-style-type: none"> <li>• Full report received in August 2009 but programme halted due to lack of resources</li> <li>• Roll out through CC OWG Green Fleet Sub-Group</li> </ul>  | ~ Finance Service<br>~ Environmental Service<br>~ CC OWG | Financial resources and staff time dependent on measures   | CO <sub>2</sub> savings total 99 tCO <sub>2</sub> over life of GFR<br><br>Financial savings not yet calculated |                  |
| 2010/11 | Continue to make energy efficiency improvements to the vehicle fleet | <ul style="list-style-type: none"> <li>• Join Energy Saving Trust Motorvate scheme</li> <li>• Set targets for vehicle emissions and fuel use in the procurement of transport services beyond current practices</li> <li>• Investigate use of vehicles reliant on renewable fuels, such as gas or electricity (with targets and timescales)</li> <li>• Develop and begin delivery of a programme of efficient driver training amongst staff using commercial vehicles</li> </ul> | ~ Environmental Service<br>~ CC OWG                      | Staff time in Service and also through CC OWG Green Fleet Sub-Group<br><br>Financial resources dependent on measures | CO <sub>2</sub> and financial savings dependent on measures  | EST 1-2-1        |
| 2011/12 | Roll out Green Fleet Review recommendations                          | Continue roll out throughout 2011/12  | ~ Finance Service<br>~ Environmental Service<br>~ CC OWG | Financial resources and staff time dependent on measures   | CO <sub>2</sub> savings total 99 tCO <sub>2</sub> over life of GFR<br><br>Financial savings not                |                  |

Lancaster City Council Climate Change Strategy V 5.4 – 2010/11 Refresh

| Year    | Action   | Further Information & Targets  | Service/Group Responsible                                | Resources Required   | Potential Savings  | EST 1-2-1 Action |
|---------|--|--|--|--|--|------------------|
|         |  |  |  |  | yet calculated   |                  |
| 2011/12 | Continue to make energy efficiency improvements to the vehicle fleet   | Continue roll out throughout 2011/12   | ~ Environmental Service<br>~ HR<br>~ CC OWG              | Staff time in Service and also through CC OWG Green Fleet Sub-Group<br><br>Financial resources dependent on measures | CO <sub>2</sub> and financial savings dependent on measures  | EST 1-2-1        |
| 2011/12 | Reduce car use of staff by 10% (on 2008/09 baseline) and aim to increase use of public transport, cycling and walking by staff | <ul style="list-style-type: none"> <li>• Develop a Grey Fleet Policy and implement with support of Service Business Plans</li> <li>• Define targets and timescales (e.g. measure by carbon, number of cars, mileage etc.)</li> <li>• Incentivise/promote public transport, car sharing, cycling and walking</li> <li>• Input into Lancashire Transport Plan</li> </ul> | ~ CC OWG<br>~ LDLSP/PWC                                  | Staff time through CC OWG Green Fleet Sub-Group<br><br>Financial resources dependent on measures                     | CO <sub>2</sub> saving of 8.8 tCO <sub>2</sub> (42,645km), financial savings approx. £11,000                   | EST 1-2-1        |
| 2012/13 | Roll out Green Fleet Review recommendations  | Continue roll out throughout 2012/13   | ~ Finance Service<br>~ Environmental Service<br>~ CC OWG | Financial resources and staff time dependent on measures   | CO <sub>2</sub> savings total 99 tCO <sub>2</sub> over life of GFR<br><br>Financial savings not yet calculated |                  |
| 2012/13 | Continue to make energy  | Continue roll out throughout 2012/13   | ~ Environment  | Staff time in  | CO <sub>2</sub> and  | EST 1-2-1        |

Lancaster City Council Climate Change Strategy V 5.4 – 2010/11 Refresh

| Year    | Action  | Further Information & Targets   | Service/Group Responsible   | Resources Required   | Potential Savings  | EST 1-2-1 Action |
|---------|---|---|---|--|--|------------------|
|         | efficiency improvements to the vehicle fleet  |   | al Service<br>~ HR<br>~ CC OWG  | Service and also through CC OWG Green Fleet Sub-Group<br><br>Financial resources dependent on measures | financial savings dependent on measures  |                  |
| 2012/13 | Continue to reduce car use of staff by 10% and increase use of public transport, cycling and walking by staff | Continue roll out throughout 2012/13  | ~ CC OWG<br>~ LDLSP/PWC   | Staff time through CC OWG Green Fleet Sub-Group<br><br>Financial resources dependent on measures       | CO <sub>2</sub> saving of 8.8 tCO <sub>2</sub> (42,645km), financial savings approx. £11,000 | EST 1-2-1        |
| 2013/14 | Review the effectiveness of the above actions   | Will result in continual monitoring of actions <b>and/or</b> development and implementation of further projects | ~ Environmental Service<br>~ HR<br>~ Community Engagement<br>~ CC OWG | Staff time   | N/A  |                  |

## Waste

### Introduction



In May 2007 Government set out its vision for sustainable waste management in its *Waste Strategy for England 2007*. One of its key objectives is to “put more emphasis on waste prevention and reuse”. The importance of waste management is further reflected in the *Lancashire Municipal Waste Management Strategy 2001-2020* which outlines a strategy for the management of waste Countywide.<sup>5</sup>

As a waste collection authority Lancaster City Council has an important part to play in providing an infrastructure to support the aims of the *Waste Strategy* and in setting a good example of waste minimisation to local businesses and organisations, encouraging their involvement in the Council run trade waste recycling scheme.

In 2009/10 Lancaster City Council rolled out office waste recycling facilities to its buildings. The recycling facilities provided have led to the removal of all desk bins. At Lancaster Town Hall a total saving of seven full commercial bins each week can be seen and such a saving is replicated per capita across the authority. Developing a culture of ‘zero waste’ in corporate buildings allows the Council to take productive and positive steps to mitigate climate change.

In addition, an events recycling and waste minimisation initiative has been developed and was rolled out in March 2010. The initiative involves providing recycling bins for all external events and arranging collection of the same along with providing information to event organisers to encourage them to use the recycling facilities provided. In addition, crockery and serviette dispensers have been procured for internal events and meetings to avoid the use of disposable plates and the waste of unwanted serviettes. Such initiatives strengthen Lancaster City Council's position as community leaders by encouraging those who use Corporate buildings for public and private functions to manage their waste effectively.

<sup>5</sup> Lancashire County Council, *A Greener Strategy for a Greener Future: Lancashire's Municipal Waste Management Strategy 2001-2020* (2001)

Waste Actions Table

| Year    | Action   | Further Information & Targets   | Service/Group Responsible                                  | Resources Required   | Potential Savings                                | EST 1-2-1 Action |
|---------|--|---|--|--|--|------------------|
| 2008/09 | <i>Years now complete, please see Appendices 1 &amp; 2</i>                       |   |  |  |  |                  |
| 2009/10 |  |   |  |  |  |                  |
| 2010/11 | Roll out events recycling initiative   | In response to concerns raised regarding disposable tableware and lack of recycling facilities for public events            | ~ Environmental Service<br>~ Property Services             | £588.91 for bin collection and crockery – from 2011/12 costs at £171.48 for bin collection | Financial savings from Corporate waste reduction |                  |
| 2011/12 | Plan and roll out enhancements to the corporate and events recycling initiatives | Based on best practice NORMA (New Office Recycling and waste Minimisation Action) at Stockport Metropolitan Borough Council | ~ Environmental Service<br>~ Property Services             | Financial resources dependent on measures  | As above   |                  |
| 2012/13 | Roll out composting in corporate buildings                                       | To be undertaken once roll out of service to the district is complete   | ~ Environmental Service<br>~ Property Services<br>~ CC OWG | Financial resources required to be discussed with Environmental Services                   | As above   |                  |
| 2012/13 | Roll out composting for corporate and events recycling                           | Determine suitability in the first instance   | ~ Environmental Service<br>~ Property Services<br>~ CC OWG | Financial resources required to be discussed with Environmental Services                   | As above   |                  |
| 2013/14 | Review effectiveness of all listed waste initiatives                             | Will result in continual monitoring of actions <b>and/or</b> development and implementation of further projects             | ~ Environmental Service<br>~ Property Services             | Staff time   | N/A  |                  |

### Planning

#### Introduction

Planning guidance can greatly affect NI 186 (per capita reduction in CO2 emissions in the local authority area) through the promotion of sustainable development, renewable energy generation in homes and businesses and regulating land and building matters. Lancaster City Council already has in place its Local Development Framework Core Strategy. This sets the strategic planning framework for the district and aims to ensure that, amongst other things, future developments across the district are as sustainable as possible, minimise GHG emissions and are adaptable to climate change impacts. Future Development Plan Documents will add detail to the Core Strategy and ensure that mitigating and adapting to climate change are at the centre of future planning decisions.



The Council's Sustainability Appraisal represents a further mechanism for ensuring that future planning policies, individually and together, contribute to addressing climate change concerns. This is currently being reviewed. Through this process future planning policies will be assessed against their ability to mitigate and adapt to climate change investigating the extent to which policies reduce GHG emissions, promote energy efficiency, encourage sustainable modes of travel, reduce or manage flooding and promote low carbon/carbon neutral developments. Performance against these issues will be assessed and opportunities to mitigate and improve the performance of policies investigated through the sustainability appraisal process. This will ensure that sustainability is considered throughout the spatial planning process.

Lancaster City Council's Policy and Regeneration Service has actively encouraged engagement with the actions laid out in this Strategy. A 'Merton' policy was adopted in the Regional Spatial Strategy in October 2008. This stated that developments over a set size, at least 10% of their predicted energy requirements should be obtained from decentralised and renewable or low-carbon sources. Following the revocation of the Regional Spatial Strategy this policy requirement no longer exists, although the desire for its implementation continues to be supported by Central Government. Forthcoming amendments to Building Regulations look set to strengthen the requirement for energy efficiency improvements and on site energy generation. Opportunities to further strengthen this requirement in line with the targets laid out in this Strategy will be investigated through the preparation of future Development Plan Documents.

The Council employs a positive approach to delivering emission reductions, in particular in respect of proposals for renewable energy developments at both micro and macro levels. Since 2003, a total of 16 planning applications for domestic scale wind turbines have been received and approved and over the same time period 37 applications for solar photovoltaics and solar heat exchange panels have been determined and only one has been refused. Urban concentration policies direct new developments to sustainable locations with the maximum

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potential for sustainable modes of transport and shortest travel distance. Cycle and pedestrian infrastructures have been developed and work continues to ensure further improvements.

Through their One-to-One support Programme, the Energy Saving Trust has also helped the Council provide recommendations on aspects of local planning we can engage with in relation to climate change. These are included in this edition of the Strategy.

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Planning Actions Table

| Year    | Action  | Further Information & Targets   | Service/Group Responsible       | Resources Required  | Potential Savings   | EST 1-2-1 Action |
|---------|---|---|---------------------------------|---|---|------------------|
| 2008/09 | <i>Years now complete, please see Appendices 1 &amp; 2</i>  |   |                                 |   |   |                  |
| 2009/10 |   |   |                                 |   |   |                  |
| 2010/11 | Introduce specific energy policies within the LDF – consider introducing incentives for exemplar/zero carbon developments | <ul style="list-style-type: none"> <li>• Research the issue to form an evidence base</li> <li>• Engage with stakeholders on draft plan                             <ul style="list-style-type: none"> <li>• Develop potential options</li> <li>• Submit the Development Plan Document for approval</li> </ul> </li> <li>• Provide training to relevant Officers where necessary to ensure effective delivery of policies</li> </ul> | ~ Regeneration & Policy Service | Staff time committed through the statutory planning process | N/A   | EST 1-2-1        |
| 2010/11 | Provide guidance on suitability of installation of renewable technologies in corporate buildings                          | Inline with actions laid out in the Energy table above  | ~ Regeneration & Policy Service | Staff time  | CO <sub>2</sub> and financial savings dependent on measures |                  |
| 2011/12 | Increase the percentage of renewable energy required in new developments to 15%   | Can be achieved through increasing the percentage for on-site generation and through amendments to Building Regulations   | ~ Regeneration & Policy Service | Staff time committed through the statutory planning process | CO <sub>2</sub> savings dependent on measures               |                  |
| 2012/13 | Adopt Land Allocations and Development Management Development Plan Document   | Will contain local policies for the sustainable use of resources with policies included for the mitigation and adaption of climate change.  | ~ Regeneration & Policy Service | Staff time  | N/A   |                  |
| 2013/14 | Monitor success of energy policies in LDF and take-up of renewables energy requirement                                    | Will result in continual monitoring of the same <b>and/or</b> development and implementation of alternatives to   | ~ Regeneration & Policy Service | Staff time  | N/A   |                  |

|  |  |                      |                                    |  |  |  |
|--|--|----------------------|------------------------------------|--|--|--|
|  |  | ineffective policies | ~ Community Engagement<br>~ CC OWG |  |  |  |
|--|--|----------------------|------------------------------------|--|--|--|

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## Sustainable Procurement

### Introduction



Local Government in England spends in excess of £40 billion on capital projects and procurement each year. To ensure such money is spent responsibly and to the benefit of the country there is a strong business case to make procurement more sustainable in all branches of government.

Sustainable procurement, in short, means “using procurement to support wider social, economic and environmental objectives, in ways that offer real long-term benefits”.

The benefits of sustainable procurement include financial savings, a reduction in CO<sub>2</sub> emissions, a strengthened local economy, joined-up working with the wider public sector and inspiring innovation from small businesses (SMEs) and third sector organisations (TSOs). In *Procuring the Future*, a 2006 report by the UK Government’s Sustainable Procurement Task Force, a Flexible Framework was published “to guide public sector leaders in the actions required to make sustainable procurement happen”. The Framework has 5 Levels enabling local authorities and other public sector organisations to assess the quality of their procurement activity and provides some useful guidelines to shape procurement policy.

Procurement forms an aspect of reporting under NI 185. Guidance for this National Indicator states that organisations who deliver an operation for the Council will now be required to provide figures relating to their mileage, so that relevant carbon emissions can be calculated. Future contracts should reflect this commitment, encouraging the procurement of services from organisations who are working to lower their own carbon emissions. It could also prove beneficial to interrogate the supply chain ensure that the Council is using suppliers and producers who are acting ethically and who are ensuring the carbon emissions from their activities and products are low. This would be particularly beneficial for the procurement of building maintenance services and equipment and could be investigated through the Climate Change Programme.

Lancaster City Council is due to promote it's new Procurement Strategy in 2010/11 which places an emphasis on sustainability including whole life costing and the social, environmental and economic benefits of sustainable procurement.

Williamson Park can be seen as an example of positive procurement practice at Lancaster City Council. The souvenir shop procures locally produced food products and fairly traded items, as well as recycled gift bags. In the café, Fairtrade and local food items are available and promoted to the public. In addition, due to working with Sainsbury’s in Lancaster, it is hoped that shortly all the animals will be eating Fairtrade bananas. The Community Engagement Service – Wellbeing Team is keen to investigate further opportunities to improve procurement practices at Williamson Park inline with current budgets.

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Sustainable Procurement Actions Table

| Year    | Action   | Further Information & Targets   | Service/Group Responsible             | Resources Required                   | Potential Savings                             | EST 1-2-1 Action |
|---------|--|---|---------------------------------------|--------------------------------------|---|------------------|
| 2008/09 | <i>Years now complete, please see Appendices 1 &amp; 2</i>   |   |                                       |                                      |   |                  |
| 2009/10 |  |   |                                       |                                      |   |                  |
| 2010/11 | Publish and promote Procurement Strategy encompassing sustainable procurement  | Ensure all Officers and Members aware of the Procurement Strategy   | ~ Finance Service                     | Staff time                           | N/A   |                  |
| 2010/11 | Ensure climate change impact assessments are included in procurement methodology   | <ul style="list-style-type: none"> <li>Develop and circulate sustainability criteria to be included in specifications to suppliers (including encouraging waste and resource minimisation, procuring local services, lowering CO<sub>2</sub> emissions etc.)</li> <li>Procure sustainable products for building repairs and maintenance through Access to Services</li> </ul> | ~ CC OWG                              | Staff time                           | CO <sub>2</sub> savings dependent on measures | EST 1-2-1        |
| 2011/12 | Roll out training on sustainable procurement to staff responsible for purchasing in each Service                                 | To compliment Procurement Strategy  | ~ Finance Service<br>~ HR<br>~ CC OWG | Cost of training depends on provider | N/A   |                  |
| 2012/13 | Continue to roll out training  | Continue roll out throughout 2012/13  | ~ Finance Service<br>~ HR<br>~ CC OWG | Cost of training depends on provider | N/A   |                  |
| 2013/14 | Review effectiveness of Procurement Strategy in relation to the environmental impact of purchasing since publishing the Strategy | Will result in continual monitoring of actions <b>and/or</b> development and implementation of further projects   | ~ Finance Service                     | Staff time                           | N/A   |                  |

## Lancaster City Council Owned Housing Stock

### Introduction

Lancaster City Council's council housing already has a 'high' Standard Assessment Procedure (SAP) rating which means that the council housing stock is in the top quarter of Authorities. The SAP rating of 70 is targeted to increase to 72 by March 2011 and then to 73 March 2013 and revised Energy Performance Certificates will be developed in 2010/11.

In the last 15 years Health & Housing Services – Council Housing Team have made major improvements to the energy efficiency of the housing stock. In 1991 the Council approved an *Energy Strategy for Council Housing* resulting in a number of energy efficiency initiatives such as gas condensing boilers, boiler and pipe insulation, roof and cavity wall insulation and the provision of over 8,000 energy efficient light bulbs to tenants. Furthermore, approximately 80% of council housing in Lancaster district now benefits from double glazing.

Consultation between Lancaster City Council and local council housing tenants has resulted in *The Lancaster Standard*, a document which advises tenants of the Decent Homes Standard and a 5 year and 30 year plan of when improvements will be made to their home.

Specific actions in respect of the council's housing stock to be completed over the life time of this strategy are :-

- Increase loft insulation in all council houses from 150mm to 270mm by March 2012
- Install double glazing in 88.5% of council housing by March 2013 ( 77% currently for 2009/10)
- Increase % of council houses with "A" rated boilers to 72% by March 2010 and then to 95% by March 2013

Health & Housing Services – Council Housing Team have no control over their tenants' personal use of energy but can offer guidance where relevant. In order to work with tenants to reduce their energy usage relevant Council Officers are trained in City & Guilds Energy Awareness. Furthermore, a bi-annual newsletter, entitled *Housing News*, is distributed to tenants which contains energy saving and sustainable living articles.

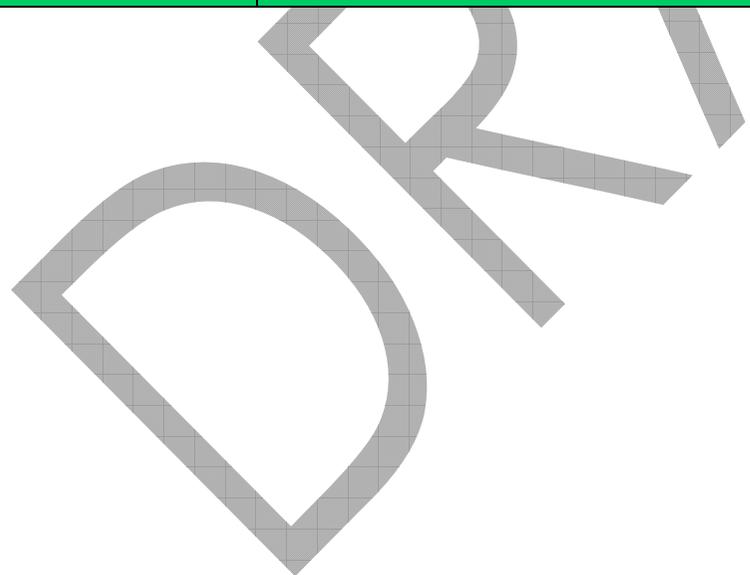


**Housing Stock Actions Table**

| Year    | Action  | Further Information & Targets   | Service/Group Responsible               | Resources Required              | Potential Savings   | EST 1-2-1 Action |
|---------|---|---|---|---------------------------------|---|------------------|
| 2008/09 | <i>Years now complete, please see Appendices 1 &amp; 2</i>  |   |   |                                 |   |                  |
| 2009/10 |   |   |   |                                 |   |                  |
| 2010/11 | Continue programme to improve council housing stock   | <ul style="list-style-type: none"> <li>Loft insulation increased in 50% of stock from 150mm to 270mm</li> <li>Double glazing in 82.5 % of council homes</li> <li>80% of all council homes to be fitted with "A" rated boilers</li> </ul>  | ~ Health & Housing Services             | Capital Programme               | CO <sub>2</sub> savings approx. 616.5 tCO <sub>2</sub> but depends on installation rate |                  |
| 2010/11 | Introduce a proactive programme to secure external funding to improve sustainability in the council's own stock | Develop this area to form part of the Climate Change Programme – work with Monitoring Team to liaise with EST and other funding bodies  | ~ Health & Housing Services<br>~ CC OWG | Staff time                      | N/A   | EST 1-2-1        |
| 2011/12 | Continue programme to improve council housing stock   | <ul style="list-style-type: none"> <li>Loft insulation increased in 100% of stock from 150mm to 270mm</li> <li>Double glazing in 86.5 % of council homes</li> <li>87% of all council homes to be fitted with "A" rated boilers</li> </ul> | ~ Health & Housing Services             | Capital Programme               | CO <sub>2</sub> savings dependent on properties and installation rate                   |                  |
| 2011/12 | Continue a proactive programme to secure external funding to improve sustainability in the council's own stock  | Continue roll out throughout 2011/12  | ~ Health & Housing Services<br>~ CC OWG | Staff time                      | N/A   | EST 1-2-1        |
| 2011/12 | Develop and deliver project to install renewables on the council's own stock                                    | Utilise external funding secured  | ~ Health & Housing Services             | Staff time and external funding | CO <sub>2</sub> savings dependent on  |                  |

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| Year    | Action   | Further Information & Targets   | Service/Group Responsible               | Resources Required              | Potential Savings   | EST 1-2-1 Action |
|---------|--|---|---|---------------------------------|---|------------------|
|         |  |   | ~ CC OWG                                |                                 | measures  |                  |
| 2012/13 | Continue programme to improve council housing stock              | <ul style="list-style-type: none"> <li>• Double glazing in 88.5 % of council homes</li> <li>• 95% of all council homes to be fitted with "A" rated boilers</li> </ul> | ~ Health & Housing Services             | Capital Programme               | CO <sub>2</sub> savings dependent on properties and installation rate |                  |
| 2012/13 | Deliver project to install renewables on the council's own stock | Continue roll out throughout 2012/13  | ~ Health & Housing Services<br>~ CC OWG | Staff time and external funding | CO <sub>2</sub> savings dependent on measures                         |                  |
| 2013/14 | Review the effectiveness of the above actions                    | Will result in continual monitoring of actions <b>and/or</b> development and implementation of further projects   | ~ Health & Housing Services<br>~ CC OWG | Staff time                      | N/A   |                  |



## Adaptation

### Introduction



Lancaster City Council's work on climate change adaptation is influenced by NI 188 (Planning to adapt to Climate Change) and the related guidelines laid out by Defra.

NI 188 aims to ensure that the management of climate change risks and opportunities are embedded across decision making, services and planning. Progress is gauged against the following areas:

- Assessing the risks and opportunities comprehensively across the local authority area
- Taking action in any identified priority areas
- Developing an adaptation strategy and action plan setting out a risk assessment for priority areas – in consultation with partners where necessary – and outlining action to address these risks, including how they will be continually assessed and monitored
- Implementing, assessing and monitoring the actions on an ongoing basis.

This indicator has 5 levels (0-4), it is expected that local authorities will achieve each new level in a year beginning in with Level 0 in 2008/09. Due to limited capacity, Lancaster City Council is committed to achieving Level 1 in 2010/11. In the same year the Council will investigate the resources required to deliver Level 2 and aims to achieve part of this Level in 2010/11 and a further part in 2011/12, continuing in this format for the remainder of the Levels. For more details, please see the Adaptation Action Table overleaf.

In addition to NI 188, the Council requires Sustainable Drainage Systems (SUDS) in all new development proposals and promotes the attenuation of water measures. Development in areas at risk of flooding are minimised and flood risks robustly managed. The Council works very closely with the Environment Agency to deliver secure flood and coastal defences. The Council is also responsible for the Environmental Appraisals on all major development projects which include aspects of climate change adaptation.

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**Adaptation Actions Table**

| Year    | Action   | Further Information & Targets  | Service/Group Responsible                    | Resources Required   | Potential Savings   | EST 1-2-1 Action |
|---------|--|--|--|--|---|------------------|
| 2008/09 | <i>Years now complete, please see Appendices 1 &amp; 2</i> |  |  |  |   |                  |
| 2009/10 |  |  |  |  |   |                  |
| 2010/11 | Achieve NI 188 Level 1                                     | <ul style="list-style-type: none"> <li>• Make public commitment to address climate change                             <ul style="list-style-type: none"> <li>• Undertake risk assessment of vulnerabilities/opportunities</li> </ul> </li> <li>• Demonstrate understanding of gaps in existing strategies</li> <li>• Share potential vulnerabilities/ opportunities in-house/with LDLSP                             <ul style="list-style-type: none"> <li>• Outline steps to address vulnerabilities/opportunities</li> </ul> </li> </ul> | ~ Community Engagement<br>~ CCOWG            | Staff time   | N/A   |                  |
| 2010/11 | Achieve in-house aspects of NI 188 Level 2                 | <ul style="list-style-type: none"> <li>• Identify priority risks for Services</li> <li>• Identify adaptive responses - start incorporating in strategies etc.</li> <li>• Begin implementing adaptive responses in some priority areas</li> </ul>   | ~ Community Engagement<br>~ CCOWG            | Financial resources and staff time dependent on adaptive responses | CO <sub>2</sub> and financial savings dependent on adaptive responses |                  |
| 2011/12 | Achieve partnership aspects of NI 188 Level 2              | <ul style="list-style-type: none"> <li>• Work with LDLSP encouraging identification of vulnerabilities/ opportunities that affect SCS</li> </ul>   | ~ Community Engagement<br>~ CCOWG<br>~ LDLSP | As above   | As above  |                  |
| 2011/12 | Achieve in-house aspects of NI 188 Level 3                 | <ul style="list-style-type: none"> <li>• Embed climate impacts/risks across council decision making                             <ul style="list-style-type: none"> <li>• Develop action plan to achieve council objectives in light of risks</li> </ul> </li> <li>• Implement adaptive responses in all priority areas</li> </ul>  | ~ Community Engagement<br>~ CCOWG            | As above   | As above  |                  |
| 2012/13 | Achieve partnership aspects of NI 188 Level 3              | <ul style="list-style-type: none"> <li>• Support LDLSP to manage wider district vulnerabilities/opportunities</li> </ul>   | ~ Community Engagement<br>~ CCOWG<br>~ LDLSP | As above   | As above  |                  |

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|         |                        |  |  |          |          |  |
|---------|------------------------|--|--|----------|----------|--|
| 2013/14 | Achieve NI 188 Level 4 | <ul style="list-style-type: none"> <li>• Council &amp; LDLSP implement action plans across district</li> <li>• Develop process for regular progress monitoring/review</li> </ul> | ~ Community Engagement<br>~ CCOWG<br>~ LDLSP | As above | As above |  |
|---------|------------------------|--|--|----------|----------|--|

### Education & Awareness Raising

#### Introduction

Raising awareness of climate change amongst Lancaster City Council Officers and Members is key to encouraging positive action and the successful delivery of this Strategy.

The Carbon Trust Energy Audit suggested that raising awareness of climate change and providing staff with the tools to work and live more sustainably can save 80.1 tCO<sub>2</sub> and £13,008 at Lancaster City Council. In response to this in 2009/10 the Council set up the Bright Sparx team; a group of enthusiastic, inter-office champions who are integral to raising awareness of climate change in-house and will help save energy, waste, CO<sub>2</sub> and money. This is proving successful.

In addition to Bright Sparx initiative, the Community Engagement Service has initiated the development of a Climate Change Communications Plan, which takes an overall approach to communications, including opportunities for Staff Briefings, use of Press Releases and the provision of relevant information to local businesses to strengthen in-house and district-wide awareness of and activity on climate change.

The Energy Saving Trust 1-2-1 Support Programme also focuses on actions which help to transform the status of climate change from a perceived global issue over which we have limited control, to one which individuals can have a vast and positive effect on. These actions are included in the table below.



**Education & Awareness Actions Table**

| Year    | Action   | Further Information & Targets  | Service/Group Responsible                               | Resources Required   | Potential Savings   | EST 1-2-1 Action |
|---------|--|--|---|--|---|------------------|
| 2008/09 | <i>Years now complete, please see Appendices 1 &amp; 2</i>   |  |   |  |   |                  |
| 2009/10 |  |  |   |  |   |                  |
| 2010/11 | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in-house | <ul style="list-style-type: none"> <li>• Explore opportunities through new Communications &amp; Marketing function</li> <li>• Develop and deliver Climate Change Communications Plan</li> <li>• Promote EST free domestic and travel advice to staff</li> </ul>  | ~ Community Engagement                                  | Staff time<br><br>Finance already provided in 2009/10 (£3,000)       | Carbon Trust Energy Audit suggested annual savings of 80.1 tCO <sub>2</sub> and £13,008 | EST 1-2-1        |
| 2011/12 | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in-house | Continue roll out throughout 2011/12 – focus on providing leadership and guidance to the local community on energy efficiency and climate change   | ~ Community Engagement                                  | As above   | As above  | EST 1-2-1        |
| 2011/12 | Deliver programme of training for staff on energy efficiency and climate change  | <ul style="list-style-type: none"> <li>• Provide information at Staff Induction – relevant Officer to present on each Corporate Priority to ensure interest and commitment by new staff                             <ul style="list-style-type: none"> <li>• Develop/procure from the EST programmes of relevant training for staff in areas of council operation deemed to have most significant impact i.e. face-to-face or telephone advice staff, Regeneration &amp; Policy staff, Bright Sparx, CC OWG</li> </ul> </li> <li>• Procure compulsory Smarter Driver Training for staff who drive Council vehicles and those deemed to be essential users</li> </ul> | ~ Community Engagement<br>~ HR<br>~ Environment Service | Staff time<br><br>Financial resources dependent on training procured | As above  | EST 1-2-1        |

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| Year    | Action  | Further Information & Targets  | Service/Group Responsible                               | Resources Required   | Potential Savings   | EST 1-2-1 Action |
|---------|---|--|---|--|---|------------------|
| 2011/12 | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in the district | <ul style="list-style-type: none"> <li>Explore opportunities through new Communications &amp; Marketing function and LDLSP</li> <li>Utilise EST Green Communities Network for advice and information on developing and delivering community communications plan</li> </ul> | ~ Community Engagement<br>~ LDLSP                       | Staff time   | N/A   | EST 1-2-1        |
| 2012/13 | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in-house        | Continue roll out throughout 2012/13   | ~ Community Engagement                                  | Staff time<br>Finance already provided in 2009/10 (£3,000)       | Carbon Trust Energy Audit suggested annual savings of 80.1 tCO <sub>2</sub> and £13,008 | EST 1-2-1        |
| 2012/13 | Deliver programme of training for staff on energy efficiency and climate change   | Continue roll out throughout 2012/13   | ~ Community Engagement<br>~ HR<br>~ Environment Service | Staff time<br>Financial resources dependent on training procured | As above  | EST 1-2-1        |
| 2012/13 | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in the district | Continue to roll out throughout 2012/13  | ~ Community Engagement<br>~ LDLSP                       | Staff time   | N/A   | EST 1-2-1        |
| 2013/14 | Review effectiveness of above actions   | Will result in continual monitoring of actions <b>and/or</b> development and implementation of further projects  | ~ Community Engagement<br>~ CC OWG                      | Staff time   | N/A   |                  |

## Influencing District Activity

### Introduction



This is a new section for the 2010/11 edition of this Strategy. In previous editions of the Climate Change Strategy the majority of actions were focused in-house, which resulted in a lack of focus on Lancaster district as a whole.

Although this edition of the Strategy could not be termed a district-wide strategy – such a view is provided in partnership, such as through the LDLSP Sustainable Community Strategy – it does refer more completely to activities in Lancaster district directly influenced by Lancaster City Council and directly affected by its public services.

Accordingly, a large amount of actions in this section relate to reducing emissions outlined under NI 186 (Per capita reduction in CO<sub>2</sub> emissions in the local authority area) and include opportunities to work with local residents, businesses and partners.

Furthermore, through National Indicator 187 (Tackling fuel poverty) Health & Housing Services continue to work in partnership to reduce fuel poverty, such as through their involvement with the district's Affordable Warmth Group. The EST 1-2-1 Support Programme provides advice on how to tackle fuel poverty as well as energy efficiency in housing, including housing owned by Registered Social Landlords (RSLs). Such advice is reflected in the actions below.

The majority of actions in this section have been developed in partnership with the Energy Saving Trust through the 1-2-1 Support Programme. The Energy Saving Trust focus on community based activity to help lower carbon emissions and also plan to work with Lancaster City Council at a more in depth local partnership level as part of their new 'Zonal Approach' to generate increased carbon savings. This process will also have a positive impact on influencing activity in the district, as well as raising awareness through a coordinated marketing approach between Lancaster City Council and the EST.

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**Influencing District Activity Actions Table**

| Year    | Action  | Further Information & Targets  | Service/Group Responsible  | Resources Required                               | Potential Savings  | EST 1-2-1 Action |
|---------|---|--|--|--|--|------------------|
| 2010/11 | Support NI 187 (Tackling Fuel Poverty) Survey   | A survey is to be undertaken by Lancashire County Council – all districts to contribute  | ~ Community Engagement<br>~ Health & Housing Services            | £2,300 from Climate Change Implementation budget | CO <sub>2</sub> savings rely on improving SAP ratings                                |                  |
| 2010/11 | Work with the local EST-AC to assist with achieving NI 186  | <ul style="list-style-type: none"> <li>Investigate how the EST-AC can help the authority meet NI 186 targets</li> <li>Utilise report to LDLSP by Climate Change Action Coordinator and ascertain suitable actions to deliver</li> </ul>  | ~ Community Engagement<br>~ LDLSP                                | Staff time                                       | CO <sub>2</sub> savings dependent on measures  | EST 1-2-1        |
| 2010/11 | Introduce a specific programme for raising awareness of/access to energy efficiency and funding for privately-owned and -rented housing | <ul style="list-style-type: none"> <li>Determine roll-out based on areas of greatest need</li> <li>Develop programme of awareness raising suitable for such areas</li> <li>Set targets and timescales for action                             <ul style="list-style-type: none"> <li>Deliver programme</li> </ul> </li> </ul> | ~ Health & Housing Services<br>~ LDLSP                           | Staff time                                       | N/A  | EST 1-2-1        |
| 2010/11 | Deliver a community based energy efficiency project through CERT  | <ul style="list-style-type: none"> <li>Determine suitable area (cross reference current data)</li> <li>Work with RSL, private rented and owner occupied houses to determine best form of project delivery</li> <li>Seek and secure relevant funding</li> <li>Deliver project and promote with the EST-AC</li> </ul>          | ~ Community Engagement<br>~ CC OWG                               | Staff time                                       | CO <sub>2</sub> savings and financial savings for the district dependent on measures | EST 1-2-1        |
| 2010/11 | Engage with local partners  | <ul style="list-style-type: none"> <li>Maintain a good working relationship with the EST-AC and make the community aware of this service</li> <li>Continue to engage with other local authorities and regional bodies to promote sustainable energy and procurement</li> </ul>   | ~ Community Engagement<br>~ All other Services where appropriate | Staff time                                       | N/A  | EST 1-2-1        |

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| Year    | Action   | Further Information & Targets  | Service/Group Responsible  | Resources Required   | Potential Savings  | EST 1-2-1 Action |
|---------|--|--|--|--|--|------------------|
|         |  | <ul style="list-style-type: none"> <li>Engage with nearest neighbour LAs to exchange information and develop relevant solutions                             <ul style="list-style-type: none"> <li>Work with schools to help raise awareness of energy and climate change issues and signpost to existing resources</li> </ul> </li> </ul>   |  |  |  |                  |
| 2010/11 | Nominate a 'Low Carbon Community' to the EST-AC and provide information and guidance to the same                                       | <ul style="list-style-type: none"> <li>Build provision into the interim targets for the Climate Change Programme "Vision for Lancaster District in 2020"</li> <li>Ensure information/training is provided to relevant Officers to facilitate signposting to the local community</li> <li>Publicise supportive relationship and points of access at Council to the community</li> </ul> | ~ Community Engagement<br>~ Regeneration & Policy Service                  | Staff time   | N/A  | EST 1-2-1        |
| 2011/12 | Continue a specific programme for raising awareness of/access to energy efficiency and funding for privately-owned and -rented housing | Continue roll out throughout 2011/12   | ~ Health & Housing Services<br>~ LDLSP                                     | Staff time   | N/A  | EST 1-2-1        |
| 2011/12 | Work closely with Registered Social Landlords (RSLs) to ensure energy efficiency is accounted for in their practices                   | <ul style="list-style-type: none"> <li>Encourage RSLs to provide adequate energy efficiency advice and signposting to EST-AC for tenants</li> <li>Open channels for communication to obtain regular energy ratings and HECA/NI 186 data</li> </ul>   | ~ Regeneration & Policy Service<br>~ Health & Housing Services<br>~ CC OWG | Staff time – possible financial investment for enforcement | N/A  | EST 1-2-1        |
| 2011/12 | Deliver a community based energy efficiency project through CERT   | Continue roll out throughout 2011/12   | ~ Community Engagement<br>~ CC OWG   | Staff time   | CO <sub>2</sub> savings and financial savings for the district | EST 1-2-1        |

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| Year    | Action   | Further Information & Targets  | Service/Group Responsible  | Resources Required   | Potential Savings                            | EST 1-2-1 Action |
|---------|--|--|--|--|--|------------------|
|         |  |  |  |  | dependent on measures                        |                  |
| 2011/12 | Engage with local partners   | Continue roll out throughout 2011/12   | ~ Community Engagement<br>~ All other Services where appropriate           | Staff time   | N/A  | EST 1-2-1        |
| 2011/12 | Reduce car dependency in Lancaster district  | <ul style="list-style-type: none"> <li>• Develop targets and timescales</li> <li>• Promote public transport, clean fuels, efficient driver training and how to reduce CO<sub>2</sub> emissions from vehicles amongst residents and visitors</li> <li>• Investigate Park and Ride Schemes and an overall Travel Plan</li> <li>• Promote the EST Green Fleet Review and vehicle carbon footprinting to local businesses</li> </ul> | ~ Community Engagement<br>~ LDLSP  | Staff time   | CO <sub>2</sub> savings dependent on targets | EST 1-2-1        |
| 2011/12 | Nominate a 'Low Carbon Community' to the EST-AC and provide information and guidance to the same                                 | Continue roll out throughout 2011/12   | ~ Community Engagement<br>~ Regeneration & Policy Service                  | Staff time   | N/A  | EST 1-2-1        |
| 2012/13 | Continue working closely with Registered Social Landlords (RSLs) to ensure energy efficiency is accounted for in their practices | Continue roll out throughout 2012/13   | ~ Regeneration & Policy Service<br>~ Health & Housing Services<br>~ CC OWG | Staff time – possible financial investment for enforcement | N/A  | EST 1-2-1        |
| 2012/13 | Engage with local partners   | Continue roll out throughout 2012/13   | ~ Community Engagement   | Staff time   | N/A  | EST 1-2-1        |

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| Year    | Action   | Further Information & Targets        | Service/Group Responsible  | Resources Required   | Potential Savings                            | EST 1-2-1 Action |
|---------|--|--------------------------------------|--|--|--|------------------|
|         |  |                                      | ~ All other Services where appropriate                                     |  |  |                  |
| 2012/13 | Reduce car dependency in Lancaster district  | Continue roll out throughout 2012/13 | ~ Community Engagement<br>~ LDLSP  | Staff time   | CO <sub>2</sub> savings dependent on targets | EST 1-2-1        |
| 2013/14 | Continue working closely with Registered Social Landlords (RSLs) to ensure energy efficiency is accounted for in their practices | Continue roll out throughout 2013/14 | ~ Regeneration & Policy Service<br>~ Health & Housing Services<br>~ CC OWG | Staff time – possible financial investment for enforcement | N/A  | EST 1-2-1        |
| 2013/14 | Continue to engage with local partners   | Continue roll out throughout 2013/14 | ~ Community Engagement<br>~ All other Services where appropriate           | Staff time   | N/A  | EST 1-2-1        |
| 2013/14 | Continue to reduce car dependency in Lancaster district  | Continue roll out throughout 2013/14 | ~ Community Engagement<br>~ LDLSP  | Staff time   | CO <sub>2</sub> savings dependent on targets | EST 1-2-1        |

**Appendices**

**Appendix 1: 2009/10 Actions Update**

This appendix serves to recap on the activity undertaken in Year 2 of this Strategy; 2009/10.

| Section Title           | Action  | Progress/Comments   | Service/<br>Group Responsible                  | Action Complete? |
|-------------------------|---|---|--|------------------|
| Energy                  | Roll out energy reduction programme at SASC   | A programme of 16 projects was devised for SASC. 13 projects have been delivered at a cost of £29,000 resulting in the savings outlined in this Strategy          | Cultural Services & Property Services          | ✓                |
|                         | Explore introducing energy optimisation software across all IT – roll out if suitable | This action was originally planned for 2010/11 but was successfully completed in 2009/10  | Information & Custom Services                  | ✓                |
| Transport               | Gather information for, and input into, EST Green Fleet Review recommendations report | This action has been completed  | Financial Services, CC(D)S, Corporate Strategy | ✓                |
|                         | Roll out Green Fleet Review recommendations   | Several recommendations have been explored but none have been rolled out. This has been resolved for 2010/11 through the work of the CC OWG Green Fleet Sub-Group | Financial Services, CC(D)S                     | ✗                |
| Waste                   | Develop corporate recycling initiative  | This action has been completed  | CC(D)S, Property Services, Corporate Strategy  | ✓                |
|                         | Roll out corporate recycling initiative   | The scheme has been rolled out at all sites, including Cable Street (initially thought to not be suitable)  | CC(D)S, Property Services                      | ✓                |
|                         | Develop events recycling initiative   | This action was originally planned for 2010/11 but was successfully completed in 2009/10  | CC(D)S, Property Services, Corporate Strategy  | ✓                |
| Planning                | Increase the percentage of renewable energy required in new developments              | This has not been possible due to the requirements of the planning process. This action has now been moved to 2011/12   | Planning Services                              | ✗                |
| Sustainable Procurement | Publish and promote Procurement Strategy encompassing sustainable                     | This action has been delayed – publishing and promotion will take place in 2010/11  | Financial Services                             | ✗                |

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| Section Title                            | Action   | Progress/Comments   | Service/<br>Group Responsible                              | Action Complete? |
|--|--|---|--|------------------|
|  | procurement  |   |  |                  |
|  | Amend supplier and service delivery contracts to reflect NI 185 requirements   | Due to capacity, this action has been delayed. Although it may no longer form part of NI 185 (awaiting confirmation from Lancashire County Council/Defra), this action has been incorporated in an EST action for 2010/11 to ensure our supply chain is sustainable | Financial Services with partnership from relevant Services | X                |
| <b>Council Housing</b>                   | Carry out Thermal Imaging Survey of buildings in areas of Lancaster district in conjunction with Lancashire County Council | Delivery of survey has been greatly delayed. Results yet to be received by Lancaster City Council   | Corporate Strategy, Council Housing, Strategic Housing     | ✓                |
|  | Support NI 187 (Tackling Fuel Poverty) Survey  | This action has been completed  | Corporate Strategy, Strategic Housing                      | ✓                |
|  | Investigate opportunities for CERT (Carbon Emissions Reduction Target) in Lancaster district                               | CERT funding has now been extended to December 2012 – initial investigations have taken place but further work to develop a proposal is now required  | Corporate Strategy   | ✓                |
|  | Continue programme to improve council housing stock  | This programme of works is ongoing until 2012/13 – delivery of programme is on target   | Council Housing  | Ongoing          |
| <b>Adaptation</b>                        | Achieve NI 188 Level 1   | Due to capacity, this action was unable to be completed. A Masters Student Work Placement with Lancaster University is being carried out to deliver this action. It is anticipated to be completed by July 2010   | Corporate Strategy with partnership from relevant Services | X                |
| <b>Education &amp; Awareness Raising</b> | Develop Internal Climate Change Communications Plan  | Due to the Service restructure, this action began late in 2009/10 and is anticipated to be completed by June 2010   | Corporate Strategy   | Ongoing          |
|  | Roll out Internal Climate Change Communications Plan   | Action was unable to be delivered due to the reasons above  | Corporate Strategy   | X                |

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### Appendix 2: 2008/09 Actions Update

This appendix serves to recap on the activity undertaken in Year 1 of this Strategy; 2008/09.

| Section Title | Action   | Progress/Comments   | Service/<br>Group Responsible         | Action Complete? |
|---------------|--|---|---------------------------------------|------------------|
| Energy        | Relevant Services meet with Climate Change Cabinet Liaison Group to discuss implementation of current actions and investigate future goals and resource requirements | Property Services identified - meetings with Premises Manager undertaken but formal meeting with Head of Property Services and other staff not yet organised.   | Corporate Strategy                    | On-going         |
|               | Establish a Sustainability Champion in each Service  | Delayed due to Capacity issues in Corporate Strategy  | Corporate Strategy                    | Move to Yr 2/3   |
|               | Undertake Energy Audit in Corporate buildings  | An energy / carbon audit has now been completed for Lancaster and Morecambe Town Halls, the Old Fire Station and Salt Ayre Sports Centre. The Audit includes the calculation of basic carbon footprint for the year 1/7/07 to 30/6/08 including water, gas and electricity usage and staff travel (to and from work and business travel). Full report received. | Property Services                     | ✓                |
|               | Continue to consider installation of powerPerfector in a corporate building(s)   | Device fitted in LTH Saturday, 17th January 2009  | Property Services with lead from CCLG | ✓                |
|               | Energy efficiency gains from emergency repairs to buildings  | No progress - the current repair and maintenance budget is spent on servicing, emergency and reactive repairs   | Property Services                     | Outstanding      |
|               | Establish baseline year for CO2 reduction benchmark. Set annual and 5 year period CO2 emission (or energy reduction) targets for corporate buildings.                | Baseline year of 2008/9 agreed with Property Services (option 'a' in the IHCCS). Target setting requires completion of Energy Audit and release of targets by County. The Carbon Trust informs that the formula for the calculation of CO2 emissions has now changed. This will have a negative affect on setting targets for the future.                       | Property Services                     | ✓                |
|               | Undertake feasibility study in to energy efficiency and renewable  | Three organisations (WOOSH Energy, Wind Direct & Partnership for Renewables) have been  | Corporate Strategy                    | ✗                |

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| Section Title    | Action   | Progress/Comments  | Service/<br>Group Responsible | Action Complete? |
|------------------|--|--|-------------------------------|------------------|
|                  | energies at Williamson Park  | approached to find out if a large, commercial wind turbine is suitable for the Park. All have said no. Due to changing circumstances at Williamson Park it has been deemed unsuitable to look into other renewable technologies at present.  |                               | Not going ahead  |
|                  | Communication campaign throughout the Council targeted at all staff to ensure personal energy saving procedures  | Sustainability Coordinator and Communications Team undertaking internal communications campaign. Initial meeting took place in Dec 2008, project group to start meeting in April 2009. Need to incorporate recommendations of the Energy Audit.  | Corporate Strategy inc. Comms | On-going         |
|                  | Home working scheme encouraged in all Services   | Ongoing through Access to Services but little progress to date   | Property Services             | Ongoing          |
|                  | Services to share responsibility for energy reduction in properties. Encouraged through EDPA.  | CO2 baseline target required so could not carry out in Yr1   | Property Services             | Move to Yr 2/3   |
| <b>Transport</b> | Relevant Services meet with Climate Change Cabinet Liaison Group to discuss implementation of current actions and investigate future goals and resource requirements | CC(D)S, Planning (CDT) identified - JW to organise   | Corporate Strategy            | Ongoing          |
|                  | Promote Lancaster City Council's Business Travel Plan  | Business Travel Plan actions now included in other strategies- no specific capacity to support Business Travel planning at present   | Corporate Strategy            | <b>X</b>         |
|                  | Continue promotion of cycling to staff as part of CDT status   | Ongoing through CDT  | Planning - CDT                | Ongoing          |
|                  | Continued training of fleet drivers on sustainable driving methods   | Ongoing programme of driver assessment – Fleet Manager is in the process of introducing an NVQ qualification for all the Councils LGV drivers, a major part of which will concern safe and fuel efficient driving. Ongoing route planning / rescheduled routes but no intention to purchase vehicle route planning software. | CC(D)S                        | Ongoing          |
|                  | Investigate acquiring new low carbon vehicles for gradual  | Ongoing research of vehicles / new technology. All new / replacement vehicles are specified with latest  | CC(D)S                        | Ongoing          |

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| Section Title | Action   | Progress/Comments   | Service/<br>Group Responsible | Action Complete?     |
|---------------|--|---|-------------------------------|----------------------|
|               | inclusion in the fleet   | technology engines (Euro iv but ideally Euro v).  |                               |                      |
|               | Consult Energy Saving Trust to arrange free audit of fleet and advice on devising a 'Green Fleet Plan' (for business vehicle and CC(D)S fleet)                       | EST Green Fleet Review arranged. Information gathering is ongoing. The EST hope to develop the report in August 2009 which will provide recommendations for a more efficient fleet.   | CC(D)S                        | ✓                    |
| <b>Waste</b>  | Relevant Services meet with Climate Change Cabinet Liaison Group to discuss implementation of current actions and investigate future goals and resource requirements | CC(D)S identified – Sustainability Coordinator to organise  | Corporate Strategy            | Ongoing              |
|               | Staff communication campaign to encourage change attitudes to office waste (W2 action refers)  | Sustainability Coordinator and Communications Team undertaking internal communications campaign. Initial meeting took place in Dec 2008, project group to start meeting in April 2009. Programme would initially promote existing recycling facilities (cardboard from some buildings, paper, newspapers & magazines in all, plastic bottles at White Lund depot, batteries in some buildings, CC(D)S also recycles products from services (timber, metal, vegetable oil, green waste, highways waste)  | Corporate Strategy inc. Comms | Ongoing              |
|               | Implement comprehensive Reuse/Recycling Scheme in corporate buildings in conjunction with W2 action  | The Council already recycles, reuses and recovers materials used in many of its operations. These include paper, newspapers and magazines, batteries, ink cartridges, plastic bottles, cans, light tubes, computers, mobile phones, wood from felled trees, tyres, vehicle oil, green waste, furniture and white goods, timber, scrap metal, and waste from highways jobs. CC(D)S will have more capacity to progress office and kitchen waste recycling in Autumn (Oct/Nov) once roll out of phase 6 has been completed. Also requires support of Property | Corporate Strategy            | Deferred to year 2/3 |

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| Section Title                  | Action   | Progress/Comments   | Service/ Group Responsible    | Action Complete?  |
|--------------------------------|--|---|-------------------------------|---|
|                                |  | (containers, additional collections). Explore resources with CC(D)S & Property Services when they visit CCLG  |                               |   |
|                                | District communication campaign to raise awareness of Council's work to address climate change   | Use YDCM when communicating to the district - article appeared in February 2009 issue   | Corporate Strategy inc. Comms | Ongoing   |
|                                | Intranet Database/Swapshop   | Not a Yr 1 priority   | Corporate Strategy            | Move to Yr 2/3  |
| <b>Planning</b>                | Relevant Services meet with Climate Change Cabinet Liaison Group to discuss implementation of current actions and investigate future goals and resource requirements | Planning identified - met with CCLG September 2008.   | Corporate Strategy            | ✓   |
|                                | Investigate implementation of the Merton Rule across all relevant planning applications  | Merton type policy adopted through the Regional Spatial Strategy in Oct 2008 - it states that in developments over a certain size, at least 10% of their predicted energy requirements should be obtained from decentralised and renewable or low-carbon sources. | Planning                      | ✓   |
|                                | Continued promotion of sustainable development principles internally   | Ongoing   | Planning                      | Ongoing   |
|                                | Advise on the potential for wind turbines installation at sites within the district  | Sites previously suggested by CCLG (Williamson park, Stone Jetty, Battery Breakwater) all considered unsuitable by PFR  | Planning with lead from CCLG  | ✓<br>plus potential for further opportunities (see Paul Rogers, Economic Dev) |
| <b>Sustainable Procurement</b> | Relevant Services meet with Climate Change Cabinet Liaison Group to discuss implementation of current actions and investigate future goals and resource requirements | Financial Services identified – Sustainability Coordinator to organise  | Corporate Strategy            | On-going  |

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| Section Title          | Action   | Progress/Comments  | Service/<br>Group Responsible | Action Complete?    |
|------------------------|--|--|-------------------------------|---------------------|
|                        | Develop revised Procurement Strategy (2008-2011) encompassing sustainable procurement  | Revised Strategy is ongoing and meeting with Corporate Director (Finance & Performance) to review document due in February 2009 - target date for publication not yet set  | Financial Services            | Ongoing             |
|                        | Staff communication campaign to encourage a market for recycled products and promote sustainable goods i.e. Fairtrade  | Sustainability Coordinator and Communications Team undertaking internal communications campaign. Initial meeting took place in Dec 2008, project group to start meeting in April 2009.   | Corporate Strategy inc. Comms | Ongoing             |
|                        | District communication campaign to raise awareness of Council's work to address climate change   | Use YDCM when communicating to the district - article appeared in February 2009 issue  | Corporate Strategy inc. Comms | Ongoing             |
|                        | Promote sustainable products and services and encourage a market for the same  | Sustainable procurement policy launched and promoted (including sustainable training) in Summer 2007. Also, information on sustainable products to relevant Services continues to be provided by Financial Services  | Financial Services            | Ongoing             |
| <b>Council Housing</b> | Relevant Services meet with Climate Change Cabinet Liaison Group to discuss implementation of current actions and investigate future goals and resource requirements | Council Housing identified – Sustainability Coordinator to organise  | Corporate Strategy            | Ongoing             |
|                        | Carry out a Thermal Imaging Survey of homes in the district to identify those with the most ineffective insulation   | County Council co-ordinating a joint approach to this across Lancashire.   | Council Housing               | Deferred to 2009/10 |
|                        | Ensure Housing News contains articles on sustainable living in each issue  | On target. Ongoing liaison between Council Housing and Corporate Strategy to monitor and ensure each issue contains sustainable living articles. Generally one page on sustainability issues. Articles include promoting energy efficiency e.g. low energy light bulbs and tips to save energy and money, recycling e.g. Wheelie bins and recycling boxes, Bulky Matters and Furniture Matters, smart shopping, sustainable transport, Green Partnership | Council Housing               | Ongoing             |

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| Section Title                            | Action   | Progress/Comments   | Service/<br>Group Responsible | Action Complete?                              |
|--|--|---|-------------------------------|---|
|  |  | Awards, Recycling Directory and allotments.   |                               |   |
|  | Training of all staff in City & Guilds Energy Awareness or equivalent  | On target for completion by end of 2008 (training for six Estate Managers and two Maintenance Inspectors)   | Council Housing               | Ongoing                                       |
|  | Regular monitoring of staff to ensure energy usage and waste reduction advice is shared with all tenants   | Energy efficiency and waste recycling information is given to all new tenants as part of induction / sign up of new tenancies. Existing tenants receive information in Housing News etc. See CC Action plan ref no. H3.   | Council Housing               | Ongoing                                       |
| <b>Adaptation</b>                        | Relevant Services meet with Climate Change Cabinet Liaison Group to discuss implementation of current actions and investigate future goals and resource requirements | Ongoing - CC(D)S, Council Housing, Cultural Services, Ec Dev & Tourism, Health & Strategic Housing, Planning, Property Services identified – Sustainability Coordinator to organise. (Planning already met with CCLG)   | Corporate Strategy            | Ongoing                                       |
|  | Continue to maintain and upgrade, where necessary, flooding and coastal defences as set out in Flood and Coastal Defence Policy (2004)                               | With the conclusion of Phase 7 the 2004 flood and coastal defence programme has now been completed, although continued sea level rise will result in need for further works. 'Strategic Flood Risk Assessment' commissioned - Provides guidance for developers on flood risk assessment | Planning                      | ✓<br>plus potential for further opportunities |
|  | Formation of a Climate Change Adaptation Team  | This action has been replaced by NI 188 guidance - work to achieve NI 188 Level 1 is ongoing  | Corporate Strategy            | Ongoing                                       |
|  | Investigate effects to Council buildings and Services due to potential changes in climatic conditions  | As above - an LCLIP (part of NI 118 Level 1) is currently being developed and will require discussions with Services  | Corporate Strategy            | Ongoing                                       |
| <b>Education &amp; Awareness Raising</b> | Relevant Services meet with Climate Change Cabinet Liaison Group to discuss implementation of current actions and investigate future goals and resource requirements | Services detailed above under Action 1 in each section  | Corporate Strategy            | Ongoing                                       |

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| Section Title | Action   | Progress/Comments   | Service/<br>Group Responsible        | Action Complete? |
|---------------|--|---|--------------------------------------|------------------|
|               | Press releases and articles in Council publications relating to the Council's work on climate change       | Use YDCM when communicating to the district - article appeared in February 2009 issue. Press release to be developed regarding <i>powerPerfactor</i>  | Corporate Strategy inc. Comms        | Ongoing          |
|               | Train a Sustainability Champion in each Service  | Capacity issues in 2008/9. Delayed till 2009/10   | Corporate Strategy                   | Move to Yr 2/3   |
|               | Decentralised responsibility to Services   | Not at suitable stage to carry out  | Corporate Strategy                   | Move to Yr 2/3   |
|               | An internet awareness and education campaign   | Sustainability Coordinator and Communications Team undertaking internal communications campaign. Initial meeting took place in Dec 2008, project group to start meeting in April 2009. Awaiting meeting of project group and launch of new LCC website before developing action further | Corporate Strategy inc. Comms        | On-going         |
|               | A programme of consultation with staff and district residents  | Not at suitable stage to carry out - await report on the potential of a district-wide strategy before carrying out  | Corporate Strategy                   | Move to Yr 2/3   |
|               | Undertake symbolic actions to signal Lancaster City Council's work to mitigate and adapt to climate change | Lead to be taken by CCLG. Need to identify potential projects as the next step.   | Climate Change Cabinet Liaison Group | On-going         |

**Appendix 3: How the Climate Change Strategy Meets the Priorities of Lancaster District**

This appendix outlines the priorities of the Lancaster District Local Strategic Partnership, Lancaster City Council and the Local Area Agreement to demonstrate how the actions of the Council's Climate Change Strategy assist the delivery of these priorities. The green boxes indicate the actions which contribute to the listed priorities.

| Climate change Strategy |  | Lancaster City Council Corporate Plan Priority & Objective   |   |   | LDLSP Sustainable Community Strategy Priority  |  |   |  | National Indicators                                    |  |   |  |
|-------------------------|--|--|---|---|--|--|---|--|--|--|---|--|
| Section                 | Specific Action  | Economic Regeneration – Supporting our Economy<br>Objective 1: Energy Coast and Environmental Technology | Climate Change<br>Objective 3: To tackle the challenges of climate change | Partnership Working and Community Leadership<br>Objective 5: To continue to work with our partners to deliver the targets in the Sustainable Community Strategy and to bring about other improvements and efficiencies in the way that services are delivered locally | Environment: To reduce our impact on and adapt to the consequences of climate change | Environment: Protect and improve air, water and land quality and use resources sustainably with due regard to the interests of the wider community and the environment | Environment: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district | Health & Wellbeing: Increase the proportion of people who have a decent, affordable, warm, safe home | NI 185 – CO2 reduction from local authority operations | NI 186 – Per capita reduction in CO2 emissions in the local authority area | NI 187 – Lacking fuel poverty, % of people receiving income based benefits living in homes with a low and high energy efficiency rating | NI 188 – Planning to adapt to climate change |
| Corporate Commitment    | Develop Corporate Programme on Climate Change  |  |   |   |  |  |   |  |  |  |   |  |
|                         | Robustly support an overall energy champion at senior level                                    |  |   |   |  |  |   |  |  |  |   |  |
|                         | Resource the Energy Management Team to match the size of the authority                         |  |   |   |  |  |   |  |  |  |   |  |
|                         | Include a climate change impact assessment for all major projects/decisions at committee level |  |   |   |  |  |   |  |  |  |   |  |

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| Climate change Strategy |   | Lancaster City Council Corporate Plan Priority & Objective  |   |   | LDLSP Sustainable Community Strategy Priority  |  |   |  | National Indicators                                    |  |  |  |
|-------------------------|---|---|---|---|--|--|---|--|--|--|--|--|
| Section                 | Specific Action   | Economic Regeneration – Supporting our Economy Objective 1: Energy Coast and Environmental Technology | Climate Change Objective 3: To tackle the challenges of climate change Partnership Working and Community Leadership | Objective 5: To continue to work with our partners to deliver the targets in the Sustainable Community Strategy and to bring about other improvements and efficiencies in the way that services are delivered locally | Environment: To reduce our impact on and adapt to the consequences of climate change | Environment: Protect and improve air, water and land quality and use resources sustainably with due regard to the interests of the wider community and the environment | Environment: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district | Health & Wellbeing: Increase the proportion of people who have a decent, affordable, warm, safe home | NI 185 – CO2 reduction from local authority operations | NI 186 – Per capita reduction in CO2 emissions in the local authority area | NI 187 – Tackling fuel poverty; % of people receiving income based benefits living in homes with a low and high energy efficiency rating | NI 188 – Planning to adapt to climate change |
|                         | A member of staff within each service area, or relevant team, is allocated time to promote the integration of sustainable activities in Service delivery, with performance reviewed |   |   |   |  |  |   |  |  |  |  |  |
|                         | Proactively procure greater finance and support services for delivery of climate change Corporate Priority  |   |   |   |  |  |   |  |  |  |  |  |
|                         | Deliver programme of home working, flexible working and hot-desking   |   |   |   |  |  |   |  |  |  |  |  |
|                         | Set targets and a timescale for energy use reductions in wider community in line with national targets  |   |   |   |  |  |   |  |  |  |  |  |

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|                         | Ensure that a cross-Council system is in place for gathering data relating to sustainable energy  |   |  |  |  |  |   |  |  |  |  |  |
|                         | If council property or land is being released for development, the council should require high energy standards or carbon neutral development |   |  |  |  |  |   |  |  |  |  |  |
| Energy                  | Develop Energy Reduction Plans for each Corporate Building and assign energy reduction targets to buildings, based on actual use              |   |  |  |  |  |   |  |  |  |  |  |
|                         | Roll out Energy Reduction Plans at two corporate buildings  |   |  |  |  |  |   |  |  |  |  |  |
|                         | Introduce suitable energy efficiency measures during refurbishment of buildings   |   |  |  |  |  |   |  |  |  |  |  |

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| Section                 | Specific Action   | Economic Regeneration – Supporting our Economy Objective 1: Energy Coast and Environmental Technology | Climate Change Objective 3: To tackle the challenges of climate change | Partnership Working and Community Leadership Objective 5: To continue to work with our partners to deliver the targets in the Sustainable Community Strategy and to bring about other improvements and efficiencies in the way that services are delivered locally | Environment: To reduce our impact on and adapt to the consequences of climate change | Environment: Protect and improve air, water and land quality and use resources sustainably with due regard to the interests of the wider community and the environment | Environment: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district | Health & Wellbeing: Increase the proportion of people who have a decent, affordable, warm, safe home | NI 185 – CO2 reduction from local authority operations | NI 186 – Per capita reduction in CO2 emissions in the local authority area | NI 187 – Tackling fuel poverty; % of people receiving income based benefits living in homes with a low and high energy efficiency rating | NI 188 – Planning to adapt to climate change |
|                         | Roll out Energy Reduction Plans at half the remaining corporate buildings                                     |   |  |  |  |  |   |  |  |  |  |  |
|                         | Develop and roll out Energy Reduction Plans at other Council owned sites, if appropriate i.e. Williamson Park |   |  |  |  |  |   |  |  |  |  |  |
|                         | Roll out Energy Reduction Plans at the remainder of the corporate buildings                                   |   |  |  |  |  |   |  |  |  |  |  |
|                         | Review effectiveness of Energy Reduction Plans  |   |  |  |  |  |   |  |  |  |  |  |
| Transport               | Roll out Green Fleet Review recommendations   |   |  |  |  |  |   |  |  |  |  |  |
|                         | Continue to make energy efficiency improvements to the vehicle fleet  |   |  |  |  |  |   |  |  |  |  |  |

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|-------------------------|--|--|---|---|--|--|---|--|--|--|--|--|
| Section                 | Specific Action  | Economic Regeneration – Supporting our Economy<br>Objective 1: Energy Coast and Environmental Technology | Climate Change<br>Objective 3: To tackle the challenges of climate change | Partnership Working and Community Leadership<br>Objective 5: To continue to work with our partners to deliver the targets in the Sustainable Community Strategy and to bring about other improvements and efficiencies in the way that services are delivered locally | Environment: To reduce our impact on and adapt to the consequences of climate change | Environment: Protect and improve air, water and land quality and use resources sustainably with due regard to the interests of the wider community and the environment | Environment: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district | Health & Wellbeing: Increase the proportion of people who have a decent, affordable, warm, safe home | NI 185 – CO2 reduction from local authority operations | NI 186 – Per capita reduction in CO2 emissions in the local authority area | NI 187 – Tackling fuel poverty; % of people receiving income based benefits living in homes with a low and high energy efficiency rating | NI 188 – Planning to adapt to climate change |
|                         | Reduce car use of staff by 10% (on 2008/09 baseline) and aim to increase use of public transport, cycling and walking by staff |  |   |   |  |  |   |  |  |  |  |  |
|                         | Continue the above actions and review their effectiveness  |  |   |   |  |  |   |  |  |  |  |  |
| Waste                   | Roll out events recycling initiative   |  |   |   |  |  |   |  |  |  |  |  |
|                         | Plan and roll out enhancements to the corporate and events recycling initiatives   |  |   |   |  |  |   |  |  |  |  |  |
|                         | Roll out composting in corporate buildings   |  |   |   |  |  |   |  |  |  |  |  |
|                         | Roll out composting for corporate and events recycling   |  |   |   |  |  |   |  |  |  |  |  |
|                         | Review effectiveness of all listed waste initiatives   |  |   |   |  |  |   |  |  |  |  |  |

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| Planning                | Introduce specific energy policies within the LDF – consider introducing incentives for exemplar/zero carbon developments |   |   |   |  |  |   |  |  |  |  |  |
|                         | Provide guidance on suitability of installation of renewable technologies in corporate buildings                          |   |   |   |  |  |   |  |  |  |  |  |
|                         | Increase the percentage of renewable energy required in new developments to 15%   |   |   |   |  |  |   |  |  |  |  |  |
|                         | Adopt Land Allocations and Development Management Development Plan Document   |   |   |   |  |  |   |  |  |  |  |  |
|                         | Monitor success of energy policies in LDF and take-up of renewables energy requirement                                    |   |   |   |  |  |   |  |  |  |  |  |

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| Sustainable Procurement | Publish and promote Procurement Strategy encompassing sustainable procurement  |   |   |   |  |  |   |  |  |  |  |  |
|                         | Ensure climate change impact assessments are included in procurement methodology   |   |   |   |  |  |   |  |  |  |  |  |
|                         | Roll out training on sustainable procurement to staff responsible for purchasing in each Services                                |   |   |   |  |  |   |  |  |  |  |  |
|                         | Review effectiveness of Procurement Strategy in relation to the environmental impact of purchasing since publishing the Strategy |   |   |   |  |  |   |  |  |  |  |  |
| ing Stock               | Continue programme to improve council housing stock  |   |   |   |  |  |   |  |  |  |  |  |

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|                         | Introduce a proactive programme to secure external funding to improve sustainability in the council's own stock |   |   |   |  |  |   |  |  |  |  |  |
|                         | Develop and deliver project to install renewables on the council's own stock                                    |   |   |   |  |  |   |  |  |  |  |  |
|                         | Review the effectiveness of the above actions   |   |   |   |  |  |   |  |  |  |  |  |
| Adaptation              | Achieve NI 188 Level 1  |   |   |   |  |  |   |  |  |  |  |  |
|                         | Achieve in-house aspects of NI 188 Level 2  |   |   |   |  |  |   |  |  |  |  |  |
|                         | Achieve partnership aspects of NI 188 Level 2   |   |   |   |  |  |   |  |  |  |  |  |
|                         | Achieve in-house aspects of NI 188 Level 3  |   |   |   |  |  |   |  |  |  |  |  |
|                         | Achieve partnership aspects of NI 188 Level 3   |   |   |   |  |  |   |  |  |  |  |  |
|                         | Achieve NI 188 Level 4  |   |   |   |  |  |   |  |  |  |  |  |

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| Education & Awareness Raising | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in-house |   |   |   |  |  |   |  |  |  |  |  |
|                               | Deliver programme of training for staff on energy efficiency and climate change  |   |   |   |  |  |   |  |  |  |  |  |
|                               | Review effectiveness of above actions  |   |   |   |  |  |   |  |  |  |  |  |
| Influencing District Activity | Support NI 187 (Tackling Fuel Poverty) Survey  |   |   |   |  |  |   |  |  |  |  |  |
|                               | Work with the local EST-AC to assist with achieving NI 186   |   |   |   |  |  |   |  |  |  |  |  |
|                               | Introduce a specific programme for raising awareness of/access to energy efficiency and funding for privately-owned    |   |   |   |  |  |   |  |  |  |  |  |

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|                         | and -rented housing  |   |   |   |  |  |   |  |  |  |  |  |
|                         | Deliver a community based energy efficiency project through CERT   |   |   |   |  |  |   |  |  |  |  |  |
|                         | Engage with local partners   |   |   |   |  |  |   |  |  |  |  |  |
|                         | Nominate a 'Low Carbon Community' to the EST-AC and provide information and guidance to the same                     |   |   |   |  |  |   |  |  |  |  |  |
|                         | Work closely with Registered Social Landlords (RSLs) to ensure energy efficiency is accounted for in their practices |   |   |   |  |  |   |  |  |  |  |  |
|                         | Reduce car dependency in Lancaster district  |   |   |   |  |  |   |  |  |  |  |  |

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### Appendix 4: Climate Change Strategy Actions Resources and Savings

This appendix lays out the actions of the Climate Change Strategy by year, from the date of this refresh, in relation to the resources required and the potential savings to be made.

| 2010/11              |   |   |   |
|----------------------|---|---|---|
| Section              | Specific Action   | Resources Required  | Potential Saving  |
| Corporate Commitment | Develop Corporate Programme on Climate Change   | Staff time  | N/A   |
|                      | Robustly support an overall energy champion at senior level   | Staff time already allocated through delivery of Corporate Plan   | N/A   |
|                      | Resource the Energy Management Team to match the size of the authority  | Financial resources and staff time to be allocated through Facilities Management Review                   | >53.4 tCO <sub>2</sub><br>Financial savings not yet quantified                    |
|                      | Include a climate change impact assessment for all major projects/decisions at committee level  | Staff time  | Impact on CO <sub>2</sub> savings through NI 186                                  |
|                      | A member of staff within each service area, or relevant team, is allocated time to promote the integration of sustainable activities in Service delivery, with performance reviewed | Staff time  | N/A   |
|                      | Proactively procure greater finance and support services for delivery of climate change Corporate Priority  | Delivered through staff time allocated in the Climate Change Programme                                    | CO <sub>2</sub> and financial savings dependent on measures                       |
|                      | Deliver programme of home working, flexible working and hot-desking   | Staff time  | CO <sub>2</sub> and financial savings achieved - ensure not transferred to NI 186 |
|                      | Set targets and a timescale for energy use reductions in wider community in line with national targets  | Staff time  | Impact on CO <sub>2</sub> savings through NI 186                                  |
| Energy               | Develop Energy Reduction Plans for each Corporate Building and assign energy reduction targets to buildings, based on actual use  | Consultants Approx. £1,280 per site (total approx. £10,000)<br>Staff time through CC OWG Energy Sub-Group | CO <sub>2</sub> and financial savings dependent on measures                       |
|                      | Roll out Energy Reduction Plans at two  | Financial resources and staff time  | CO <sub>2</sub> and financial savings dependent on                                |

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| 2010/11                       |   |  |  |
|-------------------------------|---|--|--|
| Section                       | Specific Action   | Resources Required   | Potential Saving   |
|                               | corporate buildings   | dependent on measures  | measures   |
|                               | Introduce suitable energy efficiency measures during refurbishment of buildings   | Through Facilities Management Review<br>Financial resources dependent on technologies                            | CO <sub>2</sub> and financial savings dependent on measures  |
| Transport                     | Roll out Green Fleet Review recommendations   | Financial resources and staff time dependent on measures   | CO <sub>2</sub> savings total 99 tCO <sub>2</sub> over life of GFR<br>Financial savings not yet calculated |
|                               | Continue to make energy efficiency improvements to the vehicle fleet  | Staff time in Service and also through CC OWG Green Fleet Sub-Group<br>Financial resources dependent on measures | CO <sub>2</sub> and financial savings dependent on measures  |
| Waste                         | Roll out events recycling initiative  | £588.91 for bin collection and crockery – from 2011/12 costs at £171.48 for bin collection                       | Financial savings from Corporate waste reduction   |
| Planning                      | Introduce specific energy policies within the LDF – consider introducing incentives for exemplar/zero carbon developments | Staff time committed through the statutory planning process  | N/A  |
|                               | Provide guidance on suitability of installation of renewable technologies in corporate buildings                          | Staff time   | CO <sub>2</sub> and financial savings dependent on measures  |
| Sustainable Procurement       | Publish and promote Procurement Strategy encompassing sustainable procurement   | Staff time   | N/A  |
|                               | Ensure climate change impact assessments are included in procurement methodology  | Staff time   | CO <sub>2</sub> savings dependent on measures  |
| Housing Stock                 | Continue programme to improve council housing stock   | Capital Programme  | CO <sub>2</sub> savings approx. 616.5 tCO <sub>2</sub> but depends on installation rate                    |
|                               | Introduce a proactive programme to secure external funding to improve sustainability in the council's own stock           | Staff time   | N/A  |
| Adaptation                    | Achieve NI 188 Level 1  | Staff time   | N/A  |
|                               | Achieve in-house aspects of NI 188 Level 2  | Financial resources and staff time dependent on adaptive responses   | CO <sub>2</sub> and financial savings dependent on adaptive responses                                      |
| Education & Awareness Raising | Provide committed channel for communication and ongoing dialogue about energy efficiency                                  | Staff time<br>Finance already provided in 2009/10  | Carbon Trust Energy Audit suggested annual savings of 80.1 tCO <sub>2</sub> and £13,008                    |

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| 2010/11                       |   |  |  |
|-------------------------------|---|--|--|
| Section                       | Specific Action   | Resources Required                               | Potential Saving   |
|                               | and climate change – in-house   | (£3,000)   |  |
| Influencing District Activity | Support NI 187 (Tackling Fuel Poverty) Survey   | £2,300 from Climate Change Implementation budget | CO <sub>2</sub> savings rely on improving SAP ratings                                |
|                               | Work with the local EST-AC to assist with achieving NI 186  | Staff time                                       | CO <sub>2</sub> savings dependent on measures  |
|                               | Introduce a specific programme for raising awareness of/access to energy efficiency and funding for privately-owned and -rented housing | Staff time                                       | N/A  |
|                               | Deliver a community based energy efficiency project through CERT  | Staff time                                       | CO <sub>2</sub> savings and financial savings for the district dependent on measures |
|                               | Engage with local partners  | Staff time                                       | N/A  |
|                               | Nominate a 'Low Carbon Community' to the EST-AC and provide information and guidance to the same  | Staff time                                       | N/A  |

| 2011/12              |   |  |   |
|----------------------|---|--|---|
| Section              | Specific Action   | Resources Required   | Potential Saving  |
| Corporate Commitment | Deliver Corporate Programme on Climate Change   | Financial resources and staff time yet to be determined                      | CO <sub>2</sub> and financial savings dependent on measures |
|                      | Ensure that a cross-Council system is in place for gathering data relating to sustainable energy  | Staff time<br>Other resources allocated through Facilities Management Review | N/A   |
|                      | Include a climate change impact assessment for all major projects/decisions at committee level  | Staff time   | Impact on CO <sub>2</sub> savings through NI 186            |
|                      | A member of staff within each service area, or relevant team, is allocated time to promote the integration of sustainable activities in Service delivery, with performance reviewed | Staff time   | N/A   |
|                      | Proactively procure greater finance and support services for delivery of climate change Corporate Priority  | Delivered through staff time allocated in the Climate Change Programme       | CO <sub>2</sub> and financial savings dependent on measures |

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| 2011/12                 |  |  |  |
|-------------------------|--|--|--|
| Section                 | Specific Action  | Resources Required   | Potential Saving   |
|                         | Deliver programme of home working, flexible working and hot-desking  | Staff time   | CO <sub>2</sub> and financial savings achieved - ensure not transferred to NI 186                          |
| Energy                  | Roll out Energy Reduction Plans at half the remaining corporate buildings  | Financial resources and staff time dependent on measures   | CO <sub>2</sub> and financial savings dependent on measures  |
|                         | Develop and roll out Energy Reduction Plans at other Council owned sites, if appropriate i.e. Williamson Park                  | Consultants Approx. £1,280 per site (total approx. £10,000)<br>Staff time through CC OWG Energy Sub-Group        | CO <sub>2</sub> and financial savings dependent on measures  |
|                         | Introduce suitable energy efficiency measures during refurbishment of buildings  | Through Facilities Management Review<br>Financial resources dependent on technologies                            | CO <sub>2</sub> and financial savings dependent on measures  |
| Transport               | Roll out Green Fleet Review recommendations  | Financial resources and staff time dependent on measures   | CO <sub>2</sub> savings total 99 tCO <sub>2</sub> over life of GFR<br>Financial savings not yet calculated |
|                         | Continue to make energy efficiency improvements to the vehicle fleet   | Staff time in Service and also through CC OWG Green Fleet Sub-Group<br>Financial resources dependent on measures | CO <sub>2</sub> and financial savings dependent on measures  |
|                         | Reduce car use of staff by 10% (on 2008/09 baseline) and aim to increase use of public transport, cycling and walking by staff | Staff time through CC OWG Green Fleet Sub-Group<br>Financial resources dependent on measures                     | CO <sub>2</sub> saving of 8.8 tCO <sub>2</sub> (42,645km), financial savings approx. £11,000               |
| Waste                   | Plan and roll out enhancements to the corporate and events recycling initiatives   | Financial resources dependent on measures  | As above   |
| Planning                | Increase the percentage of renewable energy required in new developments to 15%  | Staff time committed through the statutory planning process  | CO <sub>2</sub> savings dependent on measures  |
| Sustainable Procurement | Roll out training on sustainable procurement to staff responsible for purchasing in each Services                              | Cost of training depends on provider   | N/A  |
| Housing Stock           | Continue programme to improve council housing stock  | Capital Programme  | CO <sub>2</sub> savings dependent on properties and installation rate                                      |
|                         | Continue a proactive programme to secure external funding to improve sustainability in the                                     | Staff time   | N/A  |

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| 2011/12                       |  |  |   |
|-------------------------------|--|--|---|
| Section                       | Specific Action  | Resources Required   | Potential Saving  |
|                               | council's own stock  |  |   |
|                               | Develop and deliver project to install renewables on the council's own stock   | Staff time and external funding                                    | CO <sub>2</sub> savings dependent on measures   |
| Adaptation                    | Achieve partnership aspects of NI 188 Level 2  | Financial resources and staff time dependent on adaptive responses | CO <sub>2</sub> and financial savings dependent on adaptive responses                   |
|                               | Achieve in-house aspects of NI 188 Level 3   | Financial resources and staff time dependent on adaptive responses | CO <sub>2</sub> and financial savings dependent on adaptive responses                   |
| Education & Awareness Raising | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in-house                 | Staff time<br>Finance already provided in 2009/10 (£3,000)         | Carbon Trust Energy Audit suggested annual savings of 80.1 tCO <sub>2</sub> and £13,008 |
|                               | Deliver programme of training for staff on energy efficiency and climate change  | Staff time<br>Financial resources dependent on training procured   | As above  |
|                               | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in the district          | Staff time   | N/A   |
| Influencing District Activity | Continue a specific programme for raising awareness of/access to energy efficiency and funding for privately-owned and -rented housing | Staff time   | N/A   |
|                               | Work closely with Registered Social Landlords (RSLs) to ensure energy efficiency is accounted for in their practices                   | Staff time – possible financial investment for enforcement         | N/A   |
|                               | Deliver a community based energy efficiency project through CERT   | Staff time   | CO <sub>2</sub> savings and financial savings for the district dependent on measures    |
|                               | Engage with local partners   | Staff time   | N/A   |
|                               | Reduce car dependency in Lancaster district  | Staff time   | CO <sub>2</sub> savings dependent on targets  |
|                               | Nominate a 'Low Carbon Community' to the EST-AC and provide information and guidance to the same                                       | Staff time   | N/A   |

2012/13

## Lancaster City Council Climate Change Strategy V 5.4 – 2010/11 Refresh

| Section              | Specific Action   | Resources Required   | Potential Saving   |
|----------------------|---|--|--|
| Corporate Commitment | Deliver Corporate Programme on Climate Change   | Financial resources and staff time yet to be determined  | CO <sub>2</sub> and financial savings dependent on measures  |
|                      | Ensure that a cross-Council system is in place for gathering data relating to sustainable energy  | Staff time<br>Other resources allocated through Facilities Management Review                                     | N/A  |
|                      | Include a climate change impact assessment for all major projects/decisions at committee level  | Staff time   | Impact on CO <sub>2</sub> savings through NI 186   |
|                      | A member of staff within each service area, or relevant team, is allocated time to promote the integration of sustainable activities in Service delivery, with performance reviewed | Staff time   | N/A  |
|                      | Proactively procure greater finance and support services for delivery of climate change Corporate Priority  | Delivered through staff time allocated in the Climate Change Programme   | CO <sub>2</sub> and financial savings dependent on measures  |
|                      | Deliver programme of home working, flexible working and hot-desking   | Staff time   | CO <sub>2</sub> and financial savings achieved - ensure not transferred to NI 186                          |
| Energy               | Roll out Energy Reduction Plans at remaining corporate buildings  | Financial resources and staff time dependent on measures   | CO <sub>2</sub> and financial savings dependent on measures  |
|                      | Introduce suitable energy efficiency measures during refurbishment of buildings   | Through Facilities Management Review<br>Financial resources dependent on technologies                            | CO <sub>2</sub> and financial savings dependent on measures  |
| Transport            | Roll out Green Fleet Review recommendations   | Financial resources and staff time dependent on measures   | CO <sub>2</sub> savings total 99 tCO <sub>2</sub> over life of GFR<br>Financial savings not yet calculated |
|                      | Continue to make energy efficiency improvements to the vehicle fleet  | Staff time in Service and also through CC OWG Green Fleet Sub-Group<br>Financial resources dependent on measures | CO <sub>2</sub> and financial savings dependent on measures  |
|                      | Continue to reduce car use of staff by 10% and increase use of public transport, cycling and walking by staff   | Staff time through CC OWG Green Fleet Sub-Group<br>Financial resources dependent on measures                     | CO <sub>2</sub> saving of 8.8 tCO <sub>2</sub> (42,645km), financial savings approx. £11,000               |

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| 2012/13                       |  |  |   |
|-------------------------------|--|--|---|
| Section                       | Specific Action  | Resources Required   | Potential Saving  |
| Waste                         | Roll out composting in corporate buildings   | Financial resources required to be discussed with Environmental Services | As above  |
|                               | Roll out composting for corporate and events recycling   | Financial resources required to be discussed with Environmental Services | As above  |
| Planning                      | Adopt Land Allocations and Development Management Development Plan Document  | Staff time   | N/A   |
| Sustainable Procurement       | Continue to roll out training  | Cost of training depends on provider                                     | N/A   |
| Housing Stock                 | Continue programme to improve council housing stock  | Capital Programme  | CO <sub>2</sub> savings dependent on properties and installation rate                   |
|                               | Deliver project to install renewables on the council's own stock   | Staff time and external funding  | CO <sub>2</sub> savings dependent on measures   |
| Adaptation                    | Achieve partnership aspects of NI 188 Level 3  | Financial resources and staff time dependent on adaptive responses       | CO <sub>2</sub> and financial savings dependent on adaptive responses                   |
| Education & Awareness Raising | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in-house           | Staff time<br>Finance already provided in 2009/10 (£3,000)               | Carbon Trust Energy Audit suggested annual savings of 80.1 tCO <sub>2</sub> and £13,008 |
|                               | Deliver programme of training for staff on energy efficiency and climate change  | Staff time<br>Financial resources dependent on training procured         | As above  |
|                               | Provide committed channel for communication and ongoing dialogue about energy efficiency and climate change – in the district    | Staff time   | N/A   |
| Influencing District Activity | Continue working closely with Registered Social Landlords (RSLs) to ensure energy efficiency is accounted for in their practices | Staff time – possible financial investment for enforcement               | N/A   |
|                               | Engage with local partners   | Staff time   | N/A   |
|                               | Reduce car dependency in Lancaster district  | Staff time   | CO <sub>2</sub> savings dependent on targets  |

| 2013/14   |   |                    |  |
|-----------|---|--------------------|--|
| Section   | Specific Action                             | Resources Required | Potential Saving                                 |
| Corporate | Deliver programme of home working, flexible | Staff time         | CO <sub>2</sub> and financial savings achieved - |

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| 2013/14                       |   |  |   |
|-------------------------------|---|--|---|
| Section                       | Specific Action   | Resources Required   | Potential Saving  |
| Commitment                    | working and hot-desking   |  | ensure not transferred to NI 186                                      |
|                               | If council property or land is being released for development, the council should require high energy standards or carbon neutral development | Staff time   | Impact on CO <sub>2</sub> savings through NI 186                      |
| Energy                        | Review effectiveness of Energy Reduction Plans  | Staff time   | N/A   |
| Transport                     | Review their effectiveness of the above actions   | Staff time   | N/A   |
| Waste                         | Review effectiveness of all listed waste initiatives  | Staff time   | N/A   |
| Planning                      | Monitor success of energy policies in LDF and take-up of renewables energy requirement  | Staff time   | N/A   |
| Sustainable Procurement       | Review effectiveness of Procurement Strategy in relation to the environmental impact of purchasing since publishing the Strategy              | Staff time   | N/A   |
| Housing Stock                 | Review the effectiveness of the above actions   | Staff time   | N/A   |
| Adaptation                    | Achieve NI 188 Level 4  | Financial resources and staff time dependent on adaptive responses | CO <sub>2</sub> and financial savings dependent on adaptive responses |
| Education & Awareness Raising | Review effectiveness of above actions   | Staff time   | N/A   |
| Influencing District Activity | Continue working closely with Registered Social Landlords (RSLs) to ensure energy efficiency is accounted for in their practices              | Staff time – possible financial investment for enforcement         | N/A   |
|                               | Continue to engage with local partners  | Staff time   | N/A   |
|                               | Continue to reduce car dependency in Lancaster district   | Staff time   | CO <sub>2</sub> savings dependent on targets                          |

**Appendix5: Achieving Our Carbon Reduction Target for 2020**

In order to achieve our carbon reduction target of 34% by 2020 (representing a 66% carbon saving from 2008/09 levels) Lancaster City Council has agreed an annual reduction target of 3.4% until 2019/20. It is likely that the Council's actual achieved carbon reduction will vary each year and, therefore, it is feasible that we will overachieve one year, possibly underachieve another, and still be inline to achieve the 2020 target of 34%.

It should be noted that the 34% carbon reduction target set by central government for 2020 recommends the use of your 1990 carbon emissions baseline, but due to a lack of data it was not possible for Lancaster City Council to use such a baseline. As the Council's baseline was agreed at 2008/09, our carbon reduction targets represent lower savings than recommended by central government. As such, it would be positive to maintain an annual reduction target of 3.4% or 160.6 tCO<sub>2</sub> to represent a proactive step which will encourage a drastic reduction in our carbon emissions.

With this in mind, it is still important, however, to maintain an awareness of how our carbon reduction achievements affect our annual carbon reduction targets and how they relate to the overall 2020 target of 34%. With this in mind, please refer to the table below:

|   | <b>Total Carbon Footprint (tCO<sub>2</sub>)</b> | <b>Carbon Footprint Relevant to Baseline (%)</b> | <b>Actual Reduction Achieved (%)</b> | <b>Year on Year CO<sub>2</sub> reduction required in future to reach 2020 target based on actual reduction achieved (%)</b> | <b>Year on Year CO<sub>2</sub> reduction required in future to reach 2020 target based on actual reduction achieved (tCO<sub>2</sub>)</b> |
|---|---|--|--------------------------------------|---|---|
| <b>2008/09 (Baseline)</b>                                     | 4723.62   | 100.00   | -                                    | 3.40  | 160.60  |
| <b>2009/10</b>  | 4382.83   | 92.78  | 7.22                                 | 2.98  | 140.55  |
| <i>Predicted figures if 10:10 is achieved detailed below:</i> |   |  |                                      |   |   |
| <b>2010/11 (Predictions)</b>                                  | 3944.55   | 82.78  | 10.00                                | 1.86  | 88.07   |