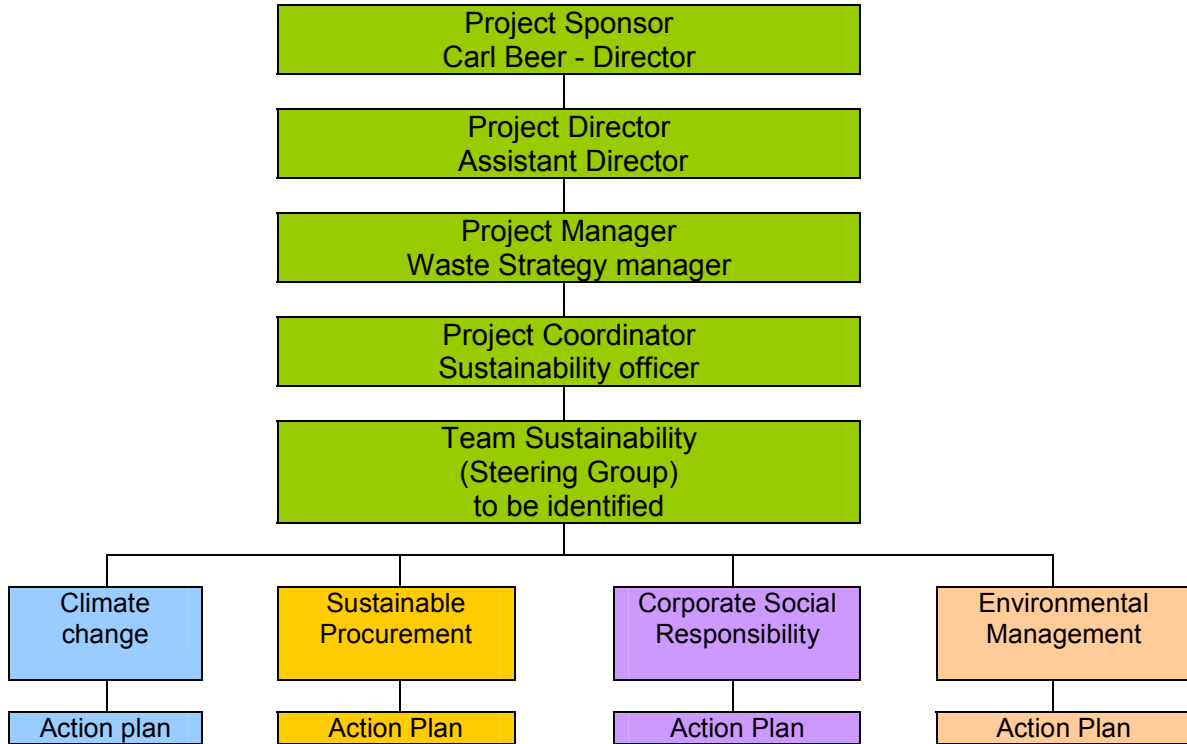


Appendix 5: Sustainability Strategy Management



Appendix 6: The Flexible Framework

Level 1

	Foundation - Level 1
People	Sustainable procurement champion identified. Key procurement staff has received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme
Policy, strategy & communications	Agree overarching sustainability objectives. Simple procurement policy in placed endorsed by CEO. Communicate to staff and key suppliers.
Procurement process	Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt quick wins.
Engaging suppliers	Key supplier-spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.
Measurements & results	Key sustainability impacts of procurement activity have been identified.

Level 2

	Embed - Level 2
People	All procurement staff to have received basic training in sustainable procurement principles. Key staff has received advanced training in sustainable procurement principles.
Policy, strategy & communications	Review and enhance sustainable procurement policy, in particular, consider supplier engagement. Ensure that it is part of a wider sustainable development strategy. Communicate to staff, suppliers and key stakeholders.
Procurement process	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.
Engaging suppliers	Detailed supplier-spend analysis undertaken. General programme of supplier engagement initiated with senior management involvement (Meet the buyer day).
Measurements & results	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high-risk impact areas.

Level 3

	Practice - Level 3
People	Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.
Policy, strategy & communications	Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and review process. Strategy endorsed by CEO.
Procurement process	All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers.
Engaging suppliers	Targeted supplier engagement programme in place, promoting continual sustainable improvement. Two-way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.
Measurements & results	Sustainability measures refined from general departmental measures to include individual procures and are linked to development objectives.

Appendix 7. Climate change mitigation options

Influence	Activity
<p>Energy use Energy reduction</p>	<ul style="list-style-type: none"> • Improve energy efficiency of authority facilities and assets, in particular IT, lighting and heating. • Enhance energy efficiency of both refurbishment and rebuild to reduce greenhouse gas emissions. • Use energy efficient appliances in replacement and new build programmes. • Use sustainable construction criteria for new build and refurbishment to minimise use of new resources thereby reducing greenhouse gas emissions during the harvesting and manufacturing of raw materials for construction. • Increase insulation of Authority properties and assets. • Make best use of natural light in new development buildings • Use low carbon technologies and local heat generation processes in refurbishment and new build • Replace inefficient IT equipment with efficiency rated machines and best available technology (lap-tops instead of PCs, flat screen monitors, duplex printers and photocopiers with the capability to use recycled paper. • Change procurement policy to include higher percentage of recycled products or products from less environmentally damaging processes across all purchasing – e.g. vegetable based dyes for printing, non-bleached paper, carpets from recyclates. • Ensure high recycling rate for all waste streams within the authority – reducing first resource use and manufacture of new products thereby reducing greenhouse gases at source. • Support programmes for alternative energy production plant in inward investment and business opportunities across the region
<p>Transport</p>	<ul style="list-style-type: none"> • Change engine fuels to cleaner alternatives, such as LPG, reducing fossil fuel use and emissions of greenhouse gases • Change fleets to smaller engine capacity where practicable • Investigate alternative transport modes for waste e.g. water, rail • Change cars and short haulage vehicle fleets to innovative technology/design where practicable – e.g. fuel cell/compressed air technologies • Supply driver training to improve efficiency of vehicle use. • Compile and implement green travel plan for the Authority • Create and implement Staff Travel Plans • Promote cycle schemes, provide opportunities for cycle training/maintenance for staff • Improve/provide good facilities for staff choosing to cycle/run or walk to work. • Provide support for multi vehicle occupancy schemes and disincentives for single person carriage. • Create travel card scheme for those using public transport • Promote flexible working hours/home working • Use influence to change behaviour of providers across the region

<p>Waste</p>	<ul style="list-style-type: none"> • Instigate waste management strategies • Develop prevention/re-use/recycling/composting schemes as high priority • Encourage inward investment/attract business development in plant capable of specialist waste recycling and recovery to increase the authority's ability to reduce waste to landfill and to support management strategies • Support research and design into innovative technologies for bioremediation/biodegradation of wastes, particularly organic waste. • Create robust procurement strategy to reduce 'buying waste' across the authority in the form of plastics, wrapping and other packaging surrounding products, and increase purchase of recycled products. • Create stringent criteria in tenders for contractual work for management and reduction of waste • Insist upon suppliers having own Environmental Management System and operating within stringent environmental standards • Support innovative technologies with longer financial pay-back periods with a view to long term improvements over time • Support voluntary, community and social enterprises to assist waste management.
<p>Water</p>	<ul style="list-style-type: none"> • Minimise water use in properties and facilities, e.g. use water efficient appliances, grey water recycling, etc – where feasible • Increase employee awareness of issues surrounding water use to facilitate greater efficiencies in times of drought and flood. • Use refurbishment and maintenance systems to upgrade facilities to more environmentally sound energy and water systems • Working closely with the Water Authority and the EA to use proactive forms of mitigation for water supply and use, to best utilise the resource in flexible ways in relation to drought and flood increase • Apply innovative Sustainable Urban Drainage Systems and roofing designs to minimise flash flooding and allow slow permeation to below ground aquifers.
<p>Planning and construction</p>	<ul style="list-style-type: none"> • Encourage development that reduces the need to travel • Discourage developments within flood plain areas and close to vulnerable coasts • Encourage innovative sustainable design for new build or refurbishment to limit greenhouse gas emissions both in construction and during use. • Encourage innovative sustainable design for new build or refurbishment to slow water run off and enhance proactive water management • Promote and support Sustainable Urban Drainage Systems • Support alternative energy production e.g. wind/solar or biomass energy schemes. • Support new developments aimed at providing waste minimisation in close proximity to source of generation.

	<ul style="list-style-type: none"> • Enforce legislation relating to protection of habitats/biodiversity • Ensure effective EIAs, SEAs and SAs are carried out for major capital projects as appropriate • Drought (soil moisture reduction) is likely to have a significant impact on the stabilisation of the land for example, subsidence and/or building movement
Land use planning	<ul style="list-style-type: none"> • Increasing flood risk is likely to be a significant impact of climate change. • Land use policies can identify land for development in areas where flood risk is lower and where there is adequate protection.
Economic development	<ul style="list-style-type: none"> • Climate change will create business opportunities. • Increased tourism linked to the city of Liverpool's birthday in 2007 and its role as capital of culture in 2008 for example, is likely to increase waste arisings. • Demand for goods may alter for example, more garden furniture and fewer hot water bottles. • Stormier/windier conditions may make transporting waste and goods (e.g. construction materials) more difficult. • Wetter winters may impact on the construction industry (e.g. build delays). It will become more difficult to work on some types of land during the wetter periods of the year. • Business support for social/voluntary enterprises can assist the wider business community to think about the impacts of climate change. •
Emergency planning	<ul style="list-style-type: none"> • Increased flood risk and more severe weather events are likely to result in more emergency situations such as fire. • There are likely to be problems associated with increased rainfall and rising leachate levels. • Ensure that Authority has an emergency planning procedure in place
Health	<ul style="list-style-type: none"> • The Authority will need to adapt to changes in the patterns and types of ailments (staff) linked to the weather • Site access and development could also be hindered for health and safety reasons for example, waterlogging.
Agriculture	<ul style="list-style-type: none"> • Increased average daily temperatures, reduced soil moisture in summer, wetter conditions in the winter and spring will all affect how land can be farmed. • This may include implications for applying IVC garden/kitchen waste to land?