

Crawley Borough Council

	Report No:AM/044	1
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Report to Overview and Scrutiny Commission

19 March 2012

Report to Cabinet

21 March 2012

Carbon & Waste Reduction Strategy 2012 - 2050

1 Key Points

- 1.1 The new Carbon and Waste Reduction Strategy aims to make Crawley Carbon Neutral and Zero Waste by 2050.
- 1.2 The internal facing part of the Strategy focuses on the Council being a role model for sustainability within its own buildings and in its service delivery.
- 1.3 The external facing part of the Strategy focuses on the Council working in partnership to help residents and other organisations to limit their own Carbon emissions and waste.

2. Recommendations

2.1 To the Overview and Scrutiny Commission

That the Commission considers the report and decides what comments, if any, it wishes to submit to the Cabinet.

2.2 To the Cabinet

The Cabinet is requested to recommend to the full Council the approval of the new Carbon and Waste Reduction Strategy 2012 – 2050 and the associated Action Plan.

**COUNCILLOR KEN TRUSSELL
Portfolio Holder for Environmental Services**

**CHRIS HARRIS
Head of Amenity Services**

3. Background

- 3.1 The Council approved the Corporate Climate Change Strategy in December 2008 and the Waste Management Strategy in 2006. Following the expiry of the Waste Strategy in 2011 it was determined that, due to a significant amount of overlap and potential synergies between these two environmental focused strategies that they would best be combined into one Strategy.

4. Achievements of previous Strategies

4.1 Climate Change Strategy

Since publishing the Climate Change Strategy we have:

- Measured and reduced the carbon footprint from the Councils operations by 13.2% since 2008/2009 with a cumulative energy saving of more than £150,000.
- Reduced electricity and gas use in our buildings by 12% and begun to roll out renewable energy in Council buildings.
- Reduced Council business mileage and emissions by 22% and instigated a new vehicle and assets procedure for reducing the emission from our fleet vehicles.
- Investigated and designed opportunities for locally produced, low carbon and decentralised energy in the Borough.
- The Town's carbon footprint is now 15% lower than in 2008.

4.2 Waste Reduction Strategy

Since publishing the Waste Reduction Strategy we have:

- Worked with Veolia Environmental Ltd, our residential waste collection contractor, to reduce justified missed bins from 7,042 in 2004/2005 to less than 2,000 currently.
- Worked in partnership with West Sussex County Council and Viridor Waste Management to increase the range of materials collected for recycling in REDtop bins. As well as paper, cardboard, magazines, tin cans, aluminium and aerosols, residents can now recycle glass bottles, glass jars, food cartons and drink cartons using the fortnightly kerbside collection service.
- Encouraged 91% of residents to participate in the REDtop bin service.
- Introduced a regular green garden waste collection service in 2008. This much improved chargeable service now provides fortnightly collections from wheeled bins to nearly 4,500 households.
- Worked in partnership with West Sussex County Council, and the boroughs and districts, to achieve a county-wide recycling and composting rate of over 40%.

5. Consultation

- 5.1 Five thousand Crawley residents received a postal survey asking a wide range of waste related questions during the autumn of 2010. 1510 responses were received and analysed. Feedback has been used to inform the final Carbon & Waste Reduction Strategy.

- 5.2 During 2010 and 2011, Heads of Services and other key officers were engaged in 1-to-1's to determine and review progress against the existing strategies, as well as collecting their thoughts for future carbon and waste reduction priorities.
- 5.3 Further consultation on ideas for a new strategy took place over the course of 2011, commencing with a Local Strategic Partnership (LSP) environment workshop in January.
- 5.4 An All Members' Seminar early in 2011 updated Members on progress made against the current strategies and asked for feedback in putting together a new strategy
- 5.5 Based on all of the above feedback a draft strategy was put together and presented to an All Members' Seminar on 2 February 2012 to seek further Members' feedback.
- 5.6 Key feedback from the Member's consultation in February was as follows:
- Neighbourhood Recycling Points (NRPs) should be removed, in consultation with Ward Members and on a case-by-case basis.
 - Consider collecting other materials from NRPs, using Brighton as an example, and perhaps involving more charity collections.
 - If we continue to collect recyclables from some parades we need to consider policing/enforcement and education of local businesses.
 - Publicise to residents that shops selling batteries will also recycle them.
 - Look for partnership funding and emphasise 'fuel poverty' benefits with the next decentralised energy capital bid (K2) through the budgetary process.
 - Cycling promotion; the £25K campaign needs to continue beyond 2012/2013 and should be built upon a solid foundation of consultation with users and non-users in its design.
 - Continue to push for the recycling of a wider range of plastics in REDtop bins.
 - Keep educating children in recycling as they are the future, for example using the web-based Wastebuster cartoons.
 - Arrange Members' visit to the new (under construction) Mechanical Biological Treatment (MBT) plant near Horsham during summer 2012.

6. Aims and Objectives of the Strategy

- 6.1 The aims and objectives of the new Strategy, informed by consultation, are as follows.
- 6.2 Key strategic internal objectives and aims:
- Sustainable procurement of goods and services.
 - Realise that the greatest opportunities for sustainability and cost savings are achieved during project design.
 - Consider sustainability at each stage of the procurement process.
 - Creating increasingly more sustainable Council buildings.
 - Aim to maximise insulation & efficiency of existing stock.
 - Consider CHP and low carbon energy wherever feasible.
 - Strive for high sustainability standards in new buildings.

- Purchasing an increasingly lower carbon vehicle fleet.
 - Embrace modern technology by purchasing low Carbon vehicles through the vehicle replacement programme.
 - Aim to continually reduce fleet mileage.
- Reducing and recycling our own waste.
 - Set an example by avoiding waste wherever possible.
 - Maximise re-use and recycling.
- Providing high quality, VfM, customer focused services.
 - Getting things right first time to avoid waste.
 - High quality recycling services encourage people to recycle more.
- Continuous service improvement.
 - Systems Thinking of waste and recycling services.
 - Always on the look out for more effective, efficient and lower Carbon ways of doing things.
- Anticipating and responding to a changing climate.
 - Work with Heads of Service to identify the implications of a changing climate and make sure plans and Strategies include relevant actions.

6.3 Key strategic external objectives and aims:

- Targeted environmental communication and education.
 - Educate communities in partnership with WSCC and 'Better Tomorrows' community interest company.
 - Focus on Wastebuster computer based recycling education in schools.
- Promote "Reduce, Reuse and Recycle" of waste as a priority.
- Encourage further recycling by residents.
 - Lobby WSCC for the collection of extra co-mingled materials from households e.g. more plastics.
 - Reconsider what is collected at Neighbourhood Recycling Sites.
 - Investigate other ways to encourage further recycling.
- Use residual household waste as a resource.
 - WSCC partnership working to turn remaining household waste into at resource at new MBT plant, opening during 2013.
- Business recycling through a partnership approach.
 - Expand our Green Business advice.
 - Work with Easit & Manor Royal Business group to make recycling easier.
- Low carbon, decentralised energy network for the Town.
 - Work in partnership with energy service companies, property owners and other partners with the aim of delivering combined heat and power schemes where possible.
- Promote sustainable housing and transport within Crawley.
 - Investigate Green Deal opportunities, in partnership with WSCC.
 - Set an example with our own social housing stock.
 - Significantly increase the number of Crawley residents cycling.
 - Kick-start a Crawley Car Club.

7. Five Year Action Plan

7.1 The top five-year priority actions arising from the Strategy are as follows:

	Action Title	Detail	Key milestones & dates	Critical success measure
1	Local Combined Heat and Power (CHP)	<ul style="list-style-type: none"> - Deliver Local Combined Heat and Power (CHP) schemes to help reduce energy costs and reduce fuel poverty. - Engage with private sector to partner with delivery of schemes. - Deliver the Town's first scheme at K2. - Build on 'lessons learnt' to deliver 2nd scheme in the Town Centre. - Reassess options for expanding schemes across the Town. 	December 2013	Delivery of first CHP scheme in the Town
2	Face-to-face recycling education	<ul style="list-style-type: none"> - Focus on delivering face-to-face recycling education for residents where they are still confused. - Focus on Wastebuster schools programme. 	March 2013	Significant reduction in contamination rates
3	Increase variety of materials collected	<ul style="list-style-type: none"> - Work with WSCC and other partners to investigate collecting a wider range of materials from the doorstep. - Investigate potential for collection of alternative materials e.g. at neighbourhood parades. - Investigate possibility of incentives. 	December 2014	Significant reduction in waste sent to landfill
4	Get Crawley Cycling	<ul style="list-style-type: none"> - Get Crawley people using cycle lanes through targeted campaigns and ensuring a more coordinated approach to cycling within the Council. 	December 2012	Significant increase in proportion of Crawley residents cycling
5	Increase the energy efficiency of Council property and take advantage of renewable energy opportunities	<ul style="list-style-type: none"> - Continue to improve efficiency of operational buildings. - Take advantage of renewable energy where feasible. - Improve efficiency of water consumption. - In partnership with WSCC investigate the role of the Council in providing a Green Deal in Crawley. 	December 2015	Significant reduction in Council carbon footprint and energy use
6	Opening of WSCC	<ul style="list-style-type: none"> - Work with WSCC and other Councils to realise the opening of the 		

	Mechanical Biological Treatment (MBT) plant	new MBT plant summer in 2013, which will take all of our residual waste and turn almost all of it into a resource such as soil conditioner, Methane and energy.	August 2013	Minimal waste sent to landfill
7	Enhanced Green Business advice, support and guidance	<ul style="list-style-type: none"> - Help businesses to recycle, working with Easit Crawley and Brighton University to set up a recycling collection contract. - Deliver themed breakfasts, networking events and workshops on a cost-neutral basis to the Council. - Trial charges for Green Business visits in surrounding Districts. - Continue to investigate further options for generating revenue. 	March 2013	Measures implemented by local business and service feedback
8	Adapt to the future	- Ensure business continuity and manage risk by ensuring the Council's long-term, strategic decisions are future proofed by rolling out climate risk assessment for key/ critical departments.	March 2013	Assessment completed for key departments
9	Reduce vehicle emissions	<ul style="list-style-type: none"> - Reduce the cost and emissions from the Council's vehicle fleet through the vehicle asset replacement programme and driver efficiency training. - Facilitate the delivery of a Crawley Car Club. - Purchase a new electric pool van. - Continue to reduce Council business mileage. 	December 2014	Significant reduction in emissions from fleet and an operational car club
10	Ensure CBC is a community leader in Low Carbon & Waste for the Town	<ul style="list-style-type: none"> - Continue to significantly reduce carbon emissions. - Set an example by significantly reducing the Council's own waste sent to landfill. - Work with strategic partners to ensure other organisations continue to work to reduce carbon and waste. 	December 2015	Significant reduction in the Council carbon footprint and waste sent to landfill

8. Ward Members' Views

- 8.1 The Carbon and Waste Reduction Strategy is not ward specific therefore Ward Members have not been contacted for their views, however the draft Strategy was discussed at an All Members' Seminar on 2 February 2012.

9. Staffing, Equalities, Financial and Legal Implications/Powers

- 9.1 The Climate Change Strategy will affect all departments within the Council. However, it is anticipated that the Cabinet Member for Environmental Services, supported by the Head of Amenity Services, will provide a co-ordinating role in the implementation of Strategy.
- 9.2 At this stage it is not possible to identify the cost savings which might result from implementing the Strategy, or to accurately calculate the additional funding requirements which might result if particular projects were to be taken forward. These implications will become clearer as the Strategy develops. Any additional funding will have to be contained within the Council's overall Budget Strategy; the Council is likely to continue to face budget constraints in the medium term, with the emphasis on increased efficiency savings. It is unlikely that there will be significant resources available for growth/increased budgets without identifying compensating savings or external funding.
- 9.3. The five year action plan indicates that some commitments may be time-intensive but with minimal cost, whilst others may be easy to do but will require additional budgets or staff or new funding sources. It will also be the case that while some initiatives may be cost neutral, some will involve increased budgets and some will result in cost savings. However, the approach identified must have a long-term return with regard to carbon savings and must be adaptable to deal with new technology and scenarios as they develop.
- 9.4 Effective delivery of the Carbon & Waste Reduction Strategy will require a commitment of staff time and expenditure on the various different action plans.

10. Risk Implications

- 10.1 The Risk Implications are set out in the table below.

Risk	Level	Mitigation	Level
Government subsidies for renewable drying up	Medium	Keep tabs on early warning signs of policy change and ensure individual projects assess this risk.	Low
Partnership funding not materialising	Medium	Remain adaptive in potential funding streams for realising projects.	Low

Climate change scepticism reducing priority	High	Focus on cost reductions and ensure all stakeholders understand that reducing emissions = reducing costs.	Low
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11. Environmental Impacts

- 11.1 The new Strategy aims to make Crawley Carbon Neutral and Zero Waste by the year 2050.

12. Links to the Sustainable Community Strategy and Corporate Plan

The proposals contained in this report relate to the following key areas of the Sustainable Community Strategy

Community Cohesion	y	Community Safety	n
Young People and Children	y	Health and Well Being	y
Older People	y	The Environment	y
The Local Economy	y	Social Inclusion	y

The following key principles are applicable:-

(i) Working together	y
(ii) Dignity, respect and opportunities for all	y
(iii) Involving People	y
(iv) Making it last	y

The report relates to the following areas in which the Council operates to enhance the town and the quality of life of local people:-

(i) <u>Our Communities:</u> (ensuring they are safe, healthy, cohesive and enjoyable)	y
(ii) <u>Our Environment:</u> (ensuring that it is attractive, clean, protected and sustainable)	y
(iii) <u>Our Economy:</u> (ensuring it is thriving, vibrant and prosperous)	y
(iv) <u>Our Council:</u> (ensuring it is engaging, transparent, business-like with a social conscience, cost-effective and a place-shaping community leader)	y

13. Reason for the Recommendations

- 13.1 The Carbon and Waste Reduction Strategy is informed by public consultation and sets out the Council's environmental commitments and actions until the year 2050.

14. Background Papers

Corporate Climate Change Strategy 2008-2050

Waste Management Strategy 2006-2009

Corporate Plan 2010-2015

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Carbon & Waste Reduction Strategy: Key Points

Internal Facing Strategy:

CBC as Role Models ... service providers, leading by example

• Key Areas of Strategic Focus

- Sustainable procurement of goods and services
- Creating increasingly more sustainable council buildings
- Purchasing an increasingly lower carbon vehicle fleet
- Reducing and recycling our own waste
- Providing high quality, VfM, customer focused services
- Continuous service improvement
- Anticipating and responding to a changing climate

External Facing Strategy:

CBC as Influencers ... community leaders, influencing and working in partnership

• Key Areas of Strategic Focus

- Targeted environmental communication and education
- Promote “Reduce, Reuse and Recycle” of waste as a priority
- Encourage further recycling by residents
- Use residual household waste as a resource
- Business recycling through a partnership approach
- Low carbon, decentralised energy network for the Town
- Promote sustainable buildings and transport within Crawley



Members Seminar Carbon & Waste Reduction Interim Strategy:

2 February 2011

2012 - 2050

Internal Facing

**CBC as Role Models ...
Service providers, leading by example**

• Sustainable Goods and Services

- Realise that the greatest opportunities for sustainability and cost savings are achieved during project design
- Consider sustainability at each stage of the procurement process



• Sustainable Council Buildings

- Aim to maximise insulation & efficiency
- Use of PV wherever feasible
- Consider CHP where appropriate
- Aim for (BREEAM) excellent for new build



- **Lower Carbon Vehicle Fleet**

- Embrace modern technology by purchasing low Carbon vehicles through the vehicle replacement programme
- Aim to continually reduce fleet mileage



- **Reducing and recycling our own waste**

- Set an example by avoiding waste wherever possible...
- And maximise re-use and recycling



- **Providing high quality, VfM, customer focused services**

- Getting things right first time to avoid waste
- High quality recycling services encourage people to recycle more



CUSTOMER SERVICE EXCELLENCE

- **Continuous service improvement**

- Systems Thinking of waste and recycling services
- Always on the look out for more effective, efficient and lower Carbon ways of doing things



- **Respond to our Changing Climate**

- Work with Heads of Service to identify the implications of a changing climate and make sure plans and strategies include relevant actions

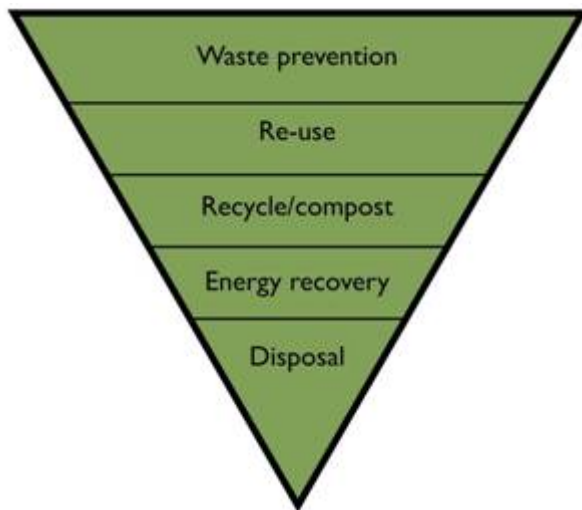


External Facing

**CBC as Influencers ...
Community leaders, influencing and
working in partnership**

•Targeted Communications and Education

- Educate communities in partnership with WSCC/ Better Tomorrows
- Focus on Wastebuster computer based recycling education in schools



- **Promote ‘Reduce, Re-use and Recycle’ of waste as a priority**



- **Encourage further recycling by residents**

- Investigate collection of extra co-mingled materials from households e.g. more plastics
- Investigate collecting other materials at shopping parades e.g. books, CDs and small electrical items
- Investigate possibilities for incentives

- **Residual waste as a resource**

- WSCC partnership working to turn remaining household waste into at resource at new MBT plant, opening during 2013



- **Business recycling in partnership**

- Expand our Green Business advice
- Work with easit & Manor Royal Business group to make recycling easier



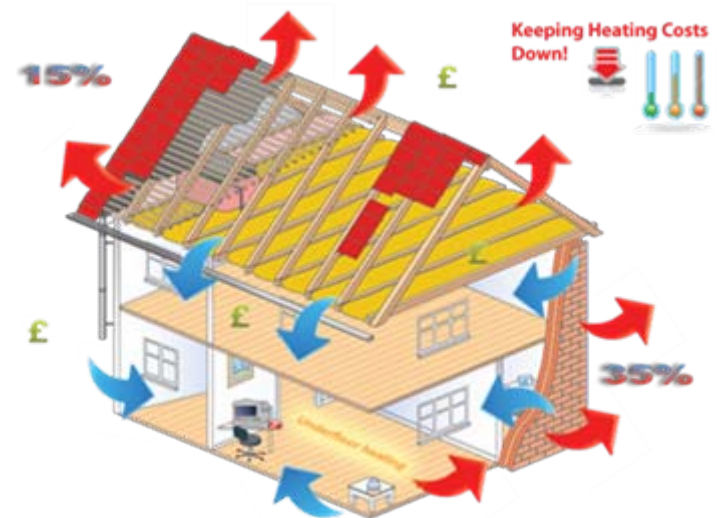
- **Low Carbon, Decentralised Energy**

- Work in partnership with energy service companies, property owners and other partners with the aim of delivering combined heat and power schemes where possible



- **Energy Efficient Housing Stock**

- Investigate Green Deal opportunities, in partnership with WSCC
- Set an example with our own social housing stock



- **Transport**

- Significantly increase the number of Crawley residents cycling
- Kick-start a Crawley Car Club

