

To: City Executive Board

Date: 15th February 2010

Item No: 5

Report of: Head of Environmental Development

Title of Report: A Sustainability Strategy for Oxford (2010-2020)

Summary and Recommendations

**Purpose of report: To adopt the sustainability strategy for Oxford
Key decision? Yes**

Executive lead member: Councillor Tanner

Report approved by: Tim Sadler, Executive Director

Finance: Gillian Chandler (on behalf of Head of Finance)

Legal: Lindsay Cane (on behalf of Head of Law & Governance)

Policy Framework: Improving the local environment, economy & quality of life. Tackling climate change & promoting environmental resource management. Improving value for money & service performance

Recommendation(s): That the City Executive Board: –

(a) approve & adopt the Sustainability Strategy for Oxford (2010-2020) with immediate effect

(b) request the Carbon & Natural Resources Board to oversee & progress action plans arising from the Strategy

(c) suggest the adopted Strategy be included in the scrutiny programme to enable a more detailed examination of the Strategy in the 2010/2011 year

(d) request that the process for first year formal review of the Strategy includes widespread consultation

Background

1. In common with most cities, Oxford currently has an unsustainable ecological footprint. The City Council recognises that to adjust this footprint to a sustainable level will require concerted and sustained effort which will need to involve all parts of the organisation, partners and the wider communities.
2. This Strategy brings together in one overarching document all the Council's related policies. It sets out a longer term framework to address sustainability issues setting targets into the future that will have to be addressed by future versions of the Corporate Plan.
3. The finalised Strategy document will need to be reformatted and presentation improved. A forward will also be needed and it is suggested that this should be from the Leader of the Council given the significance and sweep of the Strategy. Once adopted, the Strategy should be reviewed regularly in connection with other relevant policies. Consultation should be part of this review process.

Risk management

4. Adoption of the Sustainability Strategy carries with it beneficial gains for the City Council in making clear its commitment and aspirations. Adoption is therefore low risk assuming subsequent effective delivery takes place against targets set within the document. Non adoption does however carry risks for the Council's standing, reputation and external assessment.

Climate Change

5. Implicit in the report is the drive to address climate change.

Equalities impact

6. Delivery of the Sustainability Strategy will improve the local environment and make a contribution to related goals such as improved health for all, better social cohesion, economic prosperity and general wellbeing.

Financial implications

7. Action plans arising from the Sustainability Strategy will be driven forward using existing Council budgets and this will include those proposed for the 2010/11 year.

Legal implications

8. These are minor but may arise in the future where partnership working is involved in the delivery of the Sustainability Strategy.

Recommendations

9. That the City Executive Board: –
 - (a) approve & adopt the Sustainability Strategy for Oxford (2010-2020) with immediate effect
 - (b) request the Carbon & Natural Resources Board to oversee & progress action plans arising from the Strategy
 - (c) suggest the adopted Strategy be included in the scrutiny programme to enable a more detailed examination of the Strategy in the 2010/2011 year
 - (d) request that the process for first year formal review of the Strategy includes widespread consultation

Name and contact details of author:

John Copley
Head of Environmental Development
Tel: 01865-252379
Email: jcopley@oxford.gov.uk

List of background papers: None

Version number: 3

Oxford City Council

A Sustainability Strategy for Oxford (2010 – 2020)

Contents

| | Page |
|--------------------------------|-----------|
| Introduction | 3 |
| Purpose of the Strategy | 3 |
| Review | 3 |
| Delivery | 3 |
| Governance | 4 |
| Performance Context | 4 |
| Climate Change | 5 |
| Sustainable Energy Use | 7 |
| Sustainable Transport | 9 |
| Sustainable Business | 12 |
| Sustainable Procurement | 12 |
| Managing our Water | 13 |
| Managing Land Pollution | 15 |
| Managing our Waste | 16 |

1.0 Introduction

- 1.1. The City Council recognises that the quality of a local environment is a vital ingredient in contributing to the quality of life for residents and visitors to this historic City. It also recognises that by improving the local environment this will make a contribution to related goals, such as improved health, better social cohesion, economic prosperity and general well being. This linkage becomes very important when the issue of sustainable living is examined, for in common with most cities, Oxford currently has an unsustainable ecological footprint. The City Council recognises that to adjust this footprint to a sustainable level will require a considerable effort not only by its enlightened citizens and environmentally conscious organisations, but also by people and organisations not yet engaged with this challenge.

2.0 Purpose of the Strategy

- 2.1 This Sustainability Strategy for Oxford brings together within one overarching document, all the Council's existing policies relating to sustainability and sets out a longer term framework to address these issues, setting targets into the future that will have to be addressed by future versions of the Corporate Plan, Sustainable Communities Strategy and any future Comprehensive Area Agreements. This strategy will enable the Council to broaden its scope in dealing with the Council's sustainability objectives. Sharing our experience with others will help us all better understand how we can reduce our ecological footprint to a sustainable level.
- 2.2 In particular, the City Council must support, enable and promote the changes in behaviour by its staff, its business activities, its relations with local communities and partner organisations.

3.0 Review

- 3.1 The City Council Sustainability Strategy will be reviewed and updated annually. The review process will link with the review of related strategies that contribute to the sustainability objectives so as to ensure alignment and consistency.

4.0 Delivery

- 4.1 The City Council already has a successful track record in dealing with sustainability issues. A number of the actions taken already have been recognised by external bodies as exemplars of good practice and it is the intention of the Council to continue this approach.

4.2 Earlier actions demonstrate the City Council's ability to deal with the issues head on and to set for itself challenging yet realistic new targets to tackle the issues of sustainability that are faced locally. All current targets are being addressed through a series of supplementary action plans contained within the relevant supporting documents.

4.3 The objectives of the Sustainability Strategy are in part delivered by other relevant programmes/action plans (both internal to the City Council and resulting from partnership with external organisations). These include the:

- Asset Management Strategy
- 'Getting our House in Order' (The Carbon Management Plan)
- LAA2
- Local Development Framework including the Sustainability Appraisal
- Oxford Area Flood Partnership Agreement
- Oxfordshire Partnership
- Oxford Strategic Partnership
- Oxfordshire Waste Partnership
- Procurement, Commissioning and Supplier Management Strategy
- Work Place Travel Plan

5.0 Governance

5.1 The City Executive Board (CEB) is the executive lead for approval, development and oversight of the Sustainability Strategy. CEB has earlier asked the Carbon & Natural Resources Board (a cross political party advisory body) to oversee the practical delivery of sustainability action plans.

6.0 Performance Context

6.1 The City Council's Corporate Plan 2011-2014, the Oxford Sustainable Communities Strategy 2008 – 2012 and the LAA2, all set targets addressing sustainability issues and are key priorities for the City Council. These plans necessarily have limited timeframes and whilst they are the base from which a start has been made they are too short term to address the longer term issues around climate change and sustainability. This Sustainability Strategy therefore looks beyond the shorter term of these plans.

7.0 Climate Change

- 7.1 The City Council, in common with expert opinion, recognises climate change as the most significant of the environmental challenges. In view of this, it has prioritised action on climate change and is ensuring that mitigation actions (to reduce carbon emissions) in particular are at the top of the local environmental agenda. It has a very active programme of corporate carbon reduction and in 2011 is introducing carbon budgets for all City service areas. It is preparing to be a full participant in the Carbon Reduction Commitment. The mitigation programme is also complimented by the adaptation programme which feeds into LAA2.
- 7.2 In the light of this, the City Council embraces the role it has been given by Government in demonstrating civic leadership through tackling climate change.
- 7.3 Through 'Getting our House in Order', the Council's Carbon Management and Implementation Plan drawn up in partnership with the Carbon Trust, the Council seeks to play a major role in reducing the impact its buildings and operations have on the local environment. It intends to showcase achievements in carbon reduction as both an exemplar and a stimulus to the local community.
- 7.4 To achieve overall carbon reduction across the City (beyond the Council's own footprint) and create a Low Carbon Oxford requires action beyond the Council's internal business. Hence it needs to work with its partners on this issue – which is why tackling climate change is also a key priority of its two strategic partnerships.
- 7.5 In terms of internal carbon management, the Council recognised that there would be a need to invest in tackling climate change and in January 2008 secured investment funds of £400k (the Salix fund) to implement a range of energy efficiency/low carbon technologies across the Council over the coming years. The Salix fund is made up of £200k from the Council and £200k from Salix for a ring-fenced recycled fund. The total fund of £400k is owned and managed by the Council and is topped up each year from budget neutral loan repayments made back in to the scheme from the energy savings achieved.
- 7.6 The City Council set a target that by March 2010 it would install measures to reduce the Council's carbon footprint by 1700 tonnes, compared to 2005/06. It is on target to achieve this 17% reduction.
- 7.7 The City Council has improved the domestic energy efficiency in Council housing to a SAP rating in excess of 70. The Council achieved the Governments Home Energy Conservation Act requirement of a 30% improvement in energy efficiency by 2008, two years before this requirement. Nearly all of its 8,000 council properties have cavity wall and loft insulation and the remaining stock will be insulated shortly

having regard to limitations of design type. It has installed solar thermal systems in a number of council owned sheltered homes.

- 7.8 The City Council has also set a target that by March 2012 it will reduce CO₂ emissions from City Council buildings and operations by 28%, compared to 2005/06 and then by a further 3% year on year. It is on track to achieve this ambitious target. The City Council also seeks to reduce the overall CO₂ emissions in the City by 15% compared to 2005 and it will improve air quality by developing a low emission zone for the entire City (see Sustainable Transport).
- 7.9 The Council will continue to look for ways to reduce the use of fossil fuels in the Council's estate and will look at alternative energy sources including wind, solar and biomass to supplement energy needs. By 2017 it wants to have improved the energy efficiency in Council housing by 50% and by 2020 it wants to have ensured a 50% reduction in CO₂ emissions, from the housing stock by using renewable energy schemes.
- 7.10 The Council is aware that local people are looking for information to help them make informed choices and take action and 'Oxford is My World' is an award winning local partnership project led by the City Council, designed to help people make choices that benefit both the local and global environments by reducing green house gas emissions. The City Council also recognises that whilst residents will aspire to ensuring that their homes meet the requirements of the Code for Sustainable Homes, by for example, retrofitting new renewable energy technologies, they cannot always afford such improvements. Through the Oxford is My World website, advice is given about grants that may be available to fund these improvements. Oxford City Council currently has a £400 council tax cashback incentive to encourage residents to install solar hot water systems. Where the Council is able to secure funding itself to support residents, it will use the website to promote the availability of these grants and as a means of applying for them.
- 7.11 The Council must also look to the future and already requires new building projects greater than 10 units (or 2000m²) to have 20% of energy provided through on-site generation using renewable and low carbon technologies. It will continue to use the planning process through the local development framework (LDF) to secure sustainable energy technology in new build properties, to ensure that by 2020 or earlier all new homes built within the City meet level 5 of the Code for Sustainable Development. The Council will also review existing planning policies to ensure they promote the introduction of renewable energy technology. The City Council also recognises that it needs to help the public take action themselves. It has previously secured government funding to get free insulation for over 1,500 households (householders over 60 years of age/on low income) and has worked with the energy suppliers to deliver free information to householders

over 70 year of age/households in receipt of benefits, and will continue to seek external funding for those most in need.

7.12 It is the target of the City Council that by 2020 Oxford will be a Low Carbon City.

Targets

- By March 2010 to install measures to reduce the Council's carbon footprint by 1700 tonnes, compared to 2005/06.
- Meet the Governments housing energy efficiency target of 30% by 2010
- By March 2012 reduce CO₂ emissions from City Council buildings and operations by 28%, compared to 2005/06 and then by a further 3% year on year
- To reduce the overall CO₂ emissions in the City by 15% compared to 2005
- By 2017 to have improved the energy efficiency in Council housing by 50%
- By 2020 to have ensured a 50% reduction in CO₂ emissions, from the housing stock by using renewable energy schemes.
- By 2020 or earlier all new homes built within the City to meet level 5 of the Code for Sustainable Development.
- By 2020 Oxford will be a Low Carbon City.

8.0 Sustainable Energy Use

- 8.1 In order to achieve the reductions necessary to reach the immediate target of reducing our CO₂ emissions by 28% by 2012 and continuing to reduce them by 3% year on year, the Council will need to become sustainable in its use of energy. This will require utilising a number of complementary approaches. Firstly, the Council will need to reduce the amount of energy it uses by changing behaviours, secondly it will need to make all buildings energy efficient and thirdly it will need to ensure that wherever practical, all remaining energy needs are met from renewable sources. Wherever possible renewable energy will be generated at the point of need.
- 8.2 The City Council has already implemented a number of measures to follow this approach. This work began with a comprehensive meter and billing audit, that established a working baseline against which future savings could be measured. Since the Council's leisure centres are one of the largest energy users the council has been looking at ways of reducing their energy consumption. A range of energy saving technologies has been employed, including insulated pool covers and solar powered showers for example. The Council fully implemented the Display Energy Certificate legislation for all relevant public buildings

and will be updating performance data annually. The Council has recruited and trained energy champions to make sites more energy aware and will extend the energy awareness training to a wider group of staff starting with building managers, so that they not only are energy efficient in their working, but become knowledgeable energy ambassadors for their communities. The benefits from savings that come from having energy trained staff have already been demonstrated with the Council's green driving programme which won the national EST award.

- 8.3 The Council has installed Smart Energy and Water Metering technologies in place in four high consumption Council buildings:- The Town Hall; Blackbird Leys Leisure Centre, Ferry Sports Centre and the Oxford Ice Rink to reduce the consumption of gas, electricity and water, and it is planning to add more Smart meters to the other higher consumption sites. The Council has set targets for energy and resource reduction and these are also expressed as financial savings to existing budgets. This gives the Council an accurate base on which to plan further reductions and against which gains can be measured.
- 8.4 The Asset Management Plan has regard to the best use of buildings and as buildings are refurbished and upgraded so the opportunity will be taken to install energy efficient measures such as low energy or LED lighting as well as looking at solar powered water systems. To aid the Council in its decision making, it will be guided wherever practical by the Building Research Establishment Environmental Assessment Methodology (BREEAM) and the guidance in the Code for Sustainable Homes.
- 8.5 In addition to the objectives set out in the Asset Management Plan, the City Council is exploring smarter ways of working for its employees which include homeworking and remote working. This will have a beneficial impact upon the overall office footprint and therefore upon the objectives of sustainable energy use.
- 8.6 All City Council buildings are now on a low carbon 'good quality combined heat and power' electricity tariff, and the Council will work with its energy supply companies to look at the installation of renewable energy technology in Council buildings so that by 2017 one Council building and by 2020 two Council buildings will be powered by electricity generated on site. The Council has already used biomass boilers as a way of delivering heat and reducing the use of fossil fuels and will further develop the use of this technology as opportunities arise within the Council's estate. In this respect the Council intends by 2017 to have one, and by 2020 two buildings heated from biomass boilers.
- 8.7 The City Council also intends to work in partnership with the Oxfordshire Waste Partnership to investigate and invest in energy from waste both as an alternative energy source and to realise value from

the waste itself. This partnership will look at developing combined heat and power capability for communities in Oxford. (See Managing our Waste).

- 8.8 The City Council has been working with Partnership for Renewable (PfR), to investigate the potential for the development of community scale wind energy, on Council owned land to supply local renewable energy to immediate communities. The City Council is the first Council in the UK to sign a formal agreement with PfR. It intends to have the first project operational by 2013 and the second project by 2016.
- 8.9 As part of the Oxford Solar Initiative, the Council has encouraged households to install solar energy devices to reduce energy use and it will work with the national energy companies, to market green tariffs to both domestic and business users. The City Council will seek to work through the Oxfordshire Partnership to encourage the use of low energy lighting where appropriate and will encourage the County to introduce solar power to the City's street lighting where possible.
- 8.10 The City Council will also continue its efforts with the business community to support it in pursuing sustainable energy use.

Targets

- By 2017 to have one Council and by 2020 two Council buildings powered by electricity generated on site.
- By 2017 to have one Council and by 2020 two buildings heated from biomass boilers.
- By 2013 to have the first wind turbine operational and the second by 2016.

9.0 Sustainable Transport

- 9.1 In the UK, transport is responsible for around a quarter of the man made greenhouse gas emissions that contribute significantly to climate change. Road traffic has a number of detrimental effects upon the environment including carbon, NOx and particulate emissions, together with noise and vibration pollution. Traffic congestion can reduce air quality and general quality of life as well as impacting negatively upon economic activity. A recent consultation on the UK's future transport system for 2014 and beyond, sets out the need to take full account of transport's wider impact on climate change, health, quality of life and the natural environment.
- 9.2 Getting around our City should be as environmentally friendly and fuel efficient as possible, thereby making Oxford a cleaner, greener and

healthier place to live. In this vein, in conjunction with partners the City Council will investigate the viability of a rapid transit public transport/tram system for the Oxford area.

- 9.3 The City Council takes action on air quality both to protect people's health and to protect the natural and built environments. To achieve Low Carbon City status, the City Council recognises it must have regard to the impact of transport. Hence the City Council has put sustainability at the heart of its transport objectives.
- 9.4 To control harmful emissions, the City Council has recently introduced one of the UK's first low emission zones, which applies to the City Centre area. In partnership with the County Council, this will initially focus upon the main polluting vehicles and will therefore control emissions from public service vehicles from 2014 onwards. Joint work with partners will establish a low emission strategy by 2011 which will relate to the entire City.
- 9.5 The City Council is also a major user of transport within the City – whether to deliver services or to travel to and from destinations. It has already set in train a number of initiatives to reduce its carbon emissions. The vehicle fleet has been targeted and the gradual programme of adapting the fleet to less environmentally harmful fuels has been implemented. 38% of the fleet now runs on a 30% blend of bio-diesel (a low CO₂ / zero sulphur fuel) and a further 32% LPG/unleaded. Environmental impact is taken into account when vehicles are replaced. A Green Driving programme has been implemented across the Council and the City Council was a national winner for the EST 'Fleet Hero Awards.'
- 9.6 In addition to this, the City Council aims to achieve a reduction of 25% by 2015 in the number of miles driven by staff and Councillors on Council business and operations (measured against mileage driven in 2009/10). It will continue with the implementation of the Workplace Travel Plan 2010-2013 and will work with its partners and stakeholders to develop their own green travel plans so that by 2017 there is a co-ordinated Green Travel Plan for the City in its entirety.
- 9.7 The City Council has also embarked upon an ambitious programme to introduce electric vehicles (EVs) and plug-in hybrid electric vehicles (PHEVs) into the City environment. Throughout 2010 the City Council will be engaged in field trials using MINI E vehicles in conjunction with the Technology Strategy Board, South East Economic Development Association, Scottish & Southern Electricity, Oxford Brookes University and Bayerische Motoren Werke, the manufacturer. The City Council also intends, in conjunction with partners, to introduce early electrification via a charging infrastructure across the City – which will align with the Government's 'Low Carbon Transport; a Greener Future' strategy proposed by the Department of Transport.

- 9.8 Oxford is also internationally known for the number of bicycles in use in the City and the Council continues to promote the use of bicycles as an alternative to car use amongst its staff via financial incentives (cycle purchase scheme and enhanced mileage rate). By 2017 it will have increased the number of miles ridden on Council business by 100% (measured by miles ridden in 2010). The City Council will work with the County Council to develop a comprehensive Cycling Strategy for the City by 2011.
- 9.9 The City Council will assist schools in the City to promote sustainable transport to and from schools. This will include monitoring air pollution levels around schools both around term times and in holidays, to demonstrate the levels of air pollution associated with travelling to school. This monitoring will be completed at the participating schools by March 2012. The City Council in conjunction with partners such as the County Council, will then work with school children on safe and sustainable ways of travelling to school so that by March 2017, there will have been a reduction of over 25% in the number of children travelling to and from school by car.
- 9.10 The City Council will also use its planning powers to encourage more enlightened road layouts in new developments to encourage more sustainable modes of transport such as public transport and bicycles.

Targets

- By 2011 joint working with partners will establish a low emission strategy which will relate to the entire City.
- By 2014 low emission zone enforcement commences.
- By 2015 to achieve a reduction of 25% in the number of miles driven by staff and Councillors on Council business and operations (measured against mileage driven in 2009/10).
- By 2017 to have increased the number of cycle miles ridden on Council business by 100% (measured by miles ridden in 2010).
- By March 2012 air quality monitoring will be completed at the participating schools.
- By March 2017, there will have been a reduction of over 25% in the number of children travelling to and from school by car
- By 2017 there will be a co-ordinated Green Travel Plan for the City in its entirety.

10.0 Sustainable Business

- 10.1 The City Council understands the desirability and the benefits that flow to the local community from a successful and financially sustainable local business economy. It is sometimes less well recognised that having a successful and environmentally sustainable local business economy brings many gains. The City is renowned for being an international business hub with a number of international businesses located within the City environment. Equally, there are many more small and medium enterprises that support those international businesses and serve the local economy. The City also has an internationally renowned academic sector where leading edge research into technologies that will help mitigate the effects of climate change and carry out adaptation to it, is being undertaken.
- 10.2. Business has a crucial role to play in helping the City realise its ambitions to achieve Low Carbon City status. Whilst the large international businesses have the means to understand their impact on the environment and to reduce their adverse effects, many smaller enterprises find it difficult to understand and quantify their impact and to address these effects.
- 10.3 The City Council in recognising its leadership responsibilities in tackling climate change and improving sustainability for all, will seek to help those businesses to mitigate the effects of their impact on the local environment. This will involve sharing methodologies and good practice with them to reduce their impact. In particular the Council will share with business the outcomes it has been able to achieve through the use of BREEAM and similar methodologies. The Council will aim to identify the sources of grant funding that will assist businesses to switch over to green technology, to enable them to reduce their own carbon footprint.
- 10.4 The Council will share the lessons learned from green purchasing (see Sustainable Procurement), in order to assist business progressively reduce environmental impact - save money, thereby helping the businesses be more sustainable. The Council will support the local business community by sourcing goods and services locally wherever possible.
- 10.5 The Council will expand its climate change partnership to include more local small and medium enterprises, will agree priorities together and will work to achieve the Council's vision for the City. Throughout the year, it will host events aimed at this target audience, building upon existing events such as the business breakfasts.

11.0 Sustainable Procurement

- 11.1 The City Council spends over £53 million pounds each year on commissioning services, goods and works and recognises its responsibility to ensure that all purchasing is undertaken in a way that minimises negative environmental and social / ethical impact.

- 11.2 In setting environmental criteria when contracts are allocated, the Council will make a positive step towards the sustainability goal.
- 11.3 Buying 'green' not only contributes to improving the Council's environmental performance, but also drives greater sustainability and innovation within the market place. There can also be significant cost savings as modern green products are in most cases more energy efficient and cost less on a 'whole life cycle cost basis'.
- 11.4 The City Council is committed to managing its supply chain as set out in 'The Procurement, Commissioning and Supplier Management Strategy' (2010-2014), so as to in particular:
- Reduce the consumption of scarce natural resources, including fossil fuels, water and tropical timber
 - Reduce the emission of greenhouse gases and other environmental pollutants
 - Reduce packing at source
 - Reduce residual waste
 - Reduce landscape degradation and impact upon wildlife habitat
 - Reduce traffic congestion
 - Reduce workforce exploitation
- 11.5 In order to develop a sustainable local economy, the City Council will purchase goods and services locally wherever possible. The Council's Procurement, Commissioning and Supplier Management Strategy requires suppliers to provide evidence of their sustainability policies and the City Council also looks at whole life costing details including the cost of disposal if appropriate, when making its purchasing decisions. The City Council will particularly look at the energy efficiency rating of all equipment, as part of its purchasing decisions. When seeking tenders for the design and construction of any new Council building, it will expect to see designs that meet best practice in the context of the Code for Sustainable Homes.
- 11.6 The City Council will look to work with its partners and stakeholders to share good practice in relation to procurement wherever possible. Since April 2009, the City Council has hosted the shared procurement hub for Oxfordshire District Councils and the achievements of this grouping have been recognised and commended by Improvement and Efficiency South East (IESE).

12.0 Managing Our Water

- 12.1 Climate change will bring about changes in rainfall with in general warmer drier summers, and wetter warmer winters. Rainfall may occur in heavier downpours which could lead to more flooding and to droughts. It is projected that the amount of water in rivers and ground water reserves will decrease over time which could lead to shortfalls in

water supply. Similarly, losses in the supply system could also have a material effect upon water availability. By actively reducing water use the City Council will place less demand on decreasing resources and will reduce energy usage and carbon emissions - since water supply and treatment processes consume energy.

- 12.2 The Council recognises the need to ensure that the use of water is at sustainable levels, encourage water conservation and protect against flooding. In terms of flood management, the City Council chairs the Oxford Area Flood Partnership which works on flood risk management much of which is related to adaptation requirements. Through the work with the partners, the Council is driving forward practical measures that will help reduce the risk and impacts of low order flooding and improve flood resilience. The Council has been commended for this model which has been endorsed by Sir Michael Pitt's report 'Learning Lessons from the 2007 Floods'.
- 12.3 The Council will ensure that the water it uses is maintained at the levels of usage that were measured in 2008/09 (as the benchmark) and thereafter will progressively reduce consumption by 3% per annum from 2010/11.
- 12.4 The City Council will wherever practicable use the advice contained within the BREEAM methodology to set best practice within its existing use of water within Council buildings. Where buildings fail to meet the benchmarks of best practice, then actions will be implemented to adopt best practice by 2012 by building type. New water demands for Council operations will be balanced by savings elsewhere in the estate and operations, eg, from harvested rainwater, either on the demand site or elsewhere. Street cleansing operations will be carried out using harvested rainwater, or where impracticable, will be balanced out by rainwater savings made elsewhere on the estate.
- 12.5 The City Council will share this practice in rainwater harvesting with the public, so that it can learn from good practice and implement it in a domestic setting. The City Council will investigate and implement where practicable sustainable urban drainage schemes within its own properties by 2017, to reduce the risk of flooding of sites and adjoining land. The Council will share this information with the public through its 'Oxford is my World' website. Also by March 2017, the City Council will achieve a reduction of 30% in the use of mains water in Council buildings when measured against the 2008/09 base.
- 12.6 The City Council recognises that businesses need to play their part in reducing their use of mains water in the City and in using alternative supplies such as harvested rainwater. The City Council will share this best practice and will target the top 50 companies in the City and by working in partnership will aim to reduce their water usage by 25% by 2020.

- 12.7 The Council recognises the role that the Development Control process has to play in promoting good practice in terms of new developments. Through the Local Development Framework and in particular the Sustainability Appraisal of the Oxford Core Strategy, it will ensure that all new homes have regard to the Code for Sustainable Homes. All new commercial property will also be encouraged to meet the best practice standards as laid down in the BREEAM methodology.

Targets

- The Council will ensure that the water it uses is maintained at the levels of usage that were measured in 2008/09 (as the benchmark) and thereafter to progressively reduce consumption by 3% per annum from 2010/11.
- Where buildings fail to meet the benchmarks of best practice, actions will be implemented to adopt best practice by 2012 by building type.
- The City Council will investigate and implement where practicable sustainable urban drainage schemes within its own properties by 2017, to reduce the risk of flooding of sites and adjoining land.
- By March 2017, the City Council will achieve a reduction of 30% in the use of mains water in Council buildings when measured against the 2008/09 base.
- The City Council will target the top 50 companies in the City and by working in partnership will aim to reduce their water usage by 25% by 2020.

13.0 Managing Land Pollution

- 13.1 The City Council takes positive steps to address all forms of pollution involving land including the public realm. The main causes of pollution are industrial processes, waste / litter and dog fouling.
- 13.2 Potentially contaminated land occurs within the City both in the Council's estate and about the wider City area. The majority of contamination is either the product of earlier industrial use or results from the importation of spoil / waste to raise local land levels. The City Council has established a detailed database of potential sites and has graded them according to risk. High risk sites have been remediated and lower risk sites are dealt with through the development control processes.
- 13.3 The dumping of waste including flytipping and dog fouling is a matter of local public concern and through the Council's Cleaner Greener programme such events are investigated and enforcement action taken wherever possible.

14.0 Managing Our Waste

- 14.1 Putting our waste in holes in the ground simply will not work in the future. The City Council wants the removal of waste to landfill or old fashioned mass burn incineration plants, to become a thing of the past. This will be achieved by having regard to the waste hierarchy. The City Council will cut back the amount of waste generated, encourage the use of products rather than throwing away and will recycle and compost waste as far as possible. The City Council will also seek to achieve appropriate treatments for any residual waste that cannot be recycled. The Council recognises that waste is a resource with a value.
- 14.2 The City Council, in conjunction with the Oxfordshire Waste Partnership, has set a long term goal of reducing the amount of waste sent to landfill to zero by 2025. This will require action by all sections of society, including business, to radically rethink the ways that waste is generated and disposed. The Oxfordshire Waste Partnership has agreed targets for the achievement of combined waste recycling and composting of at least 40% of household waste by 2010 and 45% of household waste by 2015.
- 14.3 Residents of Oxford have reminded the Council of how important a priority recycling is for them, so the Council will therefore continue to work with communities on recycling so that by 2020 55% of all household waste generated is recycled or composted.
- 14.4 The Council will work with all of its communities to look at ways of minimising the municipal waste currently generated by households so that by 2020, taking into account the recycling improvements, the average annual amount of residual waste is reduced from approximately 353kg to 300kg per household.
- 14.5 The City Council will also work with businesses in the City to help them achieve waste reduction and recycling improvements.
- 14.6 The City Council also has to tackle the waste it generates from its own operations. It is reducing the amount it produces and increasing the amount that is recycled or composted. The Council has set the target that by March 2012, 50% of the waste generated by the City Council's offices will be recycled. This will be increased to 60% by March 2015 and 80% by March 2020.
- 14.7 The Council will also investigate whether or not any of its waste can be reused or used to generate heat or power and will work with the Oxfordshire Waste Partnership to investigate and invest in energy from waste as an alternative energy source - to realise value from the waste. The partnership will look at developing combined heat and power capability for communities in Oxford.
- 14.8 The City Council will also look with business and the third sector at ways in which materials can be reused by all sectors of the community.

This will then help meet the target that by 2020 10% of waste materials are reused.

Targets

- The City Council will work with the Oxfordshire Waste Partnership to achieve combined waste recycling and composting of at least 40% of household waste by 2010.
- The City Council will work with the Oxfordshire Waste Partnership to achieve combined waste recycling and composting of at least 45% of household waste by 2015.
- The City Council will work with communities on recycling so that by 2020, 55% of all household waste generated is recycled or composted.
- By 2020, taking into account the recycling improvements, the average amount of residual waste will be reduced from 353kg to 300kg per household.
- By March 2012, 50% of the waste generated by the City Council's offices will be recycled. This will be increased to 60% by 2015 and 80% by 2020.
- By 2020 10% of waste materials will be reused.

Adoption of A Sustainability Strategy for Oxford (2010-2020)

| No. | Risk Description Link to Corporate Obj | Gros s Risk | Cause of Risk | Mitigation | Net Risk | Further Management of Risk: Transfer/Accept/Reduce/Avoid | Monitoring Effectiveness S | Current Risk |
|--|---|-------------------|------------------------------|---|-------------|--|----------------------------------|-----------------|
| Risk Score Impact Score: 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain | | | | | | | | |
| | | I | | Mitigating Control: Level of Effectiveness: (HML) | I | Action: Action Owner: Mitigating Control: Control Owner: | Q 1 2 3 4 ☹️ ☹️ ☹️ ☹️ | I P |
| 1. | Damage to Council reputation | 3 | Non adoption of the Strategy | Alert CEB to risk and frame recommendations to reflect need High | 3 | Outcome required: Milestone Date: Ensure Lead Portfolio Holder aware of relevant background. Head of ED | Q 1 2 3 4 ☹️ ☹️ ☹️ ☹️ | P |