

CABINET

Agenda Item 246

19 April 2012

Brighton & Hove City Council

Subject:	One Planet Council		
Date of Meeting:	Cabinet April 19		
Report of:	Strategic Director, Resources		
Lead Cabinet Member:	Cabinet Member for Finance & Central Services		
Contact Officer:	Thurstan Crockett, Head		
	Name:	of Sustainability & Environmental Policy	Tel: 29-2503
	Email:	thurstan.crockett@brighton-hove.gov.uk	
Key Decision:	No	Forward Plan No:	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The One Planet approach is the model of sustainability for Brighton & Hove City Council as set out and agreed in the authority's Corporate Plan. Work on sustainability using this approach is being actively rolled out across the council.
- 1.2 There is an opportunity to strengthen this work and its associated benefits through an endorsement process that would give the authority a formal 'One Planet Living Council' status. This status is a stamp of recognition and reserved for exemplary communities, businesses and councils. The endorsement process is carried out by an independent sustainability charity and starts with the agreement of a Sustainability Action Plan for the council.
- 1.3 The Sustainability Action plan is a detailed delivery plan that sets out the council's approach to sustainability internally and across the city, including a timeframe, the benefits and the wider implications, both for the council's own operations and for its work with partners. This report is seeking approval to develop a Sustainability Action Plan.
- 1.4 Approval for the plan will be presented at a future relevant council decision-making forum where the decision to proceed with the endorsement process to be become a One Planet Living Council will be made. Should Cabinet agree to seek endorsement the authority would be committing its self to delivering the Sustainability Action Plan, based on One Planet Targets, and its progress would be independently monitored on an annual basis.

2. RECOMMENDATIONS:

- 2.1 That Cabinet authorises the Strategic Director responsible for Resources to develop a Sustainability Action Plan, as specified in paragraphs 3.8 and 3.13 below, that sets out the work required to seek endorsement for Brighton & Hove City Council as a One Planet Council.
- 2.2 That Cabinet instructs the Strategic Director responsible for Resources, to submit a follow-up report at the appropriate time and to the relevant council decision-making forum, seeking approval for the Sustainability Action Plan against which the endorsement decision (referred to in recommendation 2.1) will be taken.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The One Planet approach based on the idea that if everyone consumed natural resources and generated carbon dioxide at the rate we do in Brighton & Hove, we will need not one, but three and a half planets to support us in the long term. It was developed by sustainable development charity BioRegional with WWF to help people and organisations live and work within a fair share of the planet's resources.
- 3.2 It is a framework that helps address all major aspects of environmental, social and economic sustainability and is based on ten principles or areas of focus. These are as follows (more details of this approach are set out in appendix 2):

Zero carbon
Making buildings more energy efficient and delivering all energy with renewable technologies

Zero waste
Reducing waste arisings, reusing where possible, and ultimately sending zero waste to landfill

Sustainable transport
Encouraging low carbon modes of transport to reduce emissions, reducing the need to travel

Sustainable materials
Using sustainable products that have a low embodied energy

Local and sustainable food
Choosing low impact, local, seasonal and organic diets and reducing food waste

Sustainable water
Using water more efficiently in buildings and in the products we buy; tackling local flooding and water course pollution

Land use and wildlife
Protecting and expanding old habitats and creating new space for wildlife

Culture and community
Reviving local identity and wisdom; support for, and participation in, the arts

Equity and local economy
Inclusive, empowering workplaces with equitable pay; support for local communities and fair trade

Health and happiness
Encouraging active, sociable, meaningful lives to promote good health and well being

- 3.3 Bioregional developed the One Brighton scheme, for which the council won national Royal Town Planning Institute Planning Awards in 2009 in both the Sustainable Communities and the Climate Change categories. The development in the New England Quarter was built to support the ten One Planet principles, designed to help its residents reduce their ecological footprint and create a community that would help us all appreciate how we can live using the resources provided by our planet.
- 3.4 In January 2008 the council's Sustainability Commission recommended - and Policy and Resources Committee agreed - to draft a One Planet Plan for the city. Eventually this became the 'One Planet Framework' for Brighton & Hove, adopted by the Brighton & Hove Strategic Partnership in response to the Sustainable Community Strategy's long-term ambition to significantly reduce the ecological footprint of the city. Work on the Framework is being led by the City Sustainability Partnership and progress has been made on integrating this work into city strategies (Food, Climate) and the work of different groups (e.g. the Waste Advisory Group, the Transport and Food Partnerships) and identifying possible projects.
- 3.5 The council has an ISO 14001 Environmental Management System (EMS) that currently covers its Events and Venues. EMS provides a systematic and proven way to manage and monitor environmental and other impacts. Significant environmental improvements and associated cost savings have been achieved at the Brighton Centre as a result of this approach. It is sufficiently flexible to be rolled out as the framework for managing One Planet Council, but the language of EMS can be complicated and inaccessible so the One Planet Principles provide a way to communicate about sustainability more clearly. The two councils with One Planet status have found that a robust EMS based approach to managing implementation of their actions plans is a vital part of a successful One Planet programme.
- 3.6 In 2011 the new Corporate Plan was agreed where the One Planet approach was adopted by the City Council as its agreed sustainability model. The plan includes the following statement: *"If we are to create a more sustainable city then the council needs to lead by example, reducing its environmental impact, through adopting One Planet Living Principles. We will embed these principles throughout the work of the council and, where appropriate, through our procurement practices"*. Following this decision, work on sustainability using this approach is being actively rolled out across the council.
- 3.7 There is an opportunity to strengthen this work and its associated benefits through an independent endorsement process that would give the authority a formal 'One Planet Living Council' status.
- 3.8 The endorsement process is carried out by BioRegional and starts with the agreement of a Sustainability Action Plan (SAP) for the council. The Sustainability Action Plan is a detailed business case and delivery plan that sets out short-term targets and long-term aspirations (to 2025 and beyond) across each of the ten principles for the council's own operations and across the city.

The Plan would incorporate existing programmes and develops new ones where gaps have been found. The required targets and commitments are set out in Appendix 2. If after consideration of the SAP/business case the appropriate council committee agrees to seek endorsement, the authority would be committing its self to delivering the SAP, based on One Planet Targets, and its progress would be monitored on a regular basis by BioRegional. To ensure minimal additional workloads from this process, monitoring the Sustainability Action Plan will use the authority's existing performance management systems and will be based on a robust Environmental Management System approach.

- 3.9 Development of the plan would begin in May with a view to completing a draft by the end of August to tie-in with budget setting. Its production will inform further decision making on the feasibility and implications of committing to endorsement. All the details of programmes and their financial implications will be provided when the SAP comes to the relevant decision making forum in the autumn.
- 3.10 There are a number of benefits in choosing to gain One Planet Living endorsement:
- The experience of other endorsed partners B&Q, London Borough of Sutton and Middlesbrough Council is that the public accountability of the endorsement process drives and supports delivery of sustainability objectives and their benefits. These benefits include being able to deliver real cashable savings through resource and activity efficiencies, service innovation and invest to save initiatives.
 - It helps make sense of sustainability and creating a more sustainable city by breaking it down into ten understandable principles that are simpler to understand, with a very clear branding approach.
 - It helps explain that creating a more sustainable council and city is about more than tackling environmental issues; it includes work around the economy, culture and reducing inequality.
 - It is a holistic system that embeds sustainability throughout the organisation by looking at the big picture, not working in silos. It makes sustainability the job of lots of people, not just the Sustainability Team.
 - Existing internal systems can be tied in and incorporated, so it doesn't generate a lot of extra work.
 - It opens up connections and possibilities within the council and with the council's partners via the ten principles, leading to innovation and more partnership working. It is appealing to funders because they know that it signifies a long-term commitment.
 - It is backed by science rather than being arbitrary government targets - so will not need to be changed to suit national indicators etc.
 - It provides a way to communicate in an easily understandable way about the ISO 14001 Environmental Management System.
 - It will enable the council to lead and will inspire people internally to go further than they thought possible (BioRegional have seen this in the London Borough of Sutton with Zero Carbon).
 - It is flexible and adaptable and works across sectors - government, business, new developments and communities. This means that these different sectors can come together and speak the same language using the same framework, without being bound by bureaucracy or unable to evolve their own systems that suit them

- BioRegional's international links and standing would have strong reputational benefits for the council and city e.g. the council is actively exploring joint development of an e-learning programme and film which could be launched at Rio+20.

3.11 The council's recent environmental management achievements and city successes that support the One Planet approach include:

- Establishing council carbon budgets which could save as much as £300,000 per year.
- Re-tendering the council's internal waste and recycling contract, saving £50,000.
- Introducing pool bikes for business journeys totalling 1,300 miles in the first year.
- As part of the EMS, new equipment to control flushing in the Brighton Centre toilets, saving 13,000 litres per day and about £9,200 per year – with a two month pay back. A lighting upgrade will save £41,000 per year.
- Introducing a new Sustainable Procurement Policy in the council, negotiating a cheaper price for white recycled paper with our supplier; and winning recognition from WWF as one of the best councils for timber and paper procurement policy
- First council in the country to achieve certification for its Events and Venues to ISO 14001 Environmental Management System and the BS 8901 standard for sustainable events.
- Rising bus use in the city for a decade, against national trends, and new hybrid buses being introduced.
- Successful Food Partnership and 100 local food growing projects in the city.
- Halting the rise in childhood obesity in the city – against national trends.
- An increase in the pay of lowest paid council workers and a Low Pay Campaign and Commission – due to report soon.
- Re-established Fairtrade Steering Group in the city which organised the recent Step into Fairness event in Jubilee Square .
- A major Eco Technology Show scheduled at the Amex Stadium in June.
- Workstyles Phase 2 designed to significantly reduce council carbon emissions from 2012/13, and using a One Planet checklist to embed sustainability.

3.12 Endorsement and its Challenges

The endorsement process is about stretching our existing performance and achieving sustainability excellence. The council's progress towards achieving this would be monitored on an annual basis by BioRegional and the council, using wherever possible the authority's existing performance management systems. Some targets required by BioRegional under the principles are much tougher than others and progress by the council and city is greater under some than others.

Once the full gap analysis has been completed to assess what needs to be done to achieve the targets, a period of negotiation with BioRegional will begin, based on what is and isn't achievable. In recognition that the solutions for a sustainable future are context specific, it is important to note that the targets are not intended to be prescriptive but instead provide directions of how the vision of a One Planet Region can be translated into reality. The targets can be applied flexibly to cope with the unique challenges faced and be expanded upon to develop more

detailed targets for specific areas. The biggest challenges, and also the areas of greatest potential benefit, include the following:

- Establishing a clear pathway within three years to net zero carbon i.e. how the council will be powered and heated by a renewable energy supply, using fossil fuels only as back up, by 2025.
- Achieving an 85% recycling rate on internal operations within 3 years of endorsement.
- Catering facilities provided or procured by the council minimising packaging, in line with zero waste targets, and minimising consumption of processed food which is shown to have a high ecological footprint.
- The council implementing a water reduction and re-use strategy for all properties. This includes a strategy for monitoring and detecting leaks.
- To ensure a net positive contribution to local native biodiversity and natural habitats, a Biodiversity Action Plan will exist
- Re-procurement timetables and costs.

3.13 The milestones that will need to be achieved in order to be able to seek endorsement are set out in the document “Ten Steps to becoming a One Planet Region” at Appendix 1. In summary the requirements and current position are:

- **Get high level buy-in** – this has largely been achieved both in the council and for the city through the Corporate Plan process and the city’s Strategic Partnership. Further work will be required to develop structures and governance to ensure the plan gets delivered
- **Assess the current state of play** – further work is required to establish accurate monitoring for waste and water use internally. The State of the City and One Planet Framework establish the city situation well.
- **Communicate and Engage** – a One Planet Council internal communications campaign is underway; a wider city campaign has still to be developed.
- **Publish a Sustainability Action Plan** – this is probably one of the most important milestones as it will be a detailed and costed plan of action to work towards achieving all the targets, for the next two-three years. A gap analysis will help develop the business case, develop an investment strategy and cost the plan.
- **Develop a clear brand and message** – One Planet Council has been developed; city-wide work has still to be done on this.
- **Implement or adapt a monitoring system** – the council’s Environmental Management System (EMS) will be expanded to do this; and the City Performance Plan.
- **Embed within the council** – the People Strategy may well help with this; a staff engagement programme has still to be developed.
- **Win real-life pilots and projects for the area** – there is considerable external funding success under principles like transport (e.g. Lewes Road corridor), City Services (e.g. the Level) and Culture & Community (e.g. White Night) but limited focus or success in others e.g. Sustainable Water, Energy (though the new Big Lottery scheme shortlisting is a great opportunity).
- **Undergo an annual review** – this would be done by BioRegional.
- **Continual engagement and support for the community** – again the council is good at this under some principles and may need to develop a more extensive programme.

- 3.14 There will need to be strong links between the work streams for the council's own operations and the city wide work, particularly where the council has an influencing role. However, it should be recognised that other city partners and partnerships will need to be encouraged and enabled to take a lead if the One Planet approach is to help make Brighton & Hove a more sustainable city. Support from the city's Public Service Board should be sought in the autumn.
- 3.15 BioRegional controls the One Planet Living brand and provides independent endorsement and verification based on the Sustainability Action Plan. The basic charge for this is £10,000, plus an annual fee of £2,500 to review the plan. The cost benefit analysis of One Planet Council endorsement is favourable and this has been demonstrated in number of ways by the London Borough of Sutton. Direct costs from BioRegional include:
- Initial endorsement
The steps to become endorsed would be:
 1. 1st review & comments
 2. 2nd review & comments
 3. Sign-off
 - Annual (or 18-month) review
The steps for the review would be:
 1. Gather and review evidence for each principle
 2. Undertake gap analysis
 3. Make recommendations on updating targets / action plan
- 3.16 A detailed cost-saving analysis will be part of the Sustainability Action Plan. Examples of areas of potential benefit and saving include:
- The council spends more than £4.5million per year on energy. The estimated saving from a 4% reduction in annual spend on gas, electricity, fuel and parts of business travel would be £300,000 and this will increase in years ahead due to rising energy and fuel prices – currently 15-20% annually. One Planet Living work would require the council to develop a renewable energy generation plan for its buildings. This would lead to longer term savings and resilience to price hikes, as well as lower carbon emissions.
 - The council also spends around £1million pounds per year on water; One Planet Council endorsement would commit the council to “implement a water reduction and re-use strategy for all properties. This includes a strategy for monitoring and detecting leaks.” This would result in savings across the estate. As the Brighton Centre project shows extending this approach to all buildings would make a real difference to bills. That project shows that spend to save can stack up even in the very short term.
- 3.17 The financial implications of becoming One Planet Council will be assessed in the SAP and savings will come from more efficient resource management; at the moment they are still difficult to quantify as some data and monitoring systems are not yet sufficiently robust (e.g. water and waste). The review of the pilot Environmental Management System project, though, suggests that there are

sizeable savings to be realised from a wider roll-out of EMS, embedded within - and communicated using - a One Planet Council approach.

In developing the SAP there are potential service pressures in Water Management and metering and potentially in Communications and Learning and Development. Finance Officer support to assess implications and support business case development in the SAP will also be required. These pressures are being managed through existing resources.

3.18 The key milestones and indicative timetable for developing the SAP are as follows:

- Change Board February 28
- Officer visit to London Borough of Sutton: March 6
- One Planet Council internal launch: March 28
- Develop detailed project plan: March/April
- One Planet Council report to Cabinet: April 19
- Establish governance and working arrangements: April/May
- Awareness raising event for senior managers – May/June
- Develop One Planet Council public launch – June
- ISO 14001 external audit - July
- First draft of Sustainability Action Plan: August
- Cost scoped options and develop an investment strategy – Aug/Sept
- Negotiations with BioRegional – September/October
- Take Sustainability Action Plan to Change Board and then appropriate committee and Public Service Board for approval – October/November
- One Planet Council Endorsement – November/December

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 A week of community consultation events took part in preparation of the original draft One Planet Plan for the City. A further range of consultation workshops for key stakeholders was developed for the One Planet Framework and concluded with a large One Planet Workshop event attended by nearly 100 people in July 2011.
- 4.2 Consultation has been undertaken with each of the Principle leads: Director of Finance (Zero Carbon), head of Property & Design (Zero Waste and Sustainable Water), Lead Commissioner City Regulation & Infrastructure (Sustainable Transport), Head of Strategic Finance & Procurement (Sustainable Materials), Head of Planning & Public Protection (Local & Sustainable Food), Head of City Infrastructure (Land Use & Wildlife), Commissioner for Culture (Culture & Community), Strategic Director Place (Equity & Local Economy), Head of HR & Organisational Development (Health & Happiness).
- 4.3 Continual engagement and support for the community is one of the ten key milestones of the One Planet approach in Appendix 1. There must be an ongoing programme of community engagement and involvement to make a region truly One Planet: this process is about everyone living in the region working together, including businesses, households, individuals, community bodies, strategic

partners and other government bodies; in line with the administration's priority to involve everyone. This will be set out in the Sustainability Action Plan.

- 4.4 Staff engagement has begun, with a strong brand and communications strategy, developed for One Planet Council to tie all of the elements together. The 'One Planet Week' internal communications campaign ran from Monday March 26 to Earth Day on Saturday 31 March, and Earth Hour that evening was marked by lights being switched off in key council buildings, and an Earth Hour Healthwalk on Brighton seafront. At this stage, the internal campaign launched on March 28 is mainly about drawing together previously un-coordinated sustainability messages going out to employees on water use, waste management, recycling, carbon reduction, climate change, fair trade, energy use and employee transport under a simple 'One Planet Council' campaign. An early focus will be on sustainable water, given the drought situation.

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

There are significant financial implications associated with the endorsement decision of One Planet Council which will be fully considered in the detailed business case that will form the Sustainability Action Plan at a future meeting. Financing and funding options are currently being explored against potential future gains. Resourcing the Plan will need to be considered alongside the Medium Term Financial Strategy and factored into the 2013/14 budget options.

Finance Officer Consulted: Anne Silley

Date: 19/03/12

5.2 Legal Implications:

Cabinet has the requisite authority to agree the recommendations at paragraph 2 above.

Subject to Full Council approving the council's proposed new governance arrangements, from 17 May 2012 decisions relating to One Planet Council would be taken at Policy & Resources Committee, either directly or following a recommendation from Environment & Sustainability Committee.

Lawyer Consulted: Oliver Dixon

Date: 19/03/12

5.3 Equalities Implications:

Social justice is at the heart of sustainability and one Planet Living endorsement means the council showing how it will develop further work to tackle inequality. In particular the focus under the Equity and Local Economy section of the council and its key partners being living wage employers will help support the Living Wage Campaign and an improvement in the wages of many low paid city workers.

5.4 Sustainability Implications:

The One Planet framework is an established operating model for sustainability.

5.5 Crime & Disorder Implications:

Initial Evidence suggests people living in One Planet communities know more neighbours than in standard communities and that crime rates may be affected positively as a result.

5.6 Risk and Opportunity Management Implications:

- 5.6.1 Risk 1. Resourcing: The short-term requirements for resource management and automatic water metering (AMR) to establish baselines and a strong management platform require up-front investment. Until tenders come back for an automatic metering programme covering energy as well as water, it is not clear whether or not this can be fully met within existing budgets. Wider resourcing issues are more likely to arise for 2013/14 budget setting and beyond, to achieve ambitions set out in the SAP.

Mitigation: Contingencies are being developed, including re-prioritisation, Some resourcing of OPC work is being integrated into existing Comms, L&D, Procurement, Finance, PMO and Property workloads. Business cases are being developed in some areas (e.g. Water AMR's) to explain the financial case for spend-to-save, and One Planet work should re-enforce these. The SAP should be developed in close collaboration with the Change Board (where it has already been reviewed recently) and Strategic Finance to ensure that resource requirements can be met or are phased. This would come to P&R Committee for consideration.

- 5.6.2 Opportunity 1. Financial: Resource efficiency and securing more external funding. An initial financial picture of the savings improved environmental management can achieve has been developed through the pilot EMS achievements. This should be further developed for the business case for endorsement that forms the SAP.

We could work more closely with BioRegional on our funding plans, and engage them on bid writing. The experience of Sutton is that for an investment of 20-30K p.a. they have had much more back, directly and indirectly. BioRegional helped them secure about £1 million last year for work in the Borough. As one director put it:

“The key benefit has been their access to people and funds. In theory we could do a lot of the One Planet Living work ourselves; but they have been involved in detail in lots of funding bids – to central government and Europe – and have been much more successful than we have been or would have been on our own.”

- 5.6.3 Opportunity 2. Communication: Explaining and communicating sustainability in a way that is more integrated, intelligible and engaging to many more people, not least staff. People get the concept of living like we have one planet rather than three-and-a-half; and the ten principles break sustainability down into

understandable chunks. As some of these principles are not directly environmental, it makes them more inclusive. The principles lend themselves to branding and phased campaigns. The experience of B&Q, LB of Sutton and Middlesbrough Council is that it has helped with not just branding and communications, but also performance and staff engagement.

5.6.4 Opportunity 3. Enhancing the council and city reputation: Work to achieve One Planet Council endorsement would enable the council to develop a systematic and externally verified approach to getting its own house in order on sustainability; and to creating a more sustainable city. It will be easier to communicate and for staff and residents to engage with. It will enable the council to lead by example by demonstrating measurable performance improvements across the ten principles.

5.7 Public Health Implications:

Health and Happiness is one of the ten principles. This means (at Appendix 2): Local authorities will encourage employees to take responsibility for their wellbeing, health and happiness, as well as supporting this through provision of activities and resources. A methodology for monitoring employee wellbeing and satisfaction will exist, with evidence of work-based improvements where appropriate. Local authorities will design services with well-being in mind and encourage the community in activities that increase health and happiness, with the following measures in place:

- A method for monitoring and improving both community and employee wellbeing and satisfaction.
- Evidence of embedding wellbeing into the design of services across major service areas.
- Community involvement and participation in shaping well-being.

One Planet Regions are expected to complete two showcase major initiatives to promote health and happiness in the community. Suitable projects should be identified using baseline data to benchmark the local context, identifying specific areas of need. The approach and level of support will be determined on a project by project basis but will be provided at a scale compatible with the scale of the region.

5.8 Corporate / Citywide Implications:

This is a corporate change programme and operating model and will therefore have significant implications, which will be drawn out in the Sustainability Action Plan. All of the ten principle targets have a city-wide component (see Appendix 2) and therefore there will be a wider city impact, which should enhance the One Planet Framework ambitions.

6. **EVALUATION OF ANY ALTERNATIVE OPTION(S):**

6.1 Adopt the principles without going for endorsement – this would mean the council would not have external independent assessment and endorsement for its approach and that quality assurance, nor access to BioRegional’s experience and networks; the council could not call itself a One Planet Living council or use

the main branding for this. The opportunities set out above would not be realised.

- 6.2 The council could adopt a different framework or operating model for sustainability, most obviously “Natural Step” – but this is much more scientific in approach and less engaging.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The Corporate Plan says the council will adopt One Planet principles and going for endorsement is the way to make this happen, with independent external quality assurance.

SUPPORTING DOCUMENTATION

Appendices:

1. 10 Steps to becoming a One Planet Region
2. 2011 – One Planet Regions Targets

Documents in Members’ Rooms

None

Background Documents

1. One Brighton development: www.onebrighton.co.uk/index.aspx
2. BioRegional and One Planet Living: www.BioRegional.com/oneplanetliving/