



Appendix A

Current Sustainability Service Provision

Sustainability Team Areas of Activity

Service Area		Examples
1	Sustainability strategy, policy creation, advice and guidance	OPS programme policy and strategy, fuel poverty strategy, contract assistance
2	Performance monitoring and environmental risk	EMAS accreditation, OPS accreditation
3	Investigating and applying for funding	DECC funding, assisting other teams eg HLF bids, circular economy
4	Delivery/commissioning/project management of environmental improvement activities	Community energy scheme, Eco schools, domestic energy projects
5	Communications/engagement	OPS Ambassadors scheme, energy road shows, council energy campaigns
6	Partnerships	Food forum, Bioregional , EcoLocal
7	Other (e.g. corporate/management activities)	

Total budget per Cost Centre

Cost Centre	Total (£)
1004 Ecoschools	35,200
1006 Sustainability	103,300
1009 EMAS	42,200

Appendix B

OPS 2017 targets requiring technical amendments

Key

Bold text = target wording amended

Ref	2017 Target Amendment	Rationale for target changes
Cutting Carbon Emissions		
ZCB 1.5 Aii	All new major residential and non-residential buildings to be Zero Carbon in Hackbridge from 2011 onwards.	Not practical to request for individual developments.
ZCB 1.5 Aiii	40% reduction in CO2 emissions for new major residential and major non-residential developments (compared to Building Regulations 2010).	Not practical to request for individual developments.
ST 1.1 A	Increase the percentage of Council staff commuting by sustainable transport from a baseline of 42% 48% in 2011, to 52.5%60% in 2017.	Brought in line with sustainable transport definition for residents travel.
ST 1.4 A	Increase the use of sustainable transport from a 2009/10 - 2011/12 average baseline of: 1% cycling to 2.2% cycling 28% walking to 29.6% walking 16% public transport to 17.6% by 2017	Baseline and targets brought in line with TfL annual reporting, borough's STS and LIP.
Cutting waste		
ZW 1.3 A	Reduce waste from households by 5% per household (equivalent to 4,000 3,854 tonnes) by 2017 .	Baseline had previously been reported using a rounded figure rather than exact figure which is now included.
ZW 1.4 A	Increase the borough wide household recycling rate to 40% by 2017.	More technically correct wording suggested. This target is monitored via household waste collection rates, not all waste collected within the borough.
ZW 1.7 B	At least 70% of waste by weight generated by collected by the council from commercial operations to be reused, composted or recycled by 2025 with an aspiration to move ahead of this target and be closer to 90%.	More technically correct wording suggested.



ZW 1.8 B	At least 95% of waste by weight generated by council construction and demolition projects to be reclaimed or recycled by 2025.	No current system available to track waste generated by all construction and demolition sites across the borough.
LSM 1.3 A	By 2017, all new major council led developments should use: 10% recycled content by value, 15% local materials by weight, 95% timber should be FSC certified (or equivalent).	Beyond council control to require this of non council led developments
Valuing our natural environment		
LSF 1.1 A	Achieve a maximum score of 7 in the list of London Boroughs showing leadership in food locally by 2017 (London Food Link – Good Food For London).	Maximum score in Good Food for London has been altered. This may change again as more criteria is added to the report therefore advice is to remove figure from target.
LSF 1.6 A	Economic renewal and development to discuss with local businesses how these objectives may be realised and Develop projects and agreements with local businesses to promote sustainable food by 2017	Previous target included superfluous wording.
LSF 1.7 A	Promote a local land swap or land match system to partner those with garden space with those seeking a place to grow food by 2017 Enable an increase in people to take part in growing their own food locally by 2017	Target changed to provide more overarching approach to food growing
SW 1.2 A	Assist 6,000 households in reusing and reducing their water usage by 2017. 47% of homes have water meters fitted which is known to reduce demand for water. Water company to promote free water saving devices to households via website and promotion at borough events.	Superfluous wording removed.
SW 1.3 A	Maximum loss of water 24.5ML by 2017; achieved through consistent repair and maintenance of water supply infrastructure.	Target changed to reflect changes to Sutton and East Surrey Water targets.
Supporting Healthy communities		



<p>HH 1.3 B</p>	<p>Design services with well-being in mind and encourage residents to participate in activities that increase health and happiness. Activities will have:</p> <ul style="list-style-type: none"> • 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. 	<p>Employee wellbeing already detailed in target HH 1.1B.</p>
<p>Supporting the local economy</p>		
<p>SLE 1.2 A</p>	<p>The Council will promote the Opportunity Sutton programme and specifically the 'matching skills with demand' project to reduce the inequality gap, seek to reduce Not in Education, Employment or Training (NEET) figures to 3% 3.6% and NEET not known 7% 6% by 2017 (current baseline is 4.5% and 10% respectively in January 2012)</p>	<p>figures revised to support latest baseline</p>
<p>SLE 1.5 A</p>	<p>Reduce Job Seekers Allowance in 16-24 to 3% by 2017 (3.6% in Jan 2013).</p>	<p>Repetition of target SLE 1.4</p>
<p>SLE 1.6 A</p>	<p>25% of residents to be 'work ready', through training at schools and colleges by 2017.</p>	<p>No measure of assessment available for monitoring of target .</p>
<p>SLE 1.7 A</p>	<p>25% growth in people employed in the Green Economy by 2017, compared to 2011 (current baseline is 3914 people from Innovas/GLA Study).— Facilitate the creation of new green industry and renewable infrastructure in Sutton by 2017.</p>	<p>No existing dataset for monitoring this target. The GLA study was not comprehensive and is not being repeated. New wording suggested.</p>
<p>SLE 1.8 A</p>	<p>25% growth in Green Businesses by 2017, compared to 2011 (current baseline is 209 businesses from Innovas/GLA Study).</p>	<p>Now encompassed in 1.7A</p>
<p>SLE 1.9 A</p>	<p>Sutton ranked in top 7 of London Boroughs in terms of the amount of Green Businesses by 2017 (currently 11th).</p>	<p>Now encompassed in 1.7A</p>
<p>SLE 1.10 A</p>	<p>By 2017, 25% increase in attendance to local committee meetings in the area as part of the Neighbourhoods, Localities and Public Realm Projects. Baseline set at first committee meetings.</p>	<p>Target does not necessarily illustrate contribute to aim of CIT. For example, attendance at committee could be a sign of poor council performance.</p>



<p>SLE 1.11 A</p>	<p>5% reduction in percentage of people saying they would like to have more of a say in what the council is doing by 2017 (2011 baseline; 17% MORI).</p>	<p>Target is a repetition of 1.12A</p>
<p>SLE 1.12 A</p>	<p>SLE 1.12A Increase the number of residents believing that they can influence council run services in the area to 50% by 2017 (2011 baseline; 41% MORI).</p>	<p>Wording rearranged to read more clearly</p>
<p>SLE 1.13 A</p>	<p>SLE 1.13A All reports to committee and Corporate Management Team will include consideration of sustainability impacts core impacts assessment as follows: Core impacts: Financial (must be considered) Legal (must be considered) Community (including safety, localism, public health) One Planet Living Equality Impact Assessment The Council has a number of projects in place to improve fairness including work on Decent Homes, ECO and Green Deal, Big London Energy Change, Warm Rooms, Fuel Poverty and favourable fees and charges for disabled and low income groups.</p>	<p>CMT reports also now included, superfluous commentary wording removed</p>
<p>SLE 1.14 A</p>	<p>Ensure Fair trade borough status is maintained. Council to influence Fair Trade in the borough, Council to buy 50% of purchasable Fair Trade products; Council to promote Fair Trade products in 25% of schools, colleges and businesses in the borough.</p>	<p>Council will continue to support the principle of fair trade through member participation in the Fair trade network and inclusion of fair-trade aspirations through procurement. Not prioritised for proactive officer support given limited evidence of impact on Fair-trade on reduced resource usage.</p>



Appendix C

Options for Future Sustainability Service Provision

Four options for future sustainability service provision are outlined below. All options are based on 2014/15 budgets and include removal of Ecoschools budget as this has already been agreed.

1.1 Option A, Streamlined One Planet Sutton Strategy, Delivery and Monitoring Service

Saving £84,700

Remaining Budget £96,000*

Key aim: Team will enable and coordinate development of strategic sustainability projects (focussed on key environmental impacts), working across the council and with partners to deliver a reduced action plan.

- 2 FTE team : Sustainability Manager/Team Leader and Sustainability Officer
- The team will continue to drive environmental improvements across the council.
- Team will enable and monitor delivery of an environmental sustainability strategy focused on key environmental impacts covering energy, waste, water, sustainable transport, sustainable food and Biodiversity only. OPS will still be used as a framework to monitor and drive sustainability, but the sustainability team will annually monitor a key set of OPS targets.
- OPS accreditation would be maintained
- Team will commission engagement/communication projects and 1 or 2 key external projects (dependent upon budget available) e.g. commissioning delivery of environmental champions , community renewable energy scheme, home energy efficiency behavioural change schemes, greening the supply chain
- The team will work with other organisations to facilitate delivery of sustainability through partnership building, seed funding (if available), and bid writing e.g. circular economy, local food business partnership, delivery of ECO funding in the borough
- EMAS accreditation ceased and risks managed by services.
- There will be a much reduced capacity for the team to provide advice to other teams in the borough e.g. assisting procurement team and officers across the council with verification of environmental requirements in contract procurement
- This model requires significant resources from other teams for data gathering and reporting, any further cuts to these teams will have an impact on the sustainability team's ability to report progress; this is especially relevant to council energy, waste and water data.

* This budget does not include the following savings : £9,000 savings to other council teams for removal of EMAS external audit fee, £7,875 savings to internal audit team for 50% reduction in staff time spent on environmental risk management via EMAS totalling £16,875)

1.2 Option B, CO₂ emissions reduction service

Saving £117,040

Budget £63,330

Key aim: Delivery of borough wide CO₂ reduction projects and strategy focusing on non-council buildings only



- 1 officer facilitates, develops and delivers projects to reduce borough wide CO₂ emissions. The officer identifies and commissions delivery of limited key external energy projects only e.g. domestic energy efficiency, renewables. Officer provides policy, advice and guidance on non-corporate energy matters only.
- Some of team budget is used to commission engagement/communication work and key energy projects (including seed funding external organisations, bid writing).
- No EMAS, or One Planet Sutton accreditation.
- No overarching sustainability programme or strategy produced by the officer. Officer does not maintain a system to ensure compliance with environmental legislation. Council environmental performance monitoring report produced by internal audit if/when required.
- The officer would be best placed to sit within a service with the council energy manager to form an energy team.

1.3 Option C, Sustainability Strategy and Monitoring Service (council only)

Saving £147,040

Remaining Budget £33,660

Key aim: Delivery of overarching sustainability strategy, policy and performance monitoring for council, support to other teams in the council

- 1 officer delivers overarching environmental sustainability strategy and policy for council only (not communities) and monitors corporate environmental performance. Provides limited advice and guidance on a range of environmental matters to teams within the council.
- No EMAS, ISO14001 or One Planet Sutton accreditation. Team does not maintain a system to ensure compliance with environmental legislation.
- No facilitation, development or delivery of projects to implement environmental improvements apart from small amount of general staff behaviour change engagement
- The officer would be best placed to sit within a service with the chief executive office team
- This model requires resource from other teams to gather data and reporting, any further cuts to these teams will have an impact on the ability of this officer to report progress, and this is especially true for council energy, waste and water data.

1.4 Option D, Complete Removal of Sustainability Service

Saving £180,700

Budget £0

- Sustainability team service ceases to exist. Other teams within the council would continue to deliver waste, transport and internal energy services.
- The council does not have a service with overarching view of sustainability policy, or strategy.
- Monitoring of council environmental performance is by internal audit if/when required.
- Internal audit and individual teams are responsible to ensure legal compliance of services with environmental legislation

Appendix D

Comparable London Borough Sustainability Services

A survey conducted by the London Environmental Coordinators Forum in May 2014 was completed by 30 of the 33 London Boroughs. The survey showed that only 6 Boroughs had less than 3 members of staff in sustainability teams. More than 50% of London Boroughs had more than 3 members of staff in their team. As all Boroughs' currently face similar issues on how to save money, this could change in the near future. A selection of London Borough sustainability teams are provided below for comparison.

Examples of London Borough Sustainability Teams

Council	Team size	Key areas	Comments
Enfield	8	<ul style="list-style-type: none"> - Split into 2 teams : - Sustainability strategy (Enfield 2020) coordination, reporting and delivery - Energy (internal and external) 	<ul style="list-style-type: none"> - No ISO14001 or EMAS, no legal compliance monitoring - 50 actions in plan monitored via covalent - Energy team pays for itself via savings on corporate energy, and CRC which is ring fenced
Brent	4	<ul style="list-style-type: none"> - Sustainability strategy coordination, reporting and delivery - Communities officer, energy officer (internal and external)and data officer 	<ul style="list-style-type: none"> - Previously ISO14001 but since moving to 4 member team do not have resources
Bromley	3	<ul style="list-style-type: none"> - Sustainability strategy, coordination, reporting and delivery, - Main focus is energy - Sustainable procurement advice, 	<ul style="list-style-type: none"> - No ISO14001 but do keep teams updated on changes in law
Croydon	3	<ul style="list-style-type: none"> - Energy (internal and external) - Advice on major projects, planning and procurement 	
Richmond	2.5	<ul style="list-style-type: none"> - Energy (external and internal) and some water - Greening business scheme - Internal promotions 	
Kingston	2	<ul style="list-style-type: none"> - Energy (internal and external) 	<ul style="list-style-type: none"> - Line managed by head of property
Havering	2	<ul style="list-style-type: none"> - Energy (internal and external) and water ONLY - one technical officer, one project and policy officer 	<ul style="list-style-type: none"> - No ISO14001 or EMAS, no legal compliance monitoring - No overarching sustainability monitoring or input by team
Merton	2	<ul style="list-style-type: none"> - Energy (internal and external) - Planning advice 	
Hackney	1	<ul style="list-style-type: none"> - Planning applications and policy - Some involvement in community energy but staff working on domestic energy in other teams 	



Appendix E

Eco –Management and Audit Scheme Review

EMAS is an EU accredited environmental management system for continual improvement of environmental performance and management of environmental risk. It is externally verified and allows the council to assure legal compliance by delivery teams with environmental legislation. Table 1 sets out the requirements an organisation must meet in order to become accredited, and how this is currently delivered in Sutton given the decision to integrate OPS and EMAS. The current process depends on a full time officer and focuses on processes rather than the sustainability outcomes achieved.

Table 1: EMAS requirements

EMAS requirement	Sutton Delivery
Corporate Environmental Policy	This is the council's One Planet Sutton policy, drafted by sustainability team
Environmental Review	The sustainability team review and report progress towards our sustainability targets to the One Planet Sutton Board.
Action Programme	This includes all projects/schemes/programmes to set and meet our sustainability targets, and training/communications.
Legal Compliance	The sustainability team manages the council's environmental legislation register, and supports its use by other teams to ensure compliance. Legal compliance across the council is checked by the internal and external auditors.
Internal Audit	This is currently performed by internal audit officers. 24 days a year (previously 45 days) are assigned to check specific areas. The auditor will visit teams and review policies and progress. A report on findings, actions and timescales is produced with an assurance level. These audits often review the closure of issues raised by external auditors in previous visits. The internal audit cost is recharged centrally to all teams.
Environmental Statement	This is an annual statement on council environmental performance which is verified by external audit, and is available to the public. This year the statement was published as the One Planet Sutton Progress Report.
Verification - by accredited external organisation	External auditors undertake audits of the council twice a year. The visits can result in non compliances being raised which must be resolved within a certain time period.
Registration - by independent organisation	Carried out via sustainability team



The current cost of EMAS accreditation (including internal audit team) is £67,686 . This does not include the cost to other teams for officer time spent in audit.

Current Environmental Risk Management System

The Sustainability team pays for annual membership for access to a legal register for environmental risk. The sustainability team identifies teams responsible for each piece of legislation, and reminds all relevant teams across the council to review the register every 6 months.

Each year, over 6 days, external auditors scrutinise sustainability records and interview officers in different teams across the council, this includes examination of council compliance with environmental policy. Internal audit also carry out spot checks on legal compliance during the year, but does not ensure all areas are compliant. Any non compliances raised by audits must be resolved as a matter of urgency to ensure EMAS reaccreditation.

Alternative Risk Management Option

Should the council stop using EMAS, it would need to be satisfied that the council's environmental risks were managed sufficiently by other means. The council's accreditation by Bioregional, as part of One Planet Sutton, does not include legal compliance or environmental risk reduction.

A review of environmental legislation relevant to the council, and EMAS non-compliances raised by external auditors over the last 3 years has been undertaken. There were 64 non compliances but the majority were process based issues e.g. lack of defined methodology for collecting business mileage data. A small number (33%) were identified as areas which presented risks of financial or reputation loss. A comparison of the sanctions under environmental legislation and non- compliances revealed several areas where key risks exist to the council. Key risks identified included waste transfer and disposal, control of dangerous substances (oil, ozone depleting gases) and water discharge activity. The teams involved in management of these risks were identified in services managing waste, parks, facilities management, fleet, environmental health, major projects and programmes, highways, ICT and planning.

The review findings were discussed with relevant service heads and internal audit, to ensure all relevant environmental legislation and key risks were assessed in considering an alternative approach. This established that risk can be monitored by the service provided that the service integrates responsibility for monitoring of data collection and compliance within existing team processes.

Higher risk issues will continue to be monitored via spot checks performed by internal audit. This is estimated to take 10 days per year and the budget for this will be funded as part of internal audit service plan activities. The approach could evolve over time to ensure most efficient delivery of environmental risk management is utilised.

Appendix F

Summary of Key OPS and Sustainability Team Priorities to 2017/18

Key Impact area	OPS Targets	Why Prioritise?	Key Team	Sustainability Team Role	Potential Sustainability Team projects from March 2015
Cutting Carbon Emissions					
Reducing Council energy usage	ZCB1.1: 50% reduction in CO ₂ from Council buildings by 2017, from a 2010/11 baseline.	<ul style="list-style-type: none"> • CO₂ reduction is a Corporate objective • long term resource efficiencies cost savings by council, • Service gap - No other team promotes energy savings 	Asset management	behavioural change promotion	<ul style="list-style-type: none"> • Internal energy switch off campaigns (£300 per year) • Examining options for renewable energy
Reducing Borough energy usage	ZCB 1.3: 20% reduction in borough CO ₂ emissions by 2017 (from a 2007 baseline).	<ul style="list-style-type: none"> • CO₂ reduction is a Corporate objective, links to fuel poverty and money saving for residents, • Residents account for 50% CO₂ • Service gap – No other team focuses on domestic energy 	sustainability	<ul style="list-style-type: none"> • Delivery of behavioural change projects • Sourcing funding • Delivery of domestic and school energy projects 	<ul style="list-style-type: none"> • Delivery of environmental champions/ambassadors project (£12,000) • Facilitating community energy scheme (leases, promotion & potential loan) (£600 printing) • Delivery of new ECO and Green deal scheme • Continuation of school behavioural change energy projects • Creation of funding bids to deliver energy strategy
Increasing council use of sustainable transport	ST1.1: Increase the percentage of Council staff commuting by sustainable transport from a baseline of 42% in 2011, to 52.5% in 2017. New target: Annual reduction in council scope 1, and 2 CO ₂ e emissions.	<ul style="list-style-type: none"> • Corporate objective • links to health • New target is a government requirement and includes CO₂ emissions which are not captured elsewhere, e.g. fleet, business travel.- previously 	transport fleet	monitoring and reporting	



		captured by EMAS			
Increasing Borough use of sustainable transport	<p>ST1.3: Increase the percentage of children travelling to school by sustainable transport from 76% (2009) to 80% in 2017.</p> <p>1.4: Increase the use of sustainable transport from a 2009/10 - 2011/12 average baseline of: 1% cycling to 2.2% cycling 28% walking to 29.6% walking 16% public transport to 17.6% by 2017</p> <p>New target: Reduction in NO₂ annual mean concentrations and annual exceedances, and Reduction in PM¹⁰ annual mean concentrations across all monitoring sites.</p>	<ul style="list-style-type: none"> • Corporate objective • links to health • Required under education and inspectors act • TfL and LIP requires monitoring of these target, and included in council Sustainable Transport Strategy 	transport team	monitoring and reporting	
Cutting Waste					
Reducing council waste	<p>ZW1.1: Reduce waste from council offices by 38% by 2017.</p> <p>1.2: 85% of the waste stream in council offices to be recycled or composted by 2017.</p> <p>New target Achieve an increase in number of items of council office materials reused from previous year.</p>	<ul style="list-style-type: none"> • Corporate objective • resource efficiencies and cost savings 	sustainability	<ul style="list-style-type: none"> • Behavioural change promotion • Delivery of new internal systems 	<ul style="list-style-type: none"> • Corporate behavioural change promotion • Improve corporate recycling system (£2-5,000) • Assist democratic services paper usage (currently costing £0.5m a year)



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Reducing Borough waste	ZW1.3: Reduce waste from households by 5% per household (equivalent to 3,854 tonnes) by 2017 . 1.4: Increase the household recycling rate to 40% by 2017. 1.5: Achieve the Mayor of London's 2017 Emissions Performance Standard of - 0.154 tonnes of CO2 emissions per tonne of waste managed. 1.9: 4,000 tonnes of Local Authority collected waste sent to landfill by 2017.	<ul style="list-style-type: none"> • Corporate objective • aligns with existing data requirements from government single data set. • resource efficiencies cost savings 	waste	monitoring and reporting	<ul style="list-style-type: none"> • Investigate & procure online reuse system for council and partners (£7,000 for 5 years)
Sustainable commissioning and procurement	Relates to all targets New target: Achieve an Increase in % spend by council with SMEs from previous year.	<ul style="list-style-type: none"> • Council is moving to commissioning model, need to embed sustainability in procurement, • knock on impact on ability to reach all sustainability targets 	Procurement, sustainability, commissioning teams	<ul style="list-style-type: none"> • Facilitate in embedding sustainability into procurement processes – training provision, large contract assistance 	<ul style="list-style-type: none"> • Investigate methods to facilitate sustainable procurement • Implementation of sustainable procurement methods(e.g. training) • Assistance with contract management (e.g. Sutton theatres, Leisure centres)
Valuing our Natural Environment					
Protecting Habitats and wildlife	NHW 1.1: By 2017, maintain volunteer numbers participating in nature projects through Sutton Nature Conservation Volunteers from a 2011/12 baseline. (Baseline equates to 600 volunteer days a year). 1.2: 3,000 school children attending biodiversity events per year from 2012 onwards (Baseline 2,800 school children attending	<ul style="list-style-type: none"> • Statutory requirement, • part of governments single data set and high level stewardship agreement 	Biodiversity	monitoring and reporting	



	<p>events in 2011/12).</p> <p>1.3: Develop and implement management plans for Sutton nature conservation sites. (From a baseline of 35 sites with management plans in 2012) to 39 sites in 2017.</p> <p>1.7: To implement 3 river improvement projects identified by the Environment Agency as necessary steps to achieve targets set through the water framework directive.</p>				
Increasing flooding resilience	New target: Flood alleviation schemes implemented for 3 critical drainage areas by 2017	<ul style="list-style-type: none"> • Statutory requirement • reputational risk • This is to replace target SW1.1A. which has already been achieved. 	Highways	<ul style="list-style-type: none"> • monitoring and reporting • Behavioural change promotion 	
Reducing council water usage	New target: Achieve a year on year saving in council water usage	<ul style="list-style-type: none"> • Previously reported via EMAS • Resource efficiencies cost savings 	Asset management	<ul style="list-style-type: none"> • Behavioural change promotion • Facilitate projects set up 	<ul style="list-style-type: none"> • Assisting facilities/asset team with implementation of water reduction schemes
Increasing access to local food	<p>LSF 1.7: Enable an increase in people to take part in growing their own food locally by 2017</p> <p>New target: Increase the number of opportunities for local food producers to sell local produce in Sutton by 2017.</p>	<ul style="list-style-type: none"> • Links to health and wellbeing priorities • Overarching strategic targets • contributes large percentage of a person's CO₂ footprint 	sustainability	<ul style="list-style-type: none"> • Facilitate and drive third sector delivery of local sustainable food 	<ul style="list-style-type: none"> • Assist external partners with bid writing for projects e.g. local food brand
Sustainable development	NHW1.8 : Ensure that 90% of new dwellings built each year from 2012-	<ul style="list-style-type: none"> • knock on impact on ability to reach 	Planning, construction	<ul style="list-style-type: none"> • Advising on individual 	



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	13 onwards (including new build, conversions and change of use) are located on previously developed or 'Brownfield' land. NEW TARGET: Create a revised suite of sustainable development policies for inclusion in the councils new local plan for adoption by 2017	<p>sustainability targets</p> <ul style="list-style-type: none"> Encompasses previous strategic planning related targets for zero carbon and sustainable water. 		<p>schemes</p> <ul style="list-style-type: none"> assisting with funding bids 	
Supporting Healthy Communities					
Community participation	NEW KPI: Number of annual volunteer hours for Sutton library and heritage Services	<ul style="list-style-type: none"> Overarching indicator of progress towards Supporting healthy communities targets 	Libraries and heritage	<ul style="list-style-type: none"> Inclusion in annual report 	
Healthy workforce	NEW KPI: Number of working days per FTE lost due to sickness absence (excluding school staff)	<ul style="list-style-type: none"> Overarching indicator of progress towards Supporting healthy communities targets 	HR	<ul style="list-style-type: none"> Inclusion in annual report 	
Healthy residents	New KPI: Utilisation of outdoor space for exercise/health	<ul style="list-style-type: none"> Overarching indicator of progress towards Supporting healthy communities targets 	Public health	<ul style="list-style-type: none"> Inclusion in annual report 	
Supporting the Local Economy					
Increasing Green industry and infrastructure	SLE 1.7: Facilitate the creation of new green industry and renewable infrastructure in Sutton by 2017.	<ul style="list-style-type: none"> Businesses account for 30% CO₂ emissions SDEN is corporate objective, green industry is an emerging area 	Area renewal	<ul style="list-style-type: none"> Advising on projects, assisting with funding bids 	<ul style="list-style-type: none"> Assist in circular economy investigative work If appropriate assist with project delivery



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		which requires sustainability expertise			
Local economy	SLE 1.3 :Maintain economic activity rate above 80% by 2017 (80.1% as of October 2011 - December 2012). SLE 1.4 Reduce Job Seekers Allowance in 16-64 to 2.5% by 2017(2.7% in Jan 2013).	<ul style="list-style-type: none"> Overarching indicator of progress towards supporting the local economy targets 	Economic renewal	<ul style="list-style-type: none"> Inclusion in annual report 	
	SLE 1.12: Increase the number of residents believing that they can influence council run services in the area to 50% by 2017 (2011 baseline; 41%).	<ul style="list-style-type: none"> Overarching indicator of progress towards supporting the local economy targets 	Commissioning support	<ul style="list-style-type: none"> Inclusion in annual report 	
Overarching environmental improvement	Relates to all targets	<ul style="list-style-type: none"> Monitoring and reporting drives continual improvement in performance No other service reports on certain environmental issues e.g. boroughwide CO₂ 	sustainability	<ul style="list-style-type: none"> Creation of overarching environmental sustainability strategy Monitoring and production of annual report 	<ul style="list-style-type: none"> Annual review/summit (£400) Creation of internal staff environmental network Corporate building health checks, toolkits and training Assist community groups in writing funding bids for environmental improvements