One Planet Living® for local governments and stakeholders

Best practice guidance on actions

September 2019

UNIVERSITY OF WESTMINSTER#

Produced by Jan Gerhards over the course of a doctoral research project funded by the University of Westminster and carried out in collaboration with Bioregional.

The Director of Studies: Dr Dan Greenwood (University of Westminster). Supervisors: Professor Simon Joss (University of Glasgow), Dr Tony Manzi (University of Sheffield), and Dr Matt Wood (Bioregional).

For more information view Jan's ResearchGate profile.

© Jan Gerhards 2019.

Contents

Introduction	2
Actions: good practice examples	3
Health and happiness	
Equity and local economy	7
Culture and community	10
Land and nature	13
Sustainable water	18
Local and sustainable food	24
Travel and transport	27
Materials and products	
Zero waste	32
Zero carbon energy	34
Good practice resources and links	

Introduction

Bioregional has written a set of <u>Goals and Guidance</u> documents for all projects wishing to use the One Planet Living® framework, including one for cities and regions. Those documents form the basis of One Planet Living, laying out what a city should aim for to be truly sustainable, and the high-level actions and strategies that can be used to achieve this vision.

There are two further documents available for local governments and city stakeholders, which can be used to support the high-level Goals and Guidance: (1) guidance on outcomes and indicators; and (2) guidance on best practice actions. This document provides examples of best practice actions and links to further resources. It can act as a reference for municipal officers or members of the community who are developing a One Planet Living vision or action plan for their city of region.

The suggested good practice actions are provided for inspiration, or to show what can be achieved, rather than for direct replication. What works in one context may not work well in another. The examples are also drawn more heavily from European or English-speaking countries, so again may not be appropriate in all contexts. The sources of these good practice examples are provided at the end of this document should users wish to explore further.

Users may also wish to think about the outcomes that these actions attempt to achieve, and other possible ways of achieving them.

Actions: good practice examples

Health and happiness

Who / what?	Examples of actions
Staff, operations and fleet	 Mental first aid training is considered a core skill and training is offered in organisations The importance of mental good health in employees is recognised and employees are supported to stay in work when having mental health issues
Planning and housing	 High-incidence suicide locations, such as railways, high buildings and bridges, are designed to reduce this risk Design inclusive public space that has visible signage, protected bus stops, controlled crossing points, easy transitions at level changes, good paths, and public toilets Ensure that sports/exercise areas are well maintained and well-advertised and provide information/examples of ways to fit exercise into one's daily or weekly routine Ensure that local transport infrastructure and services supports connectivity amongst the elderly and disabled Ensure that new buildings are adapted to the risks of climate change
Health and social care	 Local employers understand the importance of mental good health in their employees, and employees are supported to stay in work when having mental health issues Develop an awards system for schools to recognise their policies and practices regarding sex education Commission models of primary care that address poor access amongst particular groups who have increased need for mental health support Commission primary care services which address the physical healthcare of people with severe mental illness, and the mental healthcare of people with physical long-term conditions Ensure that all of the primary care workforce have access to mental health support and primary care services are commissioned to consider workplace wellbeing Ensure that primary care professionals or GPs and other practice

- staff receive regular mental health training during protected training time
- There is a clear and well-communicated route for mental health support – e.g. at schools, workplaces, leisure centres, cinemas, pharmacies, shopping centres, and restaurants
- Where a person has experienced a mental illness, there is housing and support for them and their families once they leave hospital to help them rebuild their lives
- 'Make every contact count' ensure integration across fire, health and care checks to enable a proactive approach to managing risk amongst vulnerable groups
- Adopt an 'ageing lens' to evaluate all new policies and practices, considering issues such as immunisation, fire prevention, dementia, fuel poverty and housing, and loneliness
- Promote of an 'active citizenship' perspective rather than a
 'deficit' model for elderly or disabled groups, recognising their
 possible contribution in terms of knowledge, skill, and
 experience, providing different opportunities for older people,
 for example through flexible working, inclusive recruitment,
 intergenerational work, lifelong learning, volunteering or
 apprenticeships
- Provide more resources upfront to provide the preventative, proactive and responsive care, and pool resources and funding across health and social care
- Support charities that provide the elderly and disabled with opportunities to connect and socialise
- Use information to improve commissioning, help identify people at risk to support preventative care, with a free flow of information to support targeting/segmentation, care delivery, performance, payment and patient engagement
- Where a person misuses substances, is a smoker or obese, their mental health is part of their support package
- Checking on the mental health and wellbeing of mothers, fathers and siblings is part of the general conversation for health visitors for 0-5s
- Expectant parents are told about the importance of their mental health alongside advice on vitamin supplements and healthy eating; and are given the opportunities to discuss any concerns they have
- Include breast feeding advice as part of support and home visits given to expectant mothers and families, e.g. the Unicef UK Baby Friendly Initiative
- New mothers and fathers are given information about their

- mental health and wellbeing when they are discharged from hospital, with signposting for further information
- Develop an awards system for schools to recognise their policies and practices regarding the prevention of bullying
- Teachers are trained to recognise signs of domestic abuse and provide support
- Ensure a clear and well-communicated pathway to counselling and mental health for victims and perpetrators of domestic abuse
- Ensure that all women have access to a space at a refuge for domestic abuse
- GPs are trained to recognise signs of domestic abuse and provide support
- For outsourced services, ensure that procurement criteria prioritise social impact, e.g. using a trust delivery model
- Create a joint understanding of the value of preventative services, including among health and social care stakeholders/commissioners
- Promote social prescribing amongst healthcare providers, e.g. prescribing physical activity, volunteering, and therapeutic or creative activities
- Develop an integrated health strategy and partnership across local stakeholders including health and care providers, charities, statutory planning departments, leisure and fitness organisations, local government, and other relevant organisations, based on local evidence. Consider areas such as: supporting baby wellbeing; mental health; homelessness; domestic abuse; obesity and healthy eating; social care, poverty and health amongst elderly
- Use experts to deliver sex education in schools

Initiatives

- Mental first aid training is considered a core skill, and is training is offered in organisations
- Ensure children have lessons on mental wellness and resilience in the same way they have physical education lessons
- Ensure that mental wellness of pupils is a key concern for schools, alongside academic attainment
- Provide mental health training for school staff, including 'mental first aid'
- Ensure that mental wellness of students is a key concern for a further and higher education establishments, alongside academic attainment
- Establish a 'reducing the strength scheme' to encourage shops

- to stop selling cheap, high-strength alcohol
- Ensure that bullying and cyber-bullying is taken extremely seriously by schools, people feel empowered to report it and are supported to deal with it, and perpetrators are assessed and supported for their mental health
- Rationalise membership types and categories across leisure, sports, health and fitness services to help make the 'offer' simple to understand, communicate and sell
- Providing sports opportunities at all levels of ability, not just at the top level of ability
- Develop an innovative and modern vision and strategy across leisure, sports, health and fitness services and facilities, in consultation with the local community
- Invest in ageing stock, such as gym equipment
- Use digital technologies to engage pupils with school nursing services, e.g. via text or online messaging

Equity and local economy

Who / what?	Examples of actions
Staff, operations and fleet	 Become an accredited Living Wage employer - ensure that all employees are paid the living wage Provide job-sharing opportunities and part time contracts Create or support apprenticeships for the over 50s who need to change career Develop or support lifelong learning opportunities and training schemes Provide in-house or subsidised apprenticeships Provide flexible working and job-sharing options for new parents Provide flexible working and job-sharing options for the elderly, and shift from a 'deficit' model of ageing to an 'active citizenship' model
Catering and procurement	 Actively promote Living Wage accreditation to suppliers Include the Living Wage as one of the procurement selection criteria Ask contractors to provide training and apprenticeship opportunities Make contracts accessible to all suppliers; break down large contracts; encourage local contractors to bid for contracts; and prioritise small and local suppliers Communicate employment opportunities locally Check working practices of international suppliers against ILO standards
Planning and housing	 Encourage developers to provide apprenticeships through the planning system Support the creation of housing cooperatives, community land trusts, or community development corporations Work with housing associations to improve the provision of affordable housing Promote affordable housing in new property developments through the planning system Facilitate employment opportunities for local workers, through training programmes and paid apprenticeships; where legal, possible or appropriate, prioritise disadvantaged groups Provide job shadowing and work experience opportunities for youth; ensure site personnel are available to share their experiences and capabilities with youth at school or community

- meetings/ presentations; deliver a training scheme in sustainable construction for interested youth, and explore the possibility of accreditation
- Develop an economic strategy aligned to, or incorporated into the area's sustainability strategy; consult with local business partnerships; take economic concerns into consideration when regenerating via a wide-ranging consultation with business stakeholders.
- Gauge local demand through flexible letting trials or pop-up venues, to inform planning strategy
- Incorporate Business Improvement Districts within the spatial plans and economic strategies
- Work with social housing providers to provide integrated skills, employment and mental health support

Initiatives

- Work in partnership with job support services to provide training and support to the unemployed
- Provide up-to-date digital services, providing vulnerable or isolated groups with digital access and computer classes
- Establish an art gallery and cafe that features art by the homeless and trains them with an employability school
- Create business incubators linked to local university tech research teams
- Provide advice and support for the creation of workers' cooperatives
- Create local 'workhubs' with flexible premises and shared access to facilities with faster broadband
- Create local business partnerships for improved collaboration and governance
- Develop a business support scheme based on targeted industries, e.g. providing loans, flexible workspaces, training schemes, coaching, advice or subsidised apprenticeships
- Develop a green business support scheme, e.g. providing loans, flexible workspaces, training schemes, coaching, advice or subsidised apprenticeships
- Establish 'high street hubs' in key vacant shops to accommodate activities that help develop local economic sustainability; these could range from local currency development (like the Brixton \pounds) to local food distribution and tool share/exchange schemes (NB: these are not general 'community centres')
- Provide a small business and start-up support scheme, e.g. providing loans, flexible workspaces, training schemes, coaching, advice or subsidised apprenticeships

- Be a Living Wage Friendly Funder when providing grants
- Promote the living wage in the local community
- Encourage local organisations to offer flexible working and jobsharing options for the elderly; shift from a 'deficit' model of ageing to an 'active citizenship' model
- Encourage local organisations to offer flexible working options for new parents
- Promote job sharing to organisations in the local community
- Engage university researchers in local economic research
- Provide integrated employment, skills and mental health support to the long-term unemployed, in partnership with local organisations
- Develop pooled public sector apprenticeship or training schemes across multiple localities
- Encourage developers to provide apprenticeships through the planning system

Politics and governance

- Create Asset Backed Vehicles for public sector assets, to consolidate the use of space and leverage investment
- Create partnerships for larger-scale development and infrastructure investments, where necessary
- Explore the use of Municipal bonds and Community Infrastructure Levies
- Explore the use of Tax Increment Financing
- Use pension funds to leverage investment

Culture and community

Who / what?	Examples of actions
Staff, operations and fleet	 Explore opportunities for staff to volunteer in the local community or provide charitable support Organise annual or monthly social events Develop dispute resolution and whistle-blower policies
Planning and housing	 Pursue the principles of Shared Space in public space development and planning guidelines Engage citizens in participatory design and planning, for example using 'design charrettes', 'planning for real' with 3D models of a local area, or through 'participatory strategic planning', and make residents an equal partner in the master planning processes Ensure resident participation in Business Improvement Districts Identify key historical features or heritage assets to be protected or incorporated into future developments, e.g. covering local building materials, colours, architectural styles, heights and forms, continuity across buildings, and local or regional plant species Include heritage features in planning guidelines, e.g. covering local building materials, colours, architectural styles, heights and forms, continuity across buildings, and local or regional plant species Program interim uses in existing buildings and sites to animate the area in early stages of development Identify heritage routes through a community, through relevant cultural or heritage sites
Initiatives	 Make libraries available as a space for community events Run writing competitions for students and young people Run an outreach programme for primary schools, encouraging library visits, training library staff in student engagement Invite authors to deliver book readings and invite school groups to these, to promote literacy amongst the young Run storytelling classes and workshops in libraries to help develop young people as readers and writers Support charities, mentoring schemes, sports schemes and community rehabilitation companies which help to prevent young people becoming involved in crime and gangs Develop educational programmes that link students with local

- heritage, history and geography, working together with museums and cultural centres
- Provide designated spaces for street artists to produce and display their work
- Create public art through a collaboration between artists and residents
- Create a public space that is designated for live music, and run events throughout the summer
- Commission public art, such as murals or sculptures, which celebrates local culture and heritage, or find ways of including or interpreting local heritage into local designs
- Organise an annual festival celebrating local arts and culture
- Outdoor summer film screenings in public parks or spaces
- Support a theatre or dance group that works with people with disabilities or learning difficulties
- Encourage a more diverse workforce in the arts sector, to help reach out to a wider audience
- Create pop-up galleries or arts venues in vacant lots in the city centre, working with local residents and artists
- Use existing public spaces as pop-up theatre venues
- Develop partnerships between the arts sector and nursing homes, care homes or hospitals
- Provide a music programme to give young people the chance to pursue their passion and talent for creating and producing music
- Establish a museum celebrating a locality's past, present and future
- Establish museums or galleries in shared spaces, such as theatres or community facilities
- Run exhibitions that help communities explore their shared history through historic maps, records, photos or archive
- Crowd-source stories from the local community, providing training on research and writing
- Work with local collectors in delivering exhibitions
- Develop links between university researchers and museums
- Encourage a more diverse workforce in the museum sector, to help reach out to a wider audience
- Run a film-making project and host a local film festival, helping residents develop skills and highlight local issues
- Provide training and information to schools, parents and youth groups to prevent young people becoming involved in crime and gangs

Crime and

• Promote the sharing of information on crime to police, e.g. from

police residents or taxi drivers and through multi-agency partnership working • Provide family- and trauma-focused therapy programmes to help foster positive changes and prevent young people becoming involved in crime and gangs **Politics and** • Explore new methods of getting feedback on services, such as using electronic 'feedback kiosks', 'mystery shopper' volunteers governance who audit services, or 'user panels' that meet to discuss specific services Engage citizens using innovative consultation methods, such as 'citizen advisory groups', or demographically representative 'citizens' panels' • Engage citizens in deliberative participation, for example using large-scale 'citizens' summits' or '21st century town meetings', 'citizens' juries', 'deliberative polling', 'deliberative workshops', or focus groups • Establish 'one stop shops' to enable citizens to come for help, advice and information on a range of services offered by the local government • Digital engagement: adopt a new method of digital engagement, using tools such as 'online discussion groups', 'online consultations', 'local issues forums' or using 'ePanels' • Provide robust controls against fraud, bribery and corruption within the council • Ensure that the local government has clear reporting or whistleblowing policies, undertaking 'mystery whistle-blower' tests to check the effectiveness of the policies

Land and nature

Who / what?	Examples of actions
Local authority land and buildings	See biodiversity management (below)
Planning and housing	 Make biodiversity surveys and impact assessments compulsory for large developments or those built on any green space Recognise the value of local biodiversity in policy documents, including ecosystem services, human health and amenity value Develop biodiversity guidelines in the local planning policy, encouraging developers to utilise existing biodiversity (instead of removing then re-planting), and making it compulsory to use a proportion of native plant species Incorporate biodiversity and conservation principles into all relevant local plans and strategies, including the local planning policy, economic plan, transport policy and water management plans Routinely inspect all new developments to ensure compliance with development plans, and impose penalties on developers who damage or destroy local biodiversity Recognise the potential biodiversity value of disused brownfield habitats, aiming to preserve aspects of habitats where possible Investigate a possible moratorium to cease planting of invasive weed species Provide incentives for developers who retain significant natural features, or who produce designs that enhance and protect biodiversity Conduct strategic environmental assessments that compare conservation objectives with development scenarios Ensure that verges along major arterial roads are planted with appropriate local native flora Identify indigenous tree and shrub species suitable for planting along verges and medians to create biodiversity linkages Identify existing wildlife linkages and the actions needed to protect and enhance these corridors Provide safe animal passages along biodiversity corridors and provide means to direct animals to them Save and reuse materials harvested from site work, e.g. wood chips or topsoil

Biodiversity governance

- Avoid clearing during nesting season; control noise and dust
- Invite angling and bird watching organisations to sponsor activities or help with developing plans
- Adopt an ecological charter that specifies policies on: native plants and habitats; use of pesticides, herbicides and fertilizers; pruning, weeding and replanting; outdoor activities
- Develop guidelines encouraging and promoting the management of edible vegetation
- Harmonise the actions of all role-players through strategic planning and partnerships across government departments and local organisations
- Implement appropriate awareness-raising, training, partnerships, institutional arrangements and capacity-building across government departments
- Develop partnerships with relevant neighbouring local governments to address cross-border biodiversity issues
- Set an area's biodiversity strategy within broader strategic issues of the urban ecological network that sets the scene for local biodiversity protection
- Determine the values and uses of biodiversity to local communities
- Ensure buy-in from key decision makers and top-level management of the city
- Determine and express the value of corridors in biodiversity policies and guidelines

Biodiversity management

- Add installations or modifications to man-made structures and buildings, such as bird boxes, bat boxes and voids, bee hotels or insect boxes
- Install or promote roof gardens, green roofs and living walls
- Plant native trees in public spaces
- Shade open, paved areas with deciduous trees to reduce the summertime heat island effect but allow sun in winter
- Add flower beds or planters to public built space
- Create example gardens and verges that advertise the use of local native plants
- Identify significant biodiversity assets on land owned by government organisations or closely regulated entities, including hospitals, schools or education facilities, local government, parks, transport facilities, water companies, etc.
- Develop a list of priority environmental weeds for control and ensure that isolated and new infestations are targeted for control

- Train relevant staff in biodiversity conservation, management skills, the identification of weeds, native and priority species, etc.
- Develop a local template management plan and specific management plans for each natural area. Specify policies on: native plants and habitats; use of pesticides, herbicides and fertilizers; pruning, weeding and replanting; outdoor activities
- Investigate the opportunity of growing native plant stock at the city nursery or establish a city nursery
- Ensure that the city follows the same policies and guidelines it imposes on developers so that the City leads by example in reducing risks to biodiversity
- In parks, squares and amenity space, establish species-rich lawns, ornamental trees and shrubberies using native species; select ornamental plants for their benefit to local fauna; plant grassed areas with a mixture of wildflowers, clover, and native grasses that do not need to be mowed
- Where possible benefit biodiversity with native boundary hedges, trees with grassland verges, species-rich grassy paths, small ponds and other features to attract wildlife including bird boxes, bat boxes and bee hotels
- Establish species-rich grasslands on low fertility ground, maintained by a variety of cutting regimes which may result in grass of varying height
- Plant native trees and scrub with associated woodland ground flora
- Control access to natural areas to reduce the level of humaninstigated biodiversity destruction (e.g. fencing; paths; boardwalks etc.)
- Start intensive rehabilitation projects; develop a native tree nursery for on-site restoration purposes
- Implement wildlife enhancement plan (e.g. build bird boxes, bat houses, native bee homes, strategic drainage areas for amphibians, protect tree trunks from machinery, etc.)
- Avoid excessive 'tidiness' of natural habitats within an urban park e.g. removal of fallen leaves and dead wood reducing biodiversity
- Plan plantings to ensure continuous blooms throughout growing season that provide continuous, diverse food supply to bees
- Ensure that local native species are preferentially used in landscaping wherever practicable
- Identify local specific species or ecosystems of concern, those which are priority species, the level of risk, the locations where

- they persist, and management plans for them
- Protect and conserve IUCN Red List fauna and flora species
- Create a strategic plan for the management of trees on site (tree policy, tree registry, planting and maintenance program); if pruning and felling of trees is needed, return biomass to on-site ecosystem
- Develop a significant tree and plant register for the city
- Identify indicator species and reference sites for monitoring these
- Develop a GIS and Environmental Information Management
 System accessible by all staff, include relevant ecological
 information, e.g. key spaces and ecosystems, core and satellite
 nodes, flora and fauna lists, species and ecosystems of concern,
 significant trees and plants, etc., and train staff to use this
- Develop management guidelines for biodiversity linkages that integrate residential gardens; encourage residential gardeners to plant species which complement the city's biodiversity linkages
- Provide signage for wildlife interpretation and education, and explore linking this to local pathways; install signs describing and illustrating indigenous plants, animals, habitats, breeding seasons, nesting behaviours and other information about local sites
- Develop a nature walk throughout the area, with information boards along the route describing and mapping the features
- Keep the city's website updated with all relevant information about biodiversity for residents and businesses, including reporting on biodiversity indicators and local volunteering opportunities and biodiversity events
- Establish a work experience program for students to work with public agencies or biodiversity charities

Initiatives

- Establish long-term supply agreements with local nurseries to ensure a quality supply of local provenance native plants for the city's landscaping requirements; develop partnerships with local nurseries and industry bodies to promote the cultivation of local native plant species, stop the cultivation of potential weeds, and promote effective monitoring of diseases
- Provide in-kind support, plants and materials, technical advice and loan of equipment to community groups working on projects to maintain local biodiversity
- Encourage residents/businesses to plant local native flora in their gardens and verges by introducing a voucher scheme which can be exchanged for local native plants at a local nursery

- Develop a programme of community workshops demonstrating best-practice gardening or biodiversity management
- Give walking tours so that the local community can learn about flora and fauna
- Engage the local community in biodiversity monitoring
- Promote lifelong learning with nature through participatory activities, living labs on site, and active environmental education programs targeted at all ages; educate residents regarding lifestyles and behaviours that impact wildlife
- Establish a volunteering scheme for students who wish to learn about biodiversity and conservation, possibly together with a local environmental charity
- Use community intranets or city websites to post wildlife-related projects that need volunteer groups
- Provide tools, materials and guidance for resident involvement in community gardening
- Provide opportunities for residents to update the wildlife inventory and sightings on the city website
- Develop resident guidelines with suggested practices for supporting local biodiversity, such as using sustainable gardening practices, using native plant species in gardening, where to obtain these, and information about domestic pets and protection and awareness of wildlife
- Develop commercial tenant guidelines, including suggested practices for maintaining and supporting local biodiversity where relevant
- Create and implement programs for local primary schools that promote biodiversity awareness, possibly in partnership with local charities
- Work with academic institutions and government agencies to encourage development of biodiversity related research projects

Sustainable water

Who / what?	Examples of actions
Local authority land and buildings	 Promote drought-tolerant plants for use in landscaping throughout the community Estate managers to conduct survey of potential water-saving measures across sites, e.g. using dual flush cisterns, and rainwater harvesting and greywater reuse Implement a water efficiency retrofit across properties
Planning and housing	 Establish or protect wetlands and recognise them for their biodiversity value and contribution to flood risk management Incorporate wet woodland into plans, suitable for soils subject to frequent water logging such as those next to rivers - e.g. groups of alder, willow and birch with associated ground flora Incorporate reedbed wetlands into plans (including drainage features) - dominated by common reed, but which may be comprised of other locally appropriate, native wetland plants Create or rehabilitate ponds and water features that store water as well as providing aesthetic and biodiversity benefits; create them with shallow margins and native wetland vegetation Create and maintain urban wetlands comprising rills, swales, infiltration trenches, rain gardens and ponds (components of SUDS) Raise awareness regarding wetland values, protection, rehabilitation, policies and regulations and encourage involvement by individuals, groups, corporations and industries in all aspects of wetlands protection and rehabilitation Calculate the proportion of a jurisdiction's surface area which is permeable to water Increase infiltration in urban areas, through permeable land cover and road surfaces, and combine this with underground storage; utilise green infrastructure design methods such as green rooftops, porous pavements for low-traffic areas, minimization of impervious surfaces, narrower streets, rain harvesting, extensive tree canopies over impervious pavements to intercept rainfall, and other strategies Create public spaces or parks that can act as temporary floodwater storage Improve the retention of rainwater at its source – e.g. rainwater harvesting can help with both water conservation and reducing flood risk

- Separate foul- and storm-sewers to prevent flood water becoming contaminated with waste
- Design roads and gully pots to better deal with and divert high volumes of water
- Ensure the local spatial plans locates critical infrastructure away from floodplains
- Do not permit building on floodplains except where buildings are highly flood resilient
- If developers do build in floodplains protected by public defences, use financial instruments such as floodplain charging to recoup costs of defences
- Develop landscape design to minimise the need for exterior irrigation by using a combination of natural and/or drought tolerant vegetation, small irrigated areas, and weather-based irrigation systems
- Develop civil infrastructure to ensure remaining irrigation is met with non-potable water
- Include water conservation in planning guidelines, with guidance on products, product labels, rainwater harvesting and reuse, and smart meters
- Use variable infrastructure developer charges for new developments to encourage water efficiency measures
- Any refit or upgrade of existing social housing should include water efficiency measures, e.g. the installation of showers in homes where there is only a bath

Freshwater resources and utilities

- Promote drought-tolerant crops to farmers surrounding the city, to increase the resilience of livelihoods and the food system
- Develop a program of planting in sumps with nutrient stripping plants to ensure nutrients are removed before they enter the groundwater
- Identify and protect key priority wetland areas; prioritise the rehabilitation and conservation of wetlands, particularly upstream from settlements
- Implement environment friendly stormwater management policies that reduce the impact on aquatic ecosystems
- If your area has any septic tanks, investigate connecting them to the main sewage network
- Investigate and make recommendation on how the city could provide incentives for residents to use slow release nonphosphorous fertilisers and soil wetting agents
- Develop an accessible, computerised database for wetlands and use this information to produce a readable report for the public

- outlining wetland targets and trends
- Establish a water information system, in partnership with authorities and water companies across a catchment area, that includes drought and water supply, to inform customers and policy makers
- Audit and monitor land fertilising practices in and around cities, especially around wetlands
- Develop a standardised method of testing the city's freshwater bodies through partnerships with key government agencies and universities to monitor changes in the quality of freshwater areas
- Audit and monitor the city's street-sweeping practices to ensure that they are effectively keeping street waste out of drains
- Develop and implement a water conservation plan to reduce the level of groundwater extraction by the city and improve groundwater levels
- Establish a water information system, in partnership with authorities and water companies across a catchment area, that includes drought and water supply, to inform customers and policy makers
- Work with water companies to fit water meters in the homes and non-residential properties, supported by tariffs to protect vulnerable customers
- Work with water companies to develop customer engagement programmes for behaviour change and water-saving devices

Flood risk management

- Increase upstream rural water storage with detention ponds, wetlands, or riparian / floodplain impoundments; explore a possible incentives scheme
- Work with upstream rural communities to increase rural infiltration with buffer strips, extensification, afforestation or field drainage (to storage); explore a possible incentives scheme
- Improve river defences, such as floodgates, dikes or embankments
- Construct pipes or channels to convey flood waters to an adjacent catchment or drainage system, pumped diversions to storage areas
- Change the shape of river channels to manage the rate of flow passed down stream
- Add water storage on riverbanks, such as temporary impoundments, wetlands, or temporary floodplain storage
- Retrofit houses with flood-proofing and resilience measures as part of community-wide retrofit initiatives

- Run community outreach programme to increase awareness of flood-proofing and flood resilience measures homeowners can add to their properties in high-risk areas, and encourage homeowners to be insured against flooding
- Provide targeted health and counselling services to deal with the aftermath of flooding
- Establish or support community flood groups and ensure that community members are aware of flood plans and prepared should they need to implement them
- Establish community flood plans and support families in the creation of their own flood plans, which may include temporary flood defences, warning disseminations, evacuations, and moving people, possessions, pets or livestock
- Plan to create emergency diversions through channels or dykes
- Build demountable flood defences in high-risk areas
- Invest in high-volume pumps for diverting flood water during a flood
- Undertake modelling of water flows to the urban area to assess ways of reducing flood risk, such as water storage, changes to road design, diversion channels and SUDS, and incorporate this learning into the local area plan
- Audit and monitor existing stormwater management systems to see where improvements could be made
- Forecasting and warning: to provide sufficient time for people and organisations to take effective mitigating actions prior to floodwater arriving; flood-forecasting systems: improved sensing, forecasting, modelling, and updating of model predictions during the event; warning dissemination systems (including take-up)
- Identify, map and prioritise the city's catchment areas and store this information with the GIS system

Coastal habitats and flood risk

- Develop a project to erect education signs along coastal foreshore reserves to improve the community's understanding of coastal biodiversity
- Conduct research into existing modelling predictions for sealevel rises due to climate change with respect to beach and dune loss and develop strategic responses
- Realign or abandon of coastal defences
- Establish structures, features or devices to reduce the energy of near-shore waves and currents such as beach nourishment, offshore barriers, energy converters or modified morphology
- Promote the formation of natural landforms to provide coastal

protection against flooding

 Partner with key government agencies, local universities and other expert bodies to monitor changes in the marine environment, the impacts of coastal development, shoreline erosion and accretion

Initiatives

- Include water conservation in environmental education programmes in schools
- Work with local suppliers to establish training schemes and standards for the installation of rainwater harvesting and greywater reuse
- Include water efficiency measures as part of an energy retrofit programme across the public sector, schools, commercial properties and housing, e.g. low-flow shower heads, dual flush cisterns, and rainwater harvesting and greywater reuse
- Any refit or upgrade of existing social housing includes water efficiency measures, and the installation of showers in homes where there is only a bath
- Retrofit houses with flood-proofing and resilience measures as part of community-wide retrofit initiatives
- Run community outreach programme to increase awareness of flood-proofing and flood resilience measures homeowners can add to their properties in high-risk areas, and encourage homeowners to be insured against flooding
- Investigate and make recommendation on how the city could provide incentives for residents to use slow release nonphosphorous fertilisers and soil wetting agents
- Engage residents and businesses in using non-toxic personal hygiene and household cleaning products, avoiding pesticides and using compost rather than fertilizer to reduce pollutants entering surface waters and ground water
- Engage residents and businesses to promote proper disposal of hazardous wastes to avoid hazardous pollutants from entering surface waters and groundwater
- Create an eco-cleaning guide for businesses and residents
- Allow residents to compare the water savings of buildings via the city website or community intranet
- Commission public art inspired by water in water-scarce areas
- Develop resident guidelines with suggested practices to save water, plus information on community flood groups and actions to take in the event of flooding, where relevant; ensure replacement plumbing fixtures in buildings achieve the same or higher reductions in flow levels as initially designed; establish guides and standards for property owners to manage water

naturally and effectively across their property including
incorporating strategies for pervious surfaces and raingardens,
rainwater capture and storage, and greywater reuse

Local and sustainable food

Who / what?	Examples of actions
Catering and procurement	 Adopt a policy to buy Fairtrade foods in at least four categories including tea and coffee, and look into receiving Fairtrade status Adopt a policy to buy only sustainable fish: buy fish that is MSC certified, or better still, avoid any fish on the Greenpeace red list, and also look into MSC certification Adopt a policy to buy local, seasonal, organic or other sustainable food where possible - and look into accreditation on the Food for Life programme or another national scheme Adopt a policy to buy cage-free or free-range eggs - and look into becoming accredited with a Good Egg Award or other national award scheme Adopt a policy to buy meat and dairy only from outdoor-reared animals - and look into becoming accredited with a Farm Animal Welfare Award or other national award scheme; try to reduce the amount of meat and dairy used in cooking, provide vegan options and try meat-free days
Planning and housing	 Map access to healthy foods in consideration of factors such as transportation routes, income and health data, proximity to schools Public health experts and appropriate health bodies are consulted on developing spatial plans, and planning applications Include access to fresh, healthy food outlets in local spatial plans, supplementary planning documents or other planning policies Support a city farm, community garden or allotments by allocating public land and/or providing funding Recognise the importance of community food growing within local planning policy, providing guidance for food growing spaces to developers, and creating allotments or community gardens in existing public spaces, or supporting the creation of a city farm
Initiatives	 Community mapping of sustainable food resources - growers, processors, suppliers, and servers Develop an awards scheme for healthy food in schools Encourage schools to grow food by signing up to support a school food growing initiative or by starting one (e.g. Food Growing Schools: London)

- Encourage organisations to adopt a policy to buy Fairtrade foods in at least four categories that include tea and coffee and look into receiving Fairtrade status. Possible relevant sectors include: primary schools / secondary schools / early years settings / care homes / community catering such as meals on wheels / workplace canteens such as local authority buildings and other civic centres, libraries and galleries
- Actively participate in a local Fairtrade steering group
- Encourage organisations to adopt a policy to buy only sustainable fish: buy fish that is MSC certified, or better still, avoid any fish on the Greenpeace red list, and look into MSC certification. Possible relevant sectors include: primary schools / secondary schools / early years settings / care homes / community catering such as meals on wheels / workplace canteens in local authority buildings, civic centres, libraries and galleries
- Make the Fish Cities pledge for one or more sectors of local authority catering (this is a UK initiative for the sustainable procurement of fish)
- Roll out a healthy schools programme (such as the Food for Life programme) across schools
- Encourage organisations to adopt a policy to buy cage-free or free-range eggs - and look into becoming accredited with a Good Egg Award or other national award scheme. Possible relevant sectors include: primary schools / secondary schools / early years settings / care homes / community catering such as meals on wheels / workplace canteens in local authority buildings, civic centres, libraries and galleries
- Encourage organisations to adopt a policy to buy meat and dairy only from outdoor-reared animals and look into becoming accredited with a Farm Animal Welfare Award or other national award scheme. Encourage them to reduce meat and dairy purchasing, provide vegan options and have meat-free days. Possible relevant sectors include: primary schools / secondary schools / early years settings / care homes / community catering such as meals on wheels / workplace canteens in local authority buildings, civic centres, libraries and galleries
- Encourage local retailers to grow some of their own produce in planters and window boxes as edible decoration
- Develop or participate in a healthier catering scheme for businesses (such as the Healthier Catering Commitment)
- Create a schools initiative to educate students on the food system, including healthy foods; the carbon intensity of certain

foods; sustainable fishing; animal welfare and industry practices; local, seasonal or low-impact farming methods; alternative diets; and waste reduction

- Commit publicly to support the set-up of a local food partnership
- Run a consultation on setting up a local food partnership
- Support the work of food growing charities that work in the local community

Travel and transport

Who / what?	Examples of actions
Staff, operations and fleet	 Adopt low emission or alternative fuel vehicles when upgrading fleet Run a scheme to offer workers subsidised public transport Give priority parking for multiple-occupancy cars to reduce parking pressures on businesses and incentivise car sharing Use bicycle courier/delivery services for local deliveries, where possible Run cycle-to-work schemes offering: secure cycle parking, cycle training, showers, and subsidised bicycles and electric bicycles Organise and promote walking meetings Encourage and enable home working Invest in communications technology and encourage online collaboration and meetings, avoiding the need for travel Providing flexible start and finish times to avoid peak hours
Planning and housing	 Create safe walking and cycling routes to schools, including the use of clear crossings and barriers, planters and art designs Allow temporary measures such as road closures for street parties, events or children's play areas (through organisations such as Playing Out), in residential areas or in the city centre Decrease traffic volumes by restrictions or congestion charging; divert non-essential traffic from urban centres Ensure pavements are high-quality, well-lit, accessible, level, clear from obstruction, with protection along routes so that all people – children, pedestrians, wheelchair or scooter users – can travel safely Establish 20mph speed limits and limit residential parking spaces in central areas Create or redesign streets to prioritise public space, public seating, green infrastructure, cycling and walking, and space that can be used flexibly by cafes, restaurants and shops Work with neighbourhood groups and the local community to creatively (re)design residential spaces for social space and children's play, using tools such as www.trafficchoices.co.uk and organisations such as Sustrans and Playing Out Ensure potential labour pool has access to bus routes – integrate bus routes into local economic development plans Reduce and limit the ratio of parking spaces to dwellings, to discourage car ownership

- Establish refuelling/charging points for low emission vehicles
- Create parking spaces for car-sharing organisations within communities, and allocate the most convenient parking spaces dedicated for car sharing, disability access, or aged and pregnant drivers
- Establish electric charging points in car parks and other prime locations, and encourage developers to add charging points to garages or parking spaces
- Ensure there are clear and simple wayfinding signs established across the city to help cyclists, pedestrians and other users to connect their journeys and make our streets more legible
- Improve cycle parking across the city
- Further develop walking and cycle routes to connect communities with key destinations, working across administrative boundaries if necessary
- Create more direct routes that make walking and cycling an easy and pleasant experience

Initiatives

- Install electric charging stations at parking spaces and / or in garages
- Partner with car sharing and car club businesses to promote car sharing, in particular promote electric or low-emission vehicles
- Encourage more businesses to use a freight consolidation centre, helping to reduce their contribution to noise, emissions, air pollution and traffic
- Coordinate alternatives to freight during peak hours, such as 'Out of hours' deliveries and rail freight to ensure that heavy vehicles do not enter the city during peak traffic times
- Establish or support the opening of freight consolidation centres in strategic locations outside the city to reduce traffic, air pollution, emissions and traffic

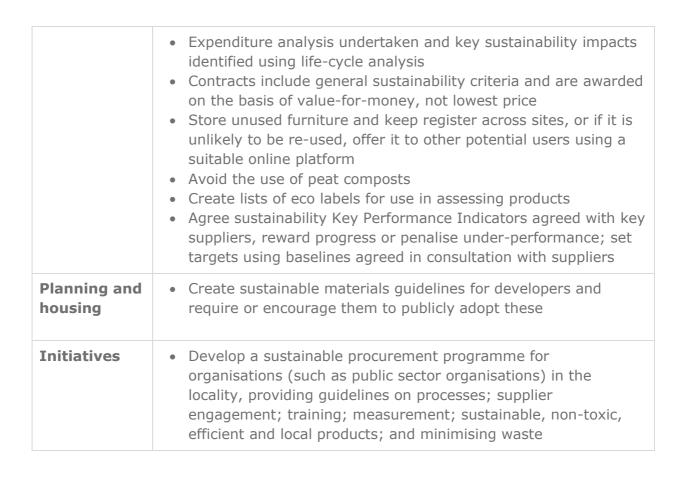
Public transport

- Create a 'park and ride' service to reduce traffic burden on the city centre
- Develop or promote integrated, flexible ticketing options, including smart cards, mobile or online payment systems that speed up boarding times
- Establish or improve ferry services
- Electrify local or light rail services
- Provide more frequent rail services
- Ensure that all public transport stops and stations are well-lit, legible, provide accessibility, and with good information, with shelter where possible

- Introduce fare reductions for key user groups
- Invest in new transport infrastructure, such as rail links or tram services
- Open more local railway stations
- Restructure roads to include more space for public transport, such as continuous bus lanes and priority junctions
- When upgrading buses, invest in low-emissions vehicles, such as biodiesel / hybrid / electric

Materials and products

Who / what?	Examples of actions
Catering and procurement	 For construction, use recycled road materials, reclaimed or sustainable timber (e.g. FSC certified) and low embodied energy materials Buy wood products from recycled / reclaimed wood or sustainable new timber (e.g. FSC certified) Reduce plastic use, buy recyclable plastics, use alternatives to PVC, and buy cleaning products with reusable containers / in bulk Ensure old refrigeration or air conditioning systems (manufactured before 2001) have ozone depleting substances removed before disposal Use paper that is recycled (e.g. NAPM) or sustainably sourced (e.g. FSC certified) Buy appliances with a high Energy Label rating and computers with the Energy Star rating Avoid harmful chemicals for cleaning and use eco products Avoid paints containing VOCs Use tap water from drinking fountains rather than bottled water Identify sustainable procurement champion Develop staff training and train key / all staff; include in staff induction Include sustainable procurement in staff competencies and selection criteria Publicise achievements in sustainable procurement on website Share good practice on sustainable procurement with other organisations Publish sustainable procurement policies and guidelines Performance objectives and appraisal include sustainable procurement factors Agree overarching sustainability objectives for the procurement process Ensure sustainable procurement policy in place is endorsed by CEO, and communicate it to staff and key suppliers Engage suppliers and communicate procurement policy to them; establish a targeted supplier engagement programme, promoting continual sustainability improvement Regularly review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies



Zero waste

Who / what?	Examples of actions
Staff and operations	 Provide signage with recycling information Use waste audits to (a) find out which whether bins for non-recyclables contain recyclables and (b) whether bins for recyclables are contaminated with non-recyclables, then communicate common mistakes to all staff Store unused office equipment and furniture, record on a register, and reuse across sites, or if it is unlikely to be re-used, offer it to other potential users using a suitable online platform Run a regular communications campaign with staff to ensure they know what needs to be recycled, the results of a recycling contamination audit, and any feedback on waste diverted Increase recycling bin provision across sites and offices
Procurement and catering	Incorporate waste reduction strategies into procurement and engage suppliers in waste reduction
Planning and housing	 Establish central collection points for materials that are not picked up by municipal recycling services, potentially including batteries, light bulbs, etc. Create a community-focused reward schemes where some of the money saved through recycling is fed back to the community Conduct a wide-reaching, coordinated programme of sustained communications in relation to recycling; this could include publishing annual data that puts a value on the volume of recycling material collected and disposed of, to help provide tangible evidence of the wider benefits to be gained from recycling and of its value to the community Conduct a locally relevant waste audit where residents are informed of common types of recyclables that are often disposed of in general waste (and continue to engage in education on avoiding contamination of recyclables), then provide an education / engagement programme around recyclables contamination Run a wide-ranging and coordinated programme of sustained communication, including information on recycling rates, waste diverted, money saved, and any community rewards Use pictorial based communication material to overcome literacy

and language barriers • Launch a forum to foster joint working between waste collection services and property managing organisations • Collect a wider range of recyclables, such as pots, tubs and trays; e.g. have a three-bin system for organic waste, recyclables and residual waste • Where there is no home collection of organic waste, intersperse community compost bins through the community in close proximity to residents, food vendors, and gardening areas • Reduce the capacity of bins for non-recyclables; do not permit residents to have two bins for non-recyclables • Reduce the frequency of residential waste collections, e.g. collect every two weeks - or collect recycled waste more frequently than non-recycled waste Collect organic waste from home, and offer food waste caddies and bags • Offer home composting bins to residents Waste • Create and communicate a construction waste management collection plan, including metrics, performance indicators and worker and disposal engagement **Initiatives** • Develop and implement a locally-relevant circular economy programme, agreed in consultation with local stakeholders, explore uses of major sources of non-residential waste and link to circular economy programme • Develop a waste reduction and recycling strategy across all public sector organisations, taking into account procurement, waste audits, communication campaigns and recycling facilities

Zero carbon energy

Who / what?	Examples of actions
Local authority land and buildings	 Install solar hot water systems Replace fossil fuel boilers with biomass boilers or ground or air source heat pumps Install solar PV to generate electricity Switch electricity supplies to a renewable tariffs Switch some or all of gas supply to biogas Invite suppliers to assess the appropriateness and financial viability of solar hot water, solar PV, a biomass boiler, heat pumps, draft proofing, loft and wall insulation Ensure that procurement policy prioritises products with high energy efficiency Install low energy lighting such as LED lighting Install insulation where possible and financially viable (loft, cavity wall, internal or external solid wall insulation) Install new energy efficient windows Draught proof local government buildings Encourage staff to switch off lighting and appliances when not in use, as part of a sustainability behaviour change programme
Planning and housing	 Encourage developers to make use of district heating systems, biomass boilers, heat pumps, solar panels, solar hot water, ESCOs and renewable energy tariffs where possible, either through statutory powers or voluntary guidelines and declarations Encourage developers to adopt ambitious energy efficiency standards, either through statutory powers or voluntary guidelines and declarations Encourage developers to make use of BEPIT or another methodology to close the energy efficiency performance gap in new-build homes between design and operation, conducting tests to ensure buildings perform at or close to their designed efficiency
Initiatives	 Create an inventory of city-wide emissions using an established methodology such as PAS 2070 Join an international climate network such as C40 Cities or the Global Covenant of Mayors Work with local suppliers to establish training schemes and standards for the latest green energy technologies

- Develop a programme to engage local organisations in improving all aspects of their energy performance and in reducing greenhouse gas emissions due to buildings, including energy surveys, partnering with suppliers, installing green energy technologies, installing insulation, efficient appliances, energy monitoring and employee behaviour
- Develop a programme to engage public sector organisations in improving all aspects of their energy performance and emissions due to buildings, including energy surveys, partnering with suppliers, installing green energy technologies, installing insulation, efficient appliances, energy monitoring and changing employee behaviour
- Develop a scheme for incentivising landlords to upgrade their buildings
- Train residents, or work with local companies, charities, students or community groups, to develop a survey and outreach campaign, which can be linked to a residential retrofit 'offer' based on coordinated finance and services available, covering energy efficiency, heat and solar PV installations
- Develop an 'offer' to the commercial or non-residential sector, based on finance available, covering energy efficiency, low carbon heat and solar PV installations
- Work with universities to assist with mapping the energy efficiency of an area's buildings as a research project
- Identify all available databases of building stock (e.g. energy performance certificate databases, etc.) to assess their current state in terms of age, efficiency (insulation, windows), roof space, and retrofit potential / ease of upgrade
- Identify key easiest-to-reach buildings and sectors, such as the public sector, schools, universities, hospitals, public housing and housing associations and scope potential flagship retrofit projects, and prioritise these in the development of a strategy
- Map out residential housing districts in terms of age and type of building stock, and their likely current status in terms of insulation, windows, roof space, ease of upgrade, etc. Recruit local universities to assist as a research project
- Identify key communities at risk of fuel poverty
- Identify available roof space for solar PV installations on smaller residential buildings and large commercial or public buildings
- Assess current, typical cost of various carbon reduction measures for various building types or sites, taking into consideration local installation capacity, and calculate ROI or payback period for various measures (e.g. insulation, new

- windows, solar panels, etc.)
- Identify finance or funding available, e.g. grant, subsidy or loan schemes from governments or energy companies
- Investigate the potential of establishing energy service companies (ESCOs) or partnering with them, to help deliver the retrofit initiative
- Based on previous calculations, estimate and evaluate the financial viability of various retrofit activities across building types and sectors
- Establish energy cooperatives to attract investment in solar installations or other projects which benefit from economies of scale
- Build key partnerships, including with building, engineering and energy companies, public sector organisations, housing associations, consultancies, and central government agencies
- Survey the community to identify the main barriers or challenges to retrofit activities (e.g. finance, information, motivation), and estimate or survey the likely ability or willingness to pay amongst institutions, companies, residential districts, and owner-occupancy status

Good practice resources and links

Health and happiness

- WHO global strategy on people-centred and integrated health services
 interim report (WHO)
- The journey to integration Learning from seven leading localities (LGA)
- Transforming social care through the use of information and technology (LGA)
- Adult safeguarding and domestic abuse: A guide to support practitioners and managers (LGA)
- Ageing: the silver lining (LGA)
- Behavioural insights and health (LGA)
- Being mindful of mental health: The role of local government in mental health and wellbeing (LGA)
- Best start in life: Promoting good emotional wellbeing and mental health for children and young people (LGA)
- Bright Futures: Getting the best for children, young people and families (LGA)
- Bristol Healthy Schools awards scheme (mental and physical wellbeing, nutrition, substances, etc.)
- Building the foundations: Tackling obesity through planning and development (LGA)
- Crisis good care practice continuity after a mental health crisis (Mind)
- Improving the public's health A resource for local authorities (King's Fund)
- <u>Just what the doctor ordered: Social prescribing a guide for local</u> authorities (LGA)
- Local government's role in tackling domestic violence (LGA)
- Making obesity everybody's business A whole systems approach to obesity (LGA)
- Mental health in primary care: A briefing for Clinical Commissioning Groups June 2016 (Mind)
- No First Night Out Help for Single Homeless People (St Mungo's)
- Nowhere safe to stay: the dangers of sleeping rough (St Mungo's)
- Reducing the strength (LGA)
- Stop the Scandal: the case for action on mental health and rough sleeping (St Mungo's)
- Support for care leavers (LGA)
- Unicef Child Friendly City or Community
- White Ribbon Award
- Working to support positive parenting and relationships (LGA)

- Working with schools to improve the health of school-aged children (LGA)
- Active people, healthy places: Councils and their partners leading sport and physical activity in their place (LGA)

Equity and local economy

- The Levers of Local Economic Development: A Local Government Knowledge Navigator Evidence Review (Sam Baars)
- Smart-eco city case studies
- <u>Ten steps to save the cities: The new economics agenda for thriving local economies (NEF)</u>
- Building homes together: case studies of local leadership and innovation (TCPA)
- Hands-on communities: The community and wellbeing benefits of learning and sharing practical skills (NEF)
- People powered money: Designing, developing & delivering community currencies (CCIA)
- Realising Talent for Everyone: A Report to the Local Government Association (centre for economic and social inclusion)
- Realising Talent: supporting people with multiple needs into work (LGA)
- Skills for future growth: tackling skills gaps and supporting growth (LGA)
- Skills to build: Creating the houses and jobs our communities need (LGA)
- Social care as a local economic solution for the West Midlands (NEF)

Culture and community

- A councillor's workbook on neighbourhood and community engagement (LGA)
- Participation Compass
- People, culture, place: The role of culture in placemaking (LGA)
- Re-imagining the high street: Escape from Clone Town Britain (NEF)
- Tackling serious and organised crime: a local response (LGA)
- Trends in public participation: part 1-local government perspectives (Lowndes et al.)
- Trends in public participation: part 2-citizens' perspectives (Lowndes et al.)

Land and nature

- City of Joburg Biodiversity Strategy and Action Plan
- Integrating Biodiversity with Local and City Planning

- Local Biodiversity Strategy and Action Plan Guidelines: an aid to municipal planning and biodiversity conservation
- Guidelines for an integrated approach in the development and implementation of national, subnational and local biodiversity strategies and action plans

Sustainable water

- <u>Future flooding scientific summary: volume 2 managing future risks</u>
 (UK Gov)
- Water Efficiency Strategy for the UK ('water wise cities') (Waterwise)
- Melbourne Water System Strategy (Melbourne Water)

Local and sustainable food

- Good Farm Animal Welfare Awards (CIWF)
- Good Food for London 2017 (Sustain)

Travel and transport

- A Good Transport Plan for Bristol (Sustrans)
- <u>Delivering Sustainable Low Carbon Travel: An Essential Guide for Local Authorities (DfT)</u>
- Propensity to Cycle Tool

Materials and products

- Sustainable Procurement in Government: Guidance to the Flexible Framework (UK Govt)
- Green Procurement Practices in the London Borough of Croydon (Driscoll et al.)
- Buying green! A handbook on green public procurement (EU)
- Green Public Procurement a collection of good practices (EU)
- Green Purchasing Good Practice Guide (ICLEI)
- ISO 20400:2017 Sustainable procurement (ISO)
- <u>Leicester City Council Guide to Sustainable Procurement (Leicester City Council)</u>

Zero waste

- Evaluation of the Waste and Recycling Programme (LGA)
- Modelling of Kerbside Recycling Options (Integrated Skills London)
- Waste not, want not A review of why recycling rates vary across London (GLA)

Zero carbon energy

Global Covenant of Mayors

- C40 Cities Action Planning Resource Centre
- <u>The Haringey Carbon Commission Report A Sustainable New</u> <u>Economy (NEF)</u>
- <u>Cambridge Retrofit: mobilising a community (Douglas Crawford-Brown)</u>
- Energising procurement National energy procurement category strategy (LGA)