



# Southampton

Low Carbon City 2011 - 2020

Part 3: The Delivery Plan

## Part 1 – The Story

This sets out the story so far and a summary of the key priorities listed in the strategy.

## Part 2 – The Strategy

The Low Carbon City Strategy sets out our ambition for Southampton to be a world-leading low carbon city. We've identified eight key priorities to deliver this ambition.

## Part 3 – The Delivery Plan

This document lists the specific actions that we are going to undertake to deliver the vision set out in the strategy. It will be updated every 3 years to the end of the Low Carbon City Strategy period (2020). We will report on our progress annually.

## Part 4 – The Facts

This gives a snapshot of what were doing and gives an idea of the progress we're making.

You can get involved by contacting us at: [sustainability@southampton.gov.uk](mailto:sustainability@southampton.gov.uk)

To get hold of all the documents and to find out more go to our web pages at [www.southampton.gov.uk/sustainability](http://www.southampton.gov.uk/sustainability)

### Progress

Red	Action not underway
Amber	Action planned but scheduled to start at a later date
Green	Action underway

### Resources

✓	Already resourced in programme
→	Identified in future programme
x	Resources not identified
<<<	External funding required

## 1. We will invest in, strengthen and grow the city's low carbon economy

Southampton will be a magnet for innovation and talent as a centre for high value green jobs and low carbon business opportunities. The city will be a leading location and growth hub for green business, capitalising on the sectoral strengths of the area

Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
1.1	Create a political and planning climate to encourage business connected with the low carbon agenda to start, locate or invest in Southampton	Investigate a local scheme to incentivise improved energy efficiency equivalent to business rate relief	Funding captured to reinvest in the city. Individual businesses become more profitable.	2012	Amber	Steve Olney, Revenues and Benefits Client Team Manager	x
		Incorporate specific action within the Investment Plan as Environmental Technologies are a key sector for the South Hampshire Economic Development Strategy	Increase in economic activity and the number of jobs in the city in a growing target sector	2011 to 2014	Amber	Jeff Walters, Economic Development Manager	✓
		Convene a Low Carbon Southampton exhibition and conference to assess progress, inspire new stakeholders and build momentum for further action and seek to make it an international event of significance over time	Number of stakeholders signed up	2012	Amber	Jimmy Chestnutt, Chamber of Commerce	<<<
1.2	Become the UK's leading city for Environmental Technology and Services specifically the emerging low carbon sub sector	Conduct research and record details of the current and potential opportunities for Environmental Technology and Services (ETS) businesses in the South Hampshire sub-region and the wider Hampshire area	SCC employment land review identifying the number of ETS businesses and HQs of ETS businesses undertaken by 2011	2011	Amber	Helen Pearce, Spatial Planning Manager	✓
			Full assessment of ETS enterprises within the sub-region undertaken by 2012 mapping out the cluster as it currently exists and detailing future market	2012	Amber	Bill Clark, Sustainability Policy Manager and PUSH	x

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
		Articulate and implement the city's low carbon ambitions through robust planning policy to stimulate innovation and build on local economic strengths	Funding secured from appropriate sources to develop an ETS hub and deliver projects supporting labour growth related to environmental technologies	Bid formed by 2012	Amber		<<<
			Adopt policy that will identify and safeguard office space and land in appropriate locations for ETS businesses by 2013 in the City Centre Action Plan (CCAP) and by 2015 for the rest of the city (Southampton Development Plan DPD)	2013 / 2015	Amber	Helen Pearce, Spatial Planning Manager	✓
			Policies included in the CCAP and Southampton Development Plan that address the specific requirements of the ETS sector by 2015	2015	Amber		✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
			Initiate the 1 <sup>st</sup> Environmental Technology and Services hub in SE by 2014	Run workshops in 2011 to develop a project plan	Amber	Bill Clark, Sustainability Policy Manager	×
1.3	Work in partnership with the city Universities and Colleges to develop a sector skills programme to ensure that the local workforce can match the professional and technical requirements of new jobs	Link HE and FE sectors with employers in the renewables and retrofitting markets to ensure training and skills are matched to needs locally	Increased percentage of jobs taken up by residents from the PUSH area	2012	Amber	Denise Edghill, Senior Commissioning Manager	✓
		Collaborate with the University of Southampton to create and promote a skills pool to build capacity locally for a low carbon technology hub	The number of students graduating with specific qualifications that relate to the needs of industry	Scope during 2011	Amber	Bill Clark, Sustainability Policy Manager	✓

## 2. We will have energy generated and used in a sustainable way

Southampton will be a city where carbon-intensive living will be 'powered down' by reducing energy demand and diverse low-carbon energy supply will be 'powered up' by new technologies, through efficient design and a diverse low-carbon energy supply mix.

Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
2.1	Develop a long-term programme for retrofitting public buildings across the city with Solar PV	Develop a portfolio of Solar PV retrofit projects including the Civic Centre	Percentage increase in renewable energy used in SCC property	2011-2013	Green	Jason Taylor, Energy Manager	✓
2.2	Build and operate more energy efficient homes, businesses and public sector buildings	Continue with the existing City Council programme of energy management and work with partners to share knowledge on best practice	% reduction in energy through Buildings Energy Efficiency Programme (BEEP) framework contract and supplier base	2011-2013	Green		✓
			946 tonnes of CO <sub>2</sub> reduced through BEEP and £189k saved	2013	Green	✓	
		Continue to support schools to become sustainable by 2020 through the Eco Schools renewables programme	15% of schools to achieve Silver Eco Schools accreditation	2011	Green	Ian Davies, Project Manager, Infrastructure and Strategy Division	✓
			Renewable energy technologies introduced in 8 schools utilising Low Carbon Buildings Funding	2011	Green		✓
			All schools to have accurate Display Energy Certificates with A – G ratings	2011	Green		✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
			% schools built to BREEAM Excellent or Outstanding	2011-2014	Green		✓
			Expand Solar PV programme to a further 10 – 15 schools to capitalise upon Feed in Tariff	2011-2014	Green		✓
			Number of Oil and Gas fired boilers replaced with Biomass (woodchip) boilers from a local sustainable source	2011-2014	Amber		✓
2.3	Work with partners at the city, sub-regional and national level to improve existing infrastructure, existing regulatory frameworks, and policy to help deliver a decarbonised generation and distribution system	Support appropriate biomass and other renewable energy schemes in the city	Support a biomass proposal through the planning system in 2012	2012	Amber	Chris Lyons, Planning & Development Manager	✓
			Heat from a biomass plant is utilised within the city by 2014	2014	Amber	Bill Clark, Sustainability Policy Manager	✓
		Heat captured from the Marchwood Energy-from-waste facility and fed into district heat network	MoU between Cofely, Veolia, HCC and SCC signed by 2011	2011	Green		✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
2.4	Maintain and develop local and sustainable energy networks	Develop new and grow existing community-based sustainable energy networks where energy can be used by local users and/or fed back into national and local grids	Complete the first phase of Centenary Quay, incorporating a district energy network and energy centre	2012	Green		✓
			Complete heat mapping exercise identifying the best opportunities to use waste heat within the city	2011	Green	Cofely District Energy	✓
			City Centre Action Plan and Southampton Development Plan DPD adopted	2015	Green	Helen Pearce, Spatial Planning Manager	✓
2.5	Use the EU funded LEAP project to promote and exchange best practice for city-wide sustainable energy generation		Low Carbon technology and decentralised energy conference	2012	Amber	Bill Clark, Sustainability Policy Manager	<<<



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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
		A co-ordinated citizen engagement programme of advice and support on domestic energy efficiency and water efficiency for residents, landlords and building owners, including behavioural change, physical improvements and grant/loan information	Number of residents visited	2013	Amber		<<<
		Active business mentoring arrangements established. Peer advice given by established businesses to smaller businesses in the city	Number of mentoring visits	2013	Amber		<<<
		Energy efficiency demonstration sites throughout the city targeted at SME's	Number of stakeholders signed up to visit sites	2013	Amber		<<<
2.6	Promote a diverse range of renewable and low carbon energy technologies in the city to deliver stability and resilience	Work with partners to make Southampton a venue for smart grid technology trials including intelligent appliances, heat storage from excess generation, peak demand management, intelligent pricing, mixed generation and storage capacity.	Energy storage technology pilot completed by 2014	2014	Amber	Southampton Energy Partnership	x
			Smart grid technology trial completed by 2013	2013	Amber		x

### 3. We will reduce the carbon footprint of the city

Southampton will be a city with a low carbon culture - low carbon intensity and high standards of living. We will continue to reduce the carbon output of our local economy.

Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
3.1	Generate investment into retrofitting of public and private sector housing across the city	Carbon Offset Fund in place as part of the Local Development Framework by 2012	Funding captured to reinvest in the city	2012	Amber	Jenna Turner, Senior Planning Officer	✓
		Articulate and implement the city's low carbon ambitions through robust planning policy to stimulate innovation and build on local economic strengths	City Centre Masterplan in place by 2012	2012	Green	Helen Pearce, Spatial Planning Manager	✓
			Local Development Plan in place by 2013	2013	Amber		✓
			City Centre Action Plan in place by 2013	2013	Green		✓
3.2	Work with key partners to reduce the city's carbon footprint through joint initiatives	Continue to set and achieve stretching carbon reduction targets for the City Council and the city and continue to report to the community on our CO <sub>2</sub> emissions	10% CO <sub>2</sub> reduction by 2013 (2010/2011 baseline)	2013	Green	Southampton Energy Partnership	✓
			40% CO <sub>2</sub> reduction by 2020 (2010/2011 baseline)	2020	Green		✓
		Develop the PhD Carbon Footprint framework for Southampton, and encourage organisations and individuals to accurately measure their emissions and their contribution to the	A business emissions reduction strategy for the city is in place by 2014 using the PhD study findings as the baseline	2014	Green		✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
		city's reduction targets, while meeting their own needs and reporting requirements	PhD completed by 2012	2012	Green	Helen Krzanowski, Sustainability Team Leader and Southampton University	✓
	Appropriate measures and targets for the city's impact on aviation and shipping in the new total carbon footprint approach to be adopted in 2014		2014	Amber	✓		
	Publish and promote PhD findings by 2013		2013	Amber	✓		
	Deliver Private Housing Initiatives to reduce carbon emissions and save energy and fuel costs	Cocoon insulation discount scheme for residents	2011 to 2014	Amber	Paul Juan, Private Housing Manager	✓	
		Warm Front referrals providing insulation, and efficient heating systems to homes in the city up to 2013	2011 to 2013	Green		✓	
		Free Insulation offer to staff in the city	2011 to 2014	Amber		✗	
	Finalise the replacement of all road traffic signalling and street lighting with low-energy, long-life LEDs	The replacement of road traffic lights across the city will have saved 400 tonnes of CO <sub>2</sub> every year	2011	Green	Jason Taylor, Energy Manager	✓	

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
			Southampton will be the first city in Europe to have its street lights replaced with LED technology which will save over 2700 tonnes of CO <sub>2</sub> per year by 2025. The energy efficient kit and the dimming of lights at night will deliver a 11% CO <sub>2</sub> saving by 2015 equivalent to over 600 tonnes of CO <sub>2</sub>	2011 to 2015	Green	Rob Harwood, Partnership Manager, Environment	✓
3.3	Support the Green Deal programme of retrofitting with advice, incentives and investment models to help residents take up the offer	The Green Deal will improve insulation in homes in Southampton	Number of homes retrofitted	2013 onwards	Amber	Paul Juan, Private Housing Manager	<<<
		Secure delivery of services by Southampton firms	Number of registered Green Deal providers in the Southampton area	2013	Amber		<<<
3.4	A wide-reaching insulation and renewables retrofit programme has brought existing homes up to similar standards as new homes	Deliver decent homes initiatives to save energy and water in the city	The programme will have improved water and energy efficiency and reduced energy and water bills in at least approx 300 homes per year through new bath, cavity wall and loft insulation.	2011 to 2014	Green	Keith Meredith, Utilities Manager	✓

#### 4. We will minimise the impact from flooding for the city

Southampton will be a city that is resilient to all but the most extreme floods and has robust emergency plans to respond to, and recover from, flooding.

Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
4.1	Put in place a major infrastructure programme to create flood defences and long term adaptation strategies	Southampton Development Tariff in place by 2011	Funding captured to reinvest in the city	2012	Green	Jenna Turner, Senior Planning Officer	✓
		Southampton Coastal Flood Erosion Risk Management Strategy in place by 2012	To be confirmed	2011	Green	Rob Crighton, Special Projects Team Leader, Planning and Sustainability	✓
		Put in place a surface water management plan for Southampton and implement a new Sustainable Urban Drainage Systems regime	Specific resource established within the Sustainability Team to deliver new legal responsibilities arising from the Flood and Water Management Act 2010	2011	Amber		→
		Collaborate with other agencies and councils on shared services provision in 2012/13	To be confirmed	2013	Amber		→
4.2	Ensure that new developments are appropriately designed to adapt to the impacts of Climate Change and safeguard appropriate land for defences	Input to Southampton Development Plan DPD for 2015 adoption	Southampton Development Plan DPD adopted	2015	Amber	Helen Pearce, Spatial Planning Manager	✓
		Input to City Centre Action Plan DPD for 2013 adoption	City Centre Action Plan DPD adopted	2013	Amber		✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
4.3	Raise individual and community level awareness of flooding and the measures they can undertake to reduce risks to become more 'adaptation aware' and able to manage the consequences of flooding	CCATCH project implementation of engagement strategies in Hampshire 2012-13	To be confirmed	2013	Amber	Rob Crighton, Special Projects Team Leader, Planning and Sustainability	✓
4.5	Market the key development assets in the city and reassure investors that Southampton is a safe place to invest	Develop an urban design showcase in partnership with the EA and the University which demonstrates managed adaptive approach to flooding in the city attracting prospective developers	A suitable site in Southampton is identified by 2011	2011	Green	Kay Brown, City Design Manager, Corporate Policy and Economic Development	✓
			Number of stakeholders signed up to attend the event	2013	Green		✓
4.6	Reduce flood risk to the city's most critical assets and vulnerable communities	Identify and map existing vulnerabilities to flooding and climate impacts in terms of the potentially adverse health and other consequences on people, property and essential infrastructure, taking critical thresholds and the extent of resilience into account	Climate Change Risks and Vulnerabilities Assessment Tool finalised and implemented through the city council emergency planning unit	2011	Amber	Sustainability Team and Emergency Planning Unit	✓

## 5. We will incorporate sustainability into all of our buying decisions

We will measure the value of a product or service by more than just the price on the label. We will buy goods and services that have social, economic and environmental benefits.

Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
5.1	Mainstream sustainable procurement and asset management into all of our activities including those carried out at arm's length and through our strategic partnerships	Achieve sustainable outcomes through the City Council's procurement activity and reach our Flexible Framework targets (see link <a href="#">here</a> to the Government's Flexible Framework within the UK Sustainable Procurement National Action Plan)	Achieved Level 5 by 2014	2011 to 2014	Green	John Spiers, Head of Property & Procurement, Resources	✓
		Work with key city partners to develop an agreed approach to sustainable procurement, undertaking a benefits analysis for all key service areas	A shared local public sector procurement framework to coalesce the objectives of the City Council with other big purchasers in the city is fully developed by 2014	2014	Amber		✓
		Develop a sustainable procurement toolkit for all staff to enable them to make informed decisions about the goods and services they procure, and ensure major contracts get maximum gain for local communities through apprenticeships and use of local suppliers	Toolkit adopted by March 2011	2011	Green		✓
			All relevant staff trained March 2012	2012	Amber		✓

## 6. We will strengthen biodiversity in the city

We will improve the way we link together the rich patchwork of diverse, living green spaces and tree-lined streets in the city.

Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
6.1	The city has an integrated and accessible city-wide green network	Protect and manage existing green infrastructure (GI) in the city and achieve greater connectivity between areas	15 Green Space improvement projects will have improved facilities for residents by 2011	2011	Green	Nick Yeats, Trees, Allotments and Parks Improvement Manager	✓
			Management and Maintenance Plans for the 5 City Parks and 4 District Parks are published	2011	Green		✓
			Increased tree coverage in Southampton including street trees and woodland cover	2011 to 2014	Green		✓
		Review and improve methods of green space master planning in development, including setting standards for the quality, accessibility and quantity of open space through the implementation of the Green Space Factor (GSF) tool	Baseline information gathered on urban form and land-cover across the city, including existing blue and green infrastructure (GI), as the basis for identifying adaptation opportunities and measures at the area-wide, neighbourhood and building scales	2011 to 2014	Green	Lindsay McCulloch, Planning Ecologist	✓
			GSF tool implemented on trial site to assist in securing improved biodiversity levels in new development	2012	Amber		→
			Improved City Centre Green Space Factor score	2014	Amber		→
			A 'Green Plaque' scheme is in place to market exemplar buildings that apply the GSF	2012 to 2013	Amber		Terri Clarke, Marketing Officer



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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
6.2	Residents have healthier lifestyles through access to and use of diverse open spaces for a range of activities	Improve functionality of Southampton's existing open spaces, sport and recreation facilities, and provide a network of diverse, multi-functional open spaces	Quality audit of all parks and open spaces based on Green Flag criteria completed to give clear understanding of what is required to sustain and improve green spaces in the city	2012	Green	Nick Yeats, Trees, Allotments and Parks Improvement Manager	✓
			Audit data is used to prioritise parks and green spaces for allocation of future funds with a prioritisation list developed by 2013	2013	Green		✓
			Increased installation of green roofs within the city, both on new developments and retrofitted to existing buildings	2011 to 2014	Green	Melanie Robertson, Sustainable Development Officer, Planning and Sustainability	✓
			Maximise the contribution of gardens and individual/household space to green infrastructure, including advice and training on wildlife friendly gardening, domestic composting and grow-your-own schemes	2011 to 2014	Green		✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
			Identify best practice in managing GI in response to climate change using international research as well as local planning and ecology experts through the GRaBS project	2011	Green	Lindsay McCulloch, Planning Ecologist	✓
			Develop management guidance for Southampton open spaces	2012	Green		✓
		Map produced identifying potential amenity green space for alternative land use, based on its quantity and quality	Full map on corporate GIS by 2013	2013	Amber	Nick Yeats, Trees, Allotments and Parks Improvement Manager	→
6.3	The city's biodiversity is enhanced and contributes to improving quality of life for the people of Southampton	Work with partners to secure investment and allocate land for strategic green infrastructure enhancement projects	Environment Agency de-culverting of Hollybrook on Municipal Golf Course	2011	Green	Nick Yeats, Trees, Allotments and Parks Improvement Manager	✓
			Riverside Park, Portswood Park and Weston Shore will be improved through capital funding, increased community involvement and other external grants	2011	Green		<<<

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
			Portswood Park and Weston Shore will obtain Green Flag status by 2011	2011	Green		✓
			Riverside Park and Southampton Common will maintain Green Flag status annually	2011 to 2014	Green		✓
			Southampton Common and sites of importance for nature conservation (SINCs) will be improved through Higher Level Stewardship Grant and England Woodland Forestry Grant capital funding and joint working with Natural England undertaken to obtain favourable status for SSSI by 2012	2012	Amber		<<<
			Funding obtained for sub-regional green infrastructure improvement projects	2011 to 2014	Amber	Lindsay McCulloch, Planning Ecologist	<<<

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
			Open spaces projects identified through Surface Water Management Plan to provide additional storage capacity and create wetland habitat	2011	Amber	Rob Crighton, Special Projects Team Leader	✓
6.4	There is more green and blue infrastructure and urban tree cover and established habitat corridors	Work with Test Valley Borough Council and Forestry Commission to set up a forest park at Nursling/Rownhams	Increased sub-regional semi-natural infrastructure	2011 to 2014	Green	Graham Tuck, Regional & Strategic Planning Co-ordinator, Planning	<<<

## 7. We will increase low carbon travel and transport

Southampton will be an accessible city with a reduced reliance on oil and less dependent on the car

Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
7.1	Review the City Council's use of transport and develop a programme of efficiency saving projects	Identify and deliver transport efficiencies	Agree work plan by 2011	2011	Green	Annamarie Hooper, Transport Co-ordination Manager, Environment	✓
			Implement quick win projects by 2012	2012	Green		✓
		Improve the performance of the council's vehicle fleet, stimulating and supporting cleaner-fuelled vehicles, including service points, a formal fuel management programme, fuel economy training and mileage reduction strategy	Reduced carbon footprint measured through the EST's Motorvate accreditation	2011 to 2014	Amber	Dave Bone, Fleet Manager, Environment	✓
7.2	Invest in sustainable road transport including low emission alternative fuels; initiatives to increase the take up of electric and hydrogen vehicles;	Explore conversion of city car club pool vehicles to EV following recharge point installation through the PFI contract	10 electric vehicle recharge points installed within council run car parks in the city centre	2011 to 2013	Green	Christine Seddon, Transport Coordination Manager, Environment	✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
	investment in a future electric vehicle network and the city car club	The Council has a clearer view on the working capabilities and the viability of hydrogen powered return-to-depot fleet vehicles	Trial of two hydrogen powered transit vans undertaken	2011	Green	Neil Tuck, Senior Sustainable Development Officer, Planning and Sustainability	✓
7.3	Promote smarter choices and sustainable modes of travel as an alternative to driving	Green the bus fleet, developing a range of initiatives to encourage improved emissions standards, including contractual arrangements through a sub-regional Bus Quality Partnership	Bus Quality Partnership established with the potential to explore vehicle quality conditions	2011	Green	Paul Walker, Transport Policy Team Leader, Transport Policy	✓
		Improve modal shift away from the car towards other modes on the main corridors	Bus patronage is increased by 5% year on year to 2020, making bus the mode of choice for many types of short to medium distance journeys between the city and the suburbs	2011 to 2014	Green		✓
			45% journeys made on alternative modes annually	2014	Amber		→

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
			Sub-regional LSTF bid made for smartcard scheme to make travel more straightforward and encourage people to use public transport	2011	Green		<<<
	Invest in active transport such as a pedestrian and cycle routes; and interchange and storage facilities at public transport and cycling destinations		Gold Standard Work Place travel plan in place	2011	Green	Dale Bostock, Cycling Development Officer, Transport Policy	✓
			Work completed on the National Cycle Network routes including cycle route on Cobden Bridge by July 2011	2011	Green		✓
			Installation of more Advanced Stop Lines	2011 to 2014	Green		→
			Installation of new pedestrian crossing facilities in areas of demand	2011 to 2014	Green		→
			Promote active travel through campaigns linked to key travel destinations and supported by interactive journey-planning information systems	2011	Green		✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
			Cycling strategy in place	2012	Amber		✓
			Programme of safe routes to school in place	2011	Green		✓
			Erection of more cycle stands and development of more shared-use facilities with 30 cycle parking stands installed across the city by December 2011	2013	Green		→
			Develop smarter choices centre of excellence to provide individual smart travel planning and make these available direct to individuals and through organisations to increase financial efficiency and promote sustainable travel	Bid by 2011	Amber	Legible Cities Partnership Officer, Transport Policy	→



## 8. We will use less, waste less and recycle more

Southampton will reduce unnecessary consumption and production. Resource efficiency will be a hallmark of the city.

Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
8.1	Reduce the corporate use of water, energy and materials in Council buildings and operations	An Environmental Management Systems approach to managing resource use is adopted promoting sustainable best practice in the Council's own administrative estate	Individual projects to reach financial targets up to 2014	2014	Green	Helen Krzanowski, Sustainability Team Leader, Planning and Sustainability	✓
			Achieve £840,000 savings through more efficient use of energy, water, waste and transport in SCC operations by 2014	2011 to 2014	Green		✓
8.2	Monitor, report and set targets on our management of waste and the reduction of waste sent to landfill	Improve the quantity and quality of items collected for reuse or recycling	Increase tonnes of waste collected for reuse by 1% year on year from 2011/12 to 2013/14. Work with partner authorities to improve quality of dry recyclables collected at the kerbside	2011 to 2014	Green	Gale Williams, Development Manager, Waste Management	✓
		Introduce projects to reduce the amount of waste sent to landfill	Waste to landfill reduced by 3,000 tonnes from 2011/12 to 2013/14	2011 to 2014	Green	Mike Thomas, Recycling and Disposal Team	✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
		Deliver landfill and recycling targets for 2014 and beyond to 2020	Reduce biodegradable tonnes of waste sent to landfill to below 12,000 tonnes by 2014 and 10,000 tonnes by 2020	2011 to 2014	Green	Manager	✓
8.3	Promote industrial symbiosis as a vehicle for carbon reduction in partnership with local business	Develop a business support programme with the National Industrial Symbiosis Programme (NISP) to enable local SME's to reduce their waste and identify 'synergy's' with other local businesses	NISP business workshop held	2012	Green	Southampton Energy Partnership	→
			Annual workshop creates new business synergies across the city year on year	2011 to 2014	Green		→
			Business waste streams across the city are mapped to demonstrate 'closed-loop' opportunities	2013	Amber		→
8.4	The diversion of waste from disposal into re-use, recycling and composting is seen as a key economic opportunity supporting local businesses and	Develop performance-related incentives for businesses to divert commercial and industrial waste from landfills to alternative waste management processes, particularly re-use and recycling	95% of commercial and skip waste collected by the council to be diverted from landfill by 2014	2014	Amber	Mike Thomas, Recycling and Disposal Team Manager	✓

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Ref	Aim	Action	Measure of Success	Timescale	Progress	Lead	Resources
	jobs	We have investigated a local scheme to incentivise improved waste management equivalent to business rate relief.	Benchmark for waste in the city established and landlords who pass this target are given a reduction in their business rates.	2012	Amber	Steve Olney, Revenues and Benefits Client Team Manager, Resources	×
8.5	Waste from the construction sector is minimal.	Develop a joint approach with the EA to conduct and regulate site waste management plans within the city	Site waste management plans reviewed in partnership with the EA with a joint	2011 to 2014	Amber	Mike Thomas, Recycling and Disposal Team Manager	✓
			A joint resource to conduct the assessments and a planning tool to assess major sites	2011 to 2014	Amber		✓

