

SCRUTINY SCOPING REVIEW – ENVIRONMENT POLICY

Presented by the Head of Projects and Funding Delivery

SUMMARY

This report proposes that this Scrutiny meeting agrees and proposes the policy to go to Authority for adoption. The policy will sit as an overarching principle guiding how the Authority then develops a detailed strategy and action plan. This report also introduces the first draft of a new strategy and action plan under the guiding principles of the policy. The strategy and action plan will be the topic for scrutiny review over the next two years to refine and develop the proposals and action plan. The policy has been developed to recognise the unique nature of the Authority and the areas that may contribute to the environment whilst identifying others, which may be detrimental and any mitigation actions that might be developed. This revised approach and the strategy and action plan will seek to show innovation allowing meaningful contributions to the climate change issue within our clearly defined constraints.

Members are asked to consider the report and propose that the policy is recommended to Executive Committee for its consideration and then a further recommendation to full Authority for adoption. Members are also asked to approve that the focus of the next Scrutiny is the continued review and development of the Draft Environment Strategy and Action Plan.

RECOMMENDATIONS

- Members note:
- (1) the report;
- Members approve:
- (2) the draft Environment Policy is reviewed by the Executive Committee for consideration and recommendation for adoption by full Authority; and
 - (3) the Scrutiny Committee continue to review the Environment Strategy and Action Plan development as per the scope set out in paragraph 9 of this report.

BACKGROUND

- 1 The previous Scrutiny Committee agreed at its meeting of 18 November 2021 (Paper S/59/21) that the next Scrutiny Review would be the Authority's Environment Policy and Strategy.
- 2 At the previous Scrutiny Committee a draft Environment Policy and out of date Strategy and Action Plan was also presented and it was agreed that further work was required on these before coming back to Scrutiny Committee.
- 3 Officers reviewed and produced a second draft of the Policy, updated the Strategy and populated a more up to date Action Plan. Various officers, Heads of Service and relevant managers have been consulted during the development of the Policy, Strategy and Action Plan.
- 4 On 21 April 2022 a workshop was held to clarify detail of the work on the Policy required with a view to the Scrutiny Committee recommending the Policy to the Executive Committee for their consideration and ultimately a recommendation for adoption by the full Authority.

ENVIRONMENT POLICY

- 5 The current draft of the Environment Policy (Appendix A to this report) has now also received internal feedback and further amendments prior to this amended draft being presented to Scrutiny. The policy is now proposed to be progressed as set out in paragraph 4 above.

ENVIRONMENT STRATEGY AND ACTION PLAN

- 6 The draft Environment Strategy and Action Plan (Appendix B to this report) has been developed by officers and was discussed at the workshop on 21 April 2022. Comments were invited and it is proposed that this detailed document becomes the focus of the Scrutiny review.

BASELINE INFORMATION

- 7 It is proposed that the Strategy and Action Plan is monitored through a review of performance indicators set out in the monitoring and review section of the Strategy. The Action Plan sets out actions over a period of time yet to be agreed. We propose the Authority's performance management framework will use the agreed range of performance indicators developed to support this Strategy.
- 8 Some indicators are new and some do not currently have baseline information. The performance and monitoring team are working closely with officers to develop meaningful measures as set out in the KPI measures table in the strategy E1 to E10d. A provisional recording system has been set up and data will be collected during the financial year 2022/23 to develop a baseline to measure against. The effectiveness and relevance of each measure can be reviewed as part of this Scrutiny review during the year.

SCOPE OF THE SCRUTINY REVIEW OF ENVIRONMENT STRATEGY AND ACTION PLAN

- 9 Officers propose that the current draft Environment Strategy and Action Plan is

continued to be reviewed by the Scrutiny Committee and developed further for final agreement and operation as a working document that sits under the adopted Policy. The Committee should also explore the value of any further amendments to the Strategy or Action Plan required to support the Policy.

The following terms of reference are suggested to scope the review.

- To review a draft Environment Policy Strategy and Action Plan officers have been working on (Appendix B to this report).
- To review and identify any further meaningful measures to demonstrate environmental performance for the Authority scorecard.
- Review how the Strategy and Action Plan might consider the environmental implications and opportunities of other policies, projects, decisions and working practices.
- To identify environmental risks and prioritise and manage these in an appropriate and timely way.
- How the Authority might raise and maintain environmental awareness amongst staff.

ENVIRONMENTAL IMPLICATIONS

10 Any environmental implications are set out in the body of this report.

FINANCIAL IMPLICATIONS

11 There are currently no financial implications arising directly from the recommendations in this report.

HUMAN RESOURCE IMPLICATIONS

12 There are no human resource implications arising directly from the recommendations in this report.

LEGAL IMPLICATIONS

13 There are no legal implications arising directly from the recommendations in this report.

RISK MANAGEMENT IMPLICATIONS

14 There are potentially some risk management implications arising directly from the recommendations in this report which may lead to reputational damage if the Authority is seen to not be working to an agreed Environment Policy.

EQUALITY IMPLICATIONS

15 There are no equality implications arising directly from the recommendations in this report.

Author: Paul Roper, 01992 709 845, proper@leevalleypark.org.uk

PREVIOUS COMMITTEE REPORTS

Executive Authority	E/234/11 A/4137/12	Environment Strategy Draft Environment Strategy	24 November 2011 26 January 2012
Executive Authority	E/234/12 E/399/15	Contaminated Land Strategy Contaminated Land Strategy	20 September 2012 26 March 2015
Executive Authority Scrutiny	A/4208/15 S/59/21	Contaminated Land Strategy Scrutiny Scoping Review – Environment Policy	30 April 2015 18 November 2021

APPENDICES ATTACHED

Appendix A	Draft Environment Policy
Appendix B	Draft Environment Strategy and Action Plan

LIST OF ABBREVIATIONS

BAP	Biodiversity Action Plan
PDF	Park Development Framework
COP24	Conference of the Parties 24
COP26	Conference of the Parties 26
GLL	Greenwich Leisure Limited
CO ₂	Carbon Dioxide
CIL	Community Infrastructure Levy
LIF	Local Infrastructure Fund

Environment Policy

December 2021

Reference: [Version 0.2]



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i Document Information

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Author	Paul Roper – Head of Projects and Funding Delivery Tel: 01992 709 845 or Ext 845 proper@leevalleypark.org.uk
Sponsor	Beryl Foster – Deputy Chief Executive Tel: 01992 709 836 or Ext 836 bfoster@leevalleypark.org.uk
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Version History		
Version	Date	Description
1	08/08/21	Initial draft, circulated to SMT v0.1
2	18/11/21	Initial draft taken to Scrutiny Committee v0.1
3	22/12/21	Second draft circulated to HOS and SMT v0.2
4	03/03/22	Officer group discussion and amend of v0.2 draft
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1. Mission Statement

The Authority is governed by the Park Act and has a specific remit under this act which states the general duty of the Authority is: "to develop improve, preserve and manage or to procure or arrange for the development, improvement, preservation and management of the park as a place for the occupation of leisure, recreation, sport, games or amusements or any similar activity, for the provision of nature reserves and for the provision and enjoyment of entertainments of any kind."

Coupled with this the Authority produces a periodic business plan which will link to and consider this environment policy and vice versa along with other relevant documents such as the Park Development Framework and Biodiversity Action Plan.

The Authority's mission statement for how it will consider its development and management from an environmental perspective under the remit through the Park Act and Business plans is set out below:

"The Authority aspires to deliver environmental innovation and best practice in the design, delivery and management of its operation, open spaces and venues. In the context of its statutory remit the Authority will work to contribute to the international aim to limit global warming and address the climate crisis by developing and delivering a strategy and action plans which will reduce its impact on the environment"

The overarching aims of this policy seek to follow the circular economy principles. A circular economy is based on three principles:

- Design out waste and pollution
- Keep products and materials in use
- Regenerate natural systems

The Authority will keep these principles at the heart of its policy, strategy development and as initiatives developed will investigate options and continually revisit these principles.

2. Background

Why Develop a Policy?

The IPCC 2018 report on climate change found that meeting a 1.5°C target is still achievable, success is dependent on an ambitious international effort and an increase in investment. Exceeding the 1.5°C target would affect weather patterns, cause sea levels to rise further, create food and water shortages, and affect human security and economic growth. The special report Global Warming of 1.5°C (IPCC, 2018. Summary for Policymakers) shows that 420 million additional people will be exposed to extreme heat and up to 270 million additional people to water scarcity if global temperatures rise by 2°C, compared with a 1.5°C scenario. The world is now clearly in the midst of a climate and ecological emergency and there is now a unanimous consensus from the scientific community on the need for rapid action.

There is clear recognition that this challenge can only be overcome by taking urgent, radical action. This crisis is something that will have an effect on us all, and for some the impact of climate change is already being felt. The UK is committed to playing its full part in meeting the international target to limit the global average temperature rise to well below 2°C above pre-industrial levels by the year 2100, and aiming for 1.5°C, known as the Paris Agreement within the United Nations Framework on Climate Change.

Whilst the Authority has no remit within the act or legal obligation all organisations (including the Authority) have a moral duty to look at what they can do to support international, national, regional and London targets where they can. Understanding climate risk, in particular to our own organisation, and what implications it may have to the public and our users is key to developing a robust policy and strategy for the Authority. There are many reports alongside the 2018 IPCC report, which detail short, medium and long term risks. These have informed the development of this policy and are listed in section 9. The Authority needs to develop a policy and strategy that is resilient and can adapt to climate change, new technologies and flex as new information unfolds as well as having the key aim of contributing to limiting global warming. However, the Authority recognises that most individual organisations cannot provide all of the solutions, as combating climate change needs system-wide change that involves world leaders, governments, communities, businesses, individuals and stakeholders across all sectors of the economy, across the country and the wider world. This Policy will seek to adapt where it can as other changes to how we live start to take shape. The reputation of the Authority is key and developing a policy and strategy seeking to support the current global issues on climate change will demonstrate that the Authority is seeking to play its part and contribute to the solution.

The scale and pace of change needed will require major investments, changes to the way in which we use and interact with energy and changes to how we live our lives and define success. It will also redefine how we manage and interact with our environment. Above all, it will involve a collective leadership and shared ambition to deal with this challenge head on.

The Challenge

The Lee Valley Regional Park Authority recognises that the current balance between economics, climate change, sustainability, carbon reduction and resource usage is a major challenge to many organisations and governments. It also recognises that the field of environmental management is an ever changing subject and some organisations are only currently able to have a small impact due to the nature of their business or the constraints of their core objectives, some of which will only change as larger industries and governments make headway with proposed changes.

The Authority wants to play its part in helping to tackle one of the significant challenges of our time: a changing climate, loss of biodiversity and overconsumption of resources. Much of the Authority's work involves activity such as improvements for biodiversity and provision of cycling and walking routes throughout the park. These already contribute to nature recovery, reduced use of resources through greener travel, health and wellbeing as well as provision of a carbon sink in green open spaces. These things will remain as core objectives and this policy should also recognise the value of this work and the Authority's remit in this area.

Many local authorities, governments and organisations have declared a climate emergency from which they are directing resource and activity to a range of initiatives to try to slow down and reverse climate change. Other organisations are also seeking ways they can support action or change how they operate to contribute towards a reduction in climate change. Much has been made of reducing carbon emissions and the current aim for many is to become carbon neutral or net zero. This can be achieved in two ways – either reducing the carbon footprint or offsetting by investing in projects which reduce or remove carbon. Organisations will need to find what works for them and seek initiatives that deliver benefits for the climate whilst also ensuring they can remain viable as a business. However, environmental contribution is not just about carbon reduction or net zero. Restoring and protecting land for recreation and to benefit wildlife, managing land to conserve and enhance biodiversity, can be just as important and should be recognised. Biodiversity net gain will be something used in the future and organisations can look at integrated approaches to create overall benefits. The Authority is in a unique position in that part of its operation involves work to enhance biodiversity, protect land and develop resilient open spaces, which will contribute to a range of climate change objectives in the future, whilst part of its operation involves work which may create excess carbon emissions and we will investigate these areas to reduce our impact.

We recognise many Local Authorities and similar organisations have declared a climate emergency and have set target dates to become carbon neutral or "net zero". Some organisations are looking at contributing elements to support international or regional targets by smaller contributions such as net zero mobility or carbon zero new builds. To meet a target of full carbon neutral for the Authority as a whole would be difficult unless we offset our enhancement activities against venues and services. This policy and associated strategy seeks to determine what can realistically be achieved as a meaningful contribution rather than seeking to aim for the unachievable. Rather than declaring an emergency and setting a date to become net zero our current aim is to support the international, national, regional and London effort to reduce global warming. We will do this by investigating all the things we can change to make our landholdings climate resilient including reducing our carbon footprint, investigating how we can improve biodiversity, improving air quality, educating people, supporting ecosystem services, creating flood resilience, health and wellbeing and developing targeted actions under each theme set out in Appendix 1.

The actions

The Authority recognises it has a responsibility and needs to do what it can to minimise the negative impacts on the environment and support the climate change emergency within the requirements of the Park Act, the need to operate as an effective business and the requirement to reduce the burden on the taxpayer. It also acknowledges the contribution it can make to protecting and enhancing the land and buildings in its custody whilst being sensitive to environmental, economic and social considerations. The Authority is also in a position to lead by example and educate others, in particular park users to develop awareness and behave in an environmentally responsible manner. The Authority has an opportunity to develop an integrated approach to its environment policy and strategy.

It will seek to develop appropriate solutions to the different types of sites, venues and open spaces that it owns and manages. This Policy and strategy also seeks to address options for contractors, leaseholders and other bodies operating within the Park and ensure a joined up approach to maximise the benefit. The Policy aims are set out in more detail in section 3.

The Authority recognises that it has a number of distinct areas of activity and operation. These can be divided into five broad themes as set out in Appendix 1:

- New Builds,
- Open and water Spaces,
- Venues,
- Events
- Corporate.

The conundrum is that Open Spaces and their activities in the main tend to contribute to positive environmental activity (climate change mitigation, biodiversity enhancements and habitat protection). New builds can use technology to deliver carbon neutral builds but these are often cost prohibitive or difficult to implement and truly achieve a neutral build. The venues contribute in many positive ways for example to the health agenda, social cohesion and much of the remit of the Park Act but from an environmental perspective this generally contributes to negative environmental activity (energy use, travel and resource use) as do many elements of the events we run along with our corporate activity. The Authority does however need to operate and this policy and supporting strategy will seek to construct a framework which outlines the most effective actions each theme can take to maximise its environmental credentials within any individual constraints but with an overall aim to make improvements that support the international effort to reduce climate change and the Authority vision.

The Authority owns assets (in the main venues) which are leased to, managed/operated by a third party who will have their own requirements, environmental standards or policies. The Authority's policy will include a requirement to ensure that all these organisations have their own environment policy in place, which is acceptable to the Authority. Whilst the Authority cannot impose its own standards onto other organisations it will however through its procurement process seek to ensure they all operators meet or exceed our own

standards of environmental practice. Operators will be required to provide data and monitoring on a range of KPI's as set out in each contract.

The Authority uses a large number of other contractors for a wide variety of contracts from design and delivery projects through to standard operational maintenance and repair works. As part of the general procurement process it will be the Authority's policy to ensure all contractors have a good standard of environmental practice and an appropriate environment policy in place.

Customers, visitors and regular park users can also play a part and the Authority will seek to ensure it is demonstrating good practice and leading by example and provide information and interpretation via its website and onsite to engage with people about how it is supporting environmental measures.

This policy and the framework set out in Appendix 1 will link to an overall strategy that the Authority will adopt. The strategy will be a working document and develop specific activity and actions within each theme and a range of common threads to maximise the contribution to the climate emergency. We will seek to become as environmentally supportive as we can be in either our own actions or in influencing the actions of third party operators and contractors.

Environment Group

The strategy will be steered by an "Environment Group" and specific working groups convened from relevant Authority officers reporting back to Members as set out from the Scrutiny Committee Review. The group should seek to champion the policy and strategy including developing ownership and cooperation from specific areas that will be required to deliver the strategy. This will develop a "Golden Thread" running through the organisation which is committed to supporting the objective of ensuring our operations contribute towards the international objective of limiting climate change.

3. Policy Aims

The Authority aims to seek to undertake all environmental actions and initiatives that it reasonably can relevant to the achievement of the vision within the constraints of its remit. It will investigate all areas of sustainability and new technologies to support the Policy, Strategy and associated action plans.

The following list of policy aims is not exhaustive and will be reviewed on an annual basis by an "Environment Group" as to how we will seek to maximise our environmental action:

Organisation Policy Aims

- Follow the five themes that have been approved to develop a strategy under each theme as set out in Appendix 1
- Within the five themes, investigate and ensure appropriate and achievable environmental objectives and actions are set.
- Investigate and review new technology and initiatives through an "Environment Group" which will meet once a quarter to develop and progress a strategy and action plan.
- Consistently consider the environmental implications and opportunities of policies, projects, decisions and working practices.
- Ensure we identify environmental risks, prioritise and manage these in an appropriate and timely way.
- Seek to mitigate the impacts of past land uses and activities, in particular remediating contaminated land where possible.
- Manage our operations (directly and through contractors) in ways that are environmentally sustainable and economically feasible.
- Meet or exceed all the environmental legislation that relates to the Authority and suppliers/contractors.
- Ensure the environmental impacts of goods and services are considered within our procurement decisions.

- Raise and maintain environmental awareness amongst staff with appropriate training and awareness activity.
- Develop a set of measures to effectively monitor our environmental performance
- Develop a baseline of performance in 2022/23
- Ensure we work on public awareness of what we are doing and how the public can contribute

4. Responsibilities

All Authority staff are responsible for considering the impact on the environment of any action or activity. Senior Management Team and an Environment Group are responsible for the overview, monitoring and evaluation of the Environment Policy.

5. Legal Considerations

There is a range of environmental legislation the Authority is required to adhere to, from simple acts withIn planning applications though to work undertaken in the open spaces. As an organisation we have a duty and it is our policy to keep abreast of changes in legislation and ensure we are compliant at all times.

6. Relevant Policy & Procedures

Environment Strategy

7. Monitoring & Evaluation

A set of KPI's specifically relating to the effectiveness of our environmental performance, will be developed to check if we are meeting targets that we set in our strategy.

The strategy will identify a range of measures which we will develop a baseline in year one (2022/23) then monitor on an ongoing basis through agreed KPI's to identify areas for improvement under each theme and strategy thread. The effectiveness of this policy will be measured against the targets set within the strategy and ongoing monitoring of the environmental KPI's for the Authority.

The implementation of this policy informs the day to day operation of the all officers and the discharge of their duties.

The policy will be rolled out via Compass for all staff and via staff training. The policy will also be available on the Lee Valley Visit and Authority Corporate web sites.

8. Glossary of Terms

Some of the terminology used in this document may be unfamiliar so this glossary has been attached to clarify some new terminology.

IPCC – Intergovernmental Panel on Climate Change

KPI's – Key Performance Indicators

9. Appendices and References

There are several references and documents which have informed this policy:

IPCC, 2018: Summary for Policymakers.

In: Global warming of 1.5°C.

COP24 Special Report Health and Climate

Change World Health Organisation 2018

**Net Zero The UK's contribution to stopping global warming
Committee on Climate Change May 2019**

East Herts Environment and Infrastructure Service Plan 2021-2026

Enfield Physical and Environmental Security Policy 2020

Essex Environmental Statement - Essex County Council 2021

Sustainable Hertfordshire Strategy 2020

Sustainable Hertfordshire Action Plan 2020

**What Do Londoners Think About Climate Change? Results from London Council's 2020
climate change polling**

London Councils Joint Statement on Climate Change March 2020

Mayor of London - London Environment Strategy 2018

Tower Hamlets Net Zero Carbon Plan 2020

London Legacy Development Corporation Environmental Sustainability Report 2019/20

Waltham Forest Climate Change Strategy 2008

Understanding Climate Risk – Buro Hapold LLDC report May 2021

Appendix 1 – Broad Themes and examples

New Construction

- New builds and major projects
- Minor construction works

Open and Water Spaces

- Multi use Parklands
- Water bodies
- Nature Reserves or designated and non-designated sites
- Event Spaces
- Gardens

Venues

- The six contracted out venues
- Leased out Venues
- Other buildings and venues

Events

- Lee Valley Park Events
- Major External Provider Events
- Community Events

Corporate

- Procurement
- Travel
- Vehicles and Machinery
- Public Awareness
- Waste and recycling
- Energy suppliers

Appendix A to Paper S/61/22

These themes will be carried through to the strategy, developed along with suggested actions to take forward. The examples under each theme is not an exhaustive list and as business plans are reviewed and technologies develop there may be further additions under each broad theme.



Environment Strategy

Issue 3

Responsibilities

The development of a strategy and action plan have been overseen by the Authority's Scrutiny Committee and will be adopted by all staff within the Authority. Overall responsibility for this strategy lies with all Authority staff accountable to the Senior Management Team, with delivery delegated to an Environmental Group, a cross department project group chaired by the Head of Projects and Funding delivery. The Environment Group will oversee the implementation of the strategy and associated action plan, which will include activities to seek to meet aims, enable communications and monitor progress on a regular basis.

Implementation will require ownership across the Authority. Members of the Environmental Group will become Champions who will monitor and encourage compliance with this strategy, and will feed back to the Environmental Group, SMT and Members on progress and barriers to implementation.

This strategy seeks to cover all areas of Authority operations including venues (contracted out and Authority run), open spaces, new construction, events and corporate activities. It will seek to include all leased and management contracted sites, and future contracts will demand compliance with minimum standards. It will also seek to influence suppliers and the types of contractors that we procure. All staff will have some form of part to play and should be encouraged to think about all their actions, if they are necessary and if alternatives are an option or preferable. Procurement and communications will also play a leading role in delivery of this strategy and we will work to ensure they can deliver the aims we are setting out.

Detail

This procedure covers the following points:

- Responsibilities.....
- Detail
- Background
- Context to the Development of the Authority's Environment Strategy
- Strategy Themes
- New Builds.....
- Open Spaces.....
- Venues



Environment Strategy Issue 3

- Events

- Corporate

- Strategy Common Threads.....

- Travel.....

- Organisational Resource use (paper, supplies etc.)

- Machinery.....

- Water usage.....

- Energy usage.....

- Waste management.....

- Land use (including contaminated land)

- Biodiversity and nature improvement.....

- Learning.....

- Sustainable Design.....

- Procurement.....

- Communications.....

- Relevant Policy and Procedures.....

- Monitoring and Review

- Review.....

- Appendix 1 – Action Plan

Background

The IPCC 2018 report on climate change found that meeting a 1.5°C target is still achievable, success is dependent on an ambitious international effort and an increase in investment. Exceeding the 1.5°C target would affect weather patterns, cause sea levels to rise further, create food and water shortages, and affect human security and



Environment Strategy

Issue 3

economic growth. The special report Global Warming of 1.5°C (IPCC, 2018. Summary for Policymakers) shows that 420 million additional people will be exposed to extreme heat and up to 270 million additional people to water scarcity if global temperatures rise by 2°C, compared with a 1.5°C scenario. The world is now clearly in the midst of a climate and ecological emergency and there is now a unanimous consensus from the scientific community on the need for rapid action.

There is clear recognition that this challenge can only be overcome by taking urgent, radical action. This crisis is something that will have an effect on us all, and for some the impact of climate change is already being felt. The UK is committed to playing its full part in meeting the international target to limit the global average temperature rise to well below 2°C above pre-industrial levels by the year 2100, and aiming for 1.5°C, known as the Paris Agreement within the United Nations Framework on Climate Change.

Understanding climate risk, in particular to our own organisation, and what implications it may have to the public and our users is key to developing a robust policy and strategy for the Authority. There are many reports alongside the 2018 IPCC report, which detail short, medium and long term risks. These have informed the development of the Environment Policy. Along with the policy this strategy seeks to ensure that it is resilient and can adapt to climate change, new technologies and flex as new information unfolds as well as having the key aim of contributing to limiting global warming. However, the Authority recognises that most individual organisations cannot provide all of the solutions, as combating climate change needs system-wide change that involves world leaders, governments, communities, businesses, individuals and stakeholders across all sectors of the economy, across the country and the wider world. This Strategy will seek to adapt where it can as other changes to how we live start to take shape. The reputation of the Authority is key and developing a strategy seeking to support the current global issues on climate change will demonstrate that the Authority is seeking to play its part and contribute to the solution.

The Authority recognises it has a responsibility and needs to do what it can to minimise the negative impacts on the environment and support the climate change emergency within the requirements of the Park Act, the need to operate as an effective business and the requirement to reduce the burden on the taxpayer. It also acknowledges the contribution it can make to protecting and enhancing the land and buildings in its custody whilst being sensitive to environmental, economic and social considerations. The Authority has an opportunity to develop an integrated approach to its Environment Policy and Strategy.

Context to the Development of the Authority's Environment Strategy

The Authority is uniquely placed to respond to the climate change challenge. It is guardian and manager of the Regional Park; a 'green lung', providing open spaces and leisure opportunities for people to enjoy. The Park is an important element of the region's green infrastructure; it contributes to air quality, assists in reducing urban heat

island effect, provides open spaces to meet the needs of a growing population, and a diverse range of ecological habitats and species. The Park forms part of the wider Lea Valley hydrological system storing and supplying water, helping to maintain the quality of water and manage flood risk.

The Authority has an overarching Environment Policy which is influenced by a range of documents including the Park Act, Business Plan, PDF and other relevant policies and procedures. The policy sets out five themes under which we will seek to manage our Environmental performance. Under each theme we detail further a suite of common threads forming a framework for specific actions. We will develop an action plan under each theme which are specific to the area of organisational operation (Fig 1).

The Authority's adopted Park Development Framework (PDF), 'Vision, Aims and Principles' (2010) identifies environmental sustainability as an important 'principle' to guide the development and management of the Regional Park. The PDF recognises that the Park contributes to the environmental sustainability of the region and that it will play an increasingly important role in helping to mitigate and adapt to the impacts of climate change. The PDF sets out a series of objectives and proposals to guide the Authority and its partners in the sustainable management and development of the Park, recognising the importance of co-ordinated and collaborative working.

The Authority's performance management framework includes key performance indicators (KPI's) on a range of measures. This Strategy will propose measures and KPI's which will monitor the performance under each theme and common thread. It is important however that the Authority has an Environment Policy and Strategy to support continued work coming out of the PDF, the business plan and any further proposals it may develop in the future. This Strategy is therefore focused on the work of the Authority, and its approach to the design, delivery and ongoing management of open spaces, venues, new builds, corporate activities and events. As the guardian of the Park the Authority will take a leading role in the sustainable development and management of its estate. This will also help to influence partners and stakeholders and enable expertise, resources and advice on success to be shared.

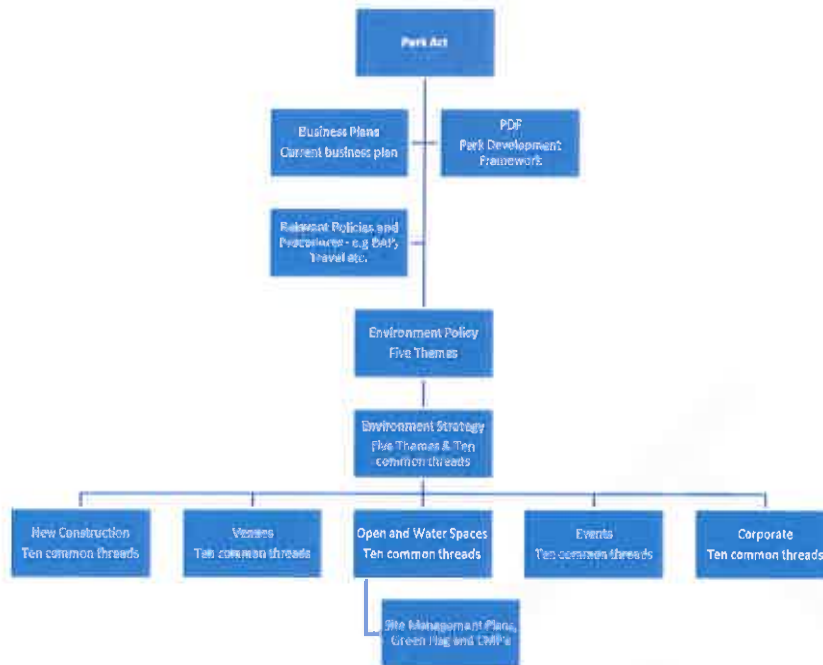


Fig 1 Structure of Environment Policy, Strategies and relevant documents

This Strategy recognises the impact of the rising costs of resources and raw materials and the pressure this places on the Authority to look at new ways of managing its venues and open spaces. However, new practices will only be adopted after a thorough evaluation of their sustainability and/or carbon footprint. This may involve an analysis of the product 'lifecycle' or the cost in terms of environmental sustainability or damage. This strategy is designed to influence suppliers, contractors, staff, visitors and customers in order to ensure they also contribute to a sustainable environment and in particular to a reduction in global warming in any actions they undertake on behalf of or for the Authority.

The Authority's Business Plan will always include some form of development and renewal of facilities and spaces. Any new development will increase consumption of resources such as energy and water above existing baseline levels. It is important that the Authority maintains a programme of action consistent with this strategy to ensure improvement in these areas strive towards a net zero operational management ethos and where possible the lowest carbon footprint of all new builds.

The Authority's mission statement for how it will manage the Environment is set out below:

"The Authority aspires to deliver environmental innovation and best practice in the design, delivery and management of its operation, open spaces and venues. In the context of its statutory remit the Authority will work to contribute to the international aim to limit global warming and address the climate crisis by developing and delivering a strategy and action plans which will reduce its impact on the



environment”

This strategy will enable us to deliver this mission statement.

Strategy Themes

The strategy will outline aims under each of themes below together with the relevant measures required to achieve or assist in achieving the Vision. These measures will guide the Authority in the way it manages its estate and operations to achieve the vision. An Action Plan included at Appendix A identifies how these aims and measures could be delivered.

The focus is on five key themes and sub divisions as set out in the Authorities Environment Policy and reminded here:

New Construction

- New builds and major projects
- Minor construction works/extensions/refurbs etc

Open and Water Spaces

- Multi use Parklands
- Water bodies
- Nature Reserves or designated and non-designated sites
- Event Spaces
- Gardens
- Public Car Parks

Venues

- The six contracted out venues
- Leased out Venues
- Other buildings and venues

Events

- Lee Valley Park led Events
- Major External Provider Events
- External and Community Events

Corporate

- Procurement
- Travel



Environment Strategy

Issue 3

- Vehicles and Machinery
- Public Awareness
- Waste and recycling
- Energy suppliers

Strategy Common Threads

The aims and measures have been grouped under common threads most, but not all of which will be relevant to each of the themes. These may be subject to further refinement or change as technologies develop. Two areas, Procurement and Communications will be considered separately as corporate elements but not common threads. An action plan for each theme will set out how the aims and measures can help the Authority achieve its vision. The common threads will cover:

- Travel
- Organisational Resource use (paper, supplies etc.)
- Machinery
- Water usage and quality
- Energy usage
- Waste management
- Property and Land use (including contaminated land)
- Biodiversity and nature improvement
- Learning
- Sustainable Design
- Procurement – (Corporate)
- Communications – (Corporate)

The Action Plan included at Appendix 1 includes a programme which will change the Authority's approach over time in line with its vision.

For each common thread we will seek to meet the following aims in the specific way relevant under each theme. These will be set out clearly and in more detail in the Action Plan at Appendix 1 where we will propose specific actions under each theme and common thread.

Travel

Officers of the Authority need to travel for business and also to get to their place of work. Individual officers may choose to use public transport or purchase electric vehicles which support the global aim to reach carbon neutral and reduce climate change. Technology is not yet at a point where this is possible for everyone and the Authority is now looking at EV charging points around the park to support the drive to phase out fossil fuel vehicles. Authority vehicles will eventually all require to be electric and this should be investigated to better understand what is required to move from a fleet of fossil fuel vehicles to electric. Our working policy should encourage staff to seek to travel to work as sustainably as possible or work from home where this is an option to reduce travel to and from the office. The Authority has a Corporate Travel Policy



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which is regularly reviewed and will seek to drive towards a carbon neutral travel position.

With a large number of visitors to the park each year the Authority should seek to ensure that visitors are aware that travelling to the park in a sustainable way is the preferred option. We currently seek to encourage this but further measures such as supplying EV points in our car parks will go a step further in achieving this.

The Authority will:

Aim to make business travel carbon neutral

It will aim to achieve this by:

- Changing its fleet to electric vehicles
- Ensure the travel policy encourages sustainable travel
- Investigate a roll out of EV points for staff and public to use
- Investigate ways to encourage staff to make their travel to and from their place of work carbon neutral
- Investigate ways to understand the travel of contractors, suppliers, consultants and if these activities can be reduced or made carbon neutral
- Encouraging visitors to visit facilities by public transport
- Consider utilising a standardised working from home policy to reduce the need to travel
- Work with our riparian authorities and statutory bodies to improve public transport options and cycle/walking routes for accessing the Park
- Working with contractors to reduce construction traffic

Organisational Resource use (paper, supplies etc.)

The Authority uses many resources and this theme seeks to address some of the resources that might not always be considered in these types of policy. When carrying out our activities we should always consider if we need to actually do something or is there a better or different way that might not use up so much resource. For example printing off documents can sometimes not be avoided but there are many instances when we print things off that we do not need to. Resources can also include various chemicals or consumables that we use in the day to day operations that we undertake. Ensuring we do not over use or use the right quantities is a good practice to adopt and all staff should be aware and think about their actions. As well as the environmental implications this also has a cost implication for the Authority and could potentially save money in various areas.

The Authority will:

- Aim to ensure that it does not unnecessarily use organisational resource in a wasteful way.

It will aim to achieve this by:

- Educating staff on resource use.
- Seeking to not over order resources.
- Recycling or reusing any resources not required any further.
- Review paperless administration, making greater use of electronic documents

Machinery

The Authority uses a large range of different types of machinery from ranger brush cutters and chain saws, farm machinery, generators, printers etc. In recent times many of these pieces of machinery have been replaced with electric versions or energy efficient versions. This should continue to be investigated and all machinery the Authority operates should eventually move to either an electric version or a low energy rating piece of equipment ensuring the equipment is suitable for the work required. Staff should be made aware of the environmental implications of sourcing particular types of machinery and should always seek to find the most environmentally friendly option.

The Authority will:

- Aim to ensure that as it replaces all machinery it will move to electric and low energy machinery where possible.

It will aim to achieve this by:

- Educating staff in machinery use and replacement.
- Seeking to replace all machinery with electric or low energy rating versions.

Water usage

Water represents a critical and increasingly threatened resource. The regions covered by the Regional Park are regularly experiencing reductions in rainfall. Demand for water has increased in recent years and further new housing growth proposed for sites around the Park will put more pressure on that demand.

The Authority's annual water usage is high and measures should be put in place to investigate areas where this can be reduced. Many new technologies are now available and these should be implemented where ever possible.

Water quality remains an issue. There are concerns over the quality of water throughout the park given increasing amounts of nitrates (from leachate) from surrounding agricultural areas. The Authority currently carries out water monitoring and uses barley straw to prevent blue/green algae – a perennial problem across some sites.

The Authority will:

- Improve its management of water use and quality.

It will aim to achieve this by:

- Adopting best practice measures to manage water consumption and will retro fit measures to reduce consumption where economically feasible to do so.
- Examining opportunities to increase flood mitigation measures on its land.
- Using available systems to monitor water quality.

Work in tandem with riparian landowners to agree a protocol in the reduction of nitrate rich fertilisers, leading by example

Energy usage

The continued decline in available energy resources, associated rises in energy costs and the development of energy sources derived from renewables require the Authority to continually review this area.

The Authority has introduced a range of energy measures over the last ten years fitting photo voltaic panels, LED lights, rainwater harvesting and ground source heat pumps. It can however do more and all new builds should look at every option to ensure that the latest energy efficient fittings or solutions are used.

Now more than ever is energy use a key consideration and one of the main drivers in the climate change challenge. However, it is not just about use of energy but supply of energy. Green energy is starting to reduce in price and options for this should continue to be investigated. Much of the supply of energy will rest with other organisations and governments in how quickly they can implement a green and affordable energy source – either solar, wind or other. Much progress has been made but before the Authority is in a position to go fully green energy more competitive options need to be available. We will continue to monitor and investigate options until we meet our aim.

The Authority will continue to review options for the future.

The Authority will:

- Maximise the efficient use of energy and seek to ensure energy supplies are from green energy to meet our target of net zero operational for our buildings.

It will aim to achieve this by:

- Reducing demand for energy through the introduction of measures such as condensing boilers and low energy electrical fittings.
- Seeking to fit and manage LED lighting in all new builds and retro fit where economically feasible. Including sensors to enable automatic shutdown of lights.
- Assessing opportunities for green energy derived from renewable resources.
- Investigate options for generating solar, wind producing units.
- Investigating ground source heat systems to replace fossil fuel systems

Waste management

Waste management for the Authority has been a long running issue which we have not been able to analyse fully. The baseline data supplied from our waste removal contractors is sometimes ambiguous and needs more clarity. Several attempts to understand what percentage of our waste is recycled overall have failed. Some small wins at various events has proven successful and we have been able to understand the impact of some activities but not the organisation as a whole. It is unlikely that we know as a whole what our waste production is on an annual basis and this is something that should be investigated. Landfills in the UK are closing and there is a move towards incineration of waste. This will by default result in reduced volumes of waste going into landfill but this is not of the Authority's doing. Staff should also be educated to produce less waste and consideration should be given to the best option for cafés that we operate, events we run and our daily operation on the best way to manage our waste.

The Authority will:

- Minimise our waste generation and contribute to sustainable waste management practices.

It will achieve this by:

- Understanding how much waste we produce.
- Developing a baseline of recycling and waste to measure improvement actions.
- Reducing the volumes of waste generated through re-use and recycling targets.
- Ensuring contractors and operators are monitored and meet their contract requirements with regard to waste management and in particular recycling as a percentage of waste.

Property and Land use (including contaminated land)

There are a range of aspects to the Authority's role here. The Authority owns 1560ha within the Regional Park. As well as the various uses of land owning such as providing different types of open space we should consider addressing the legacy of contaminated land, and sustainable management practices for grounds maintenance.

Much of the Authorities land holding acts as a carbon sink and continues to sequester carbon on an annual basis. Calculating how much carbon various types of habitat contain as a sink is a fairly new science and a simple calculation for a land use is not easy to come to however it is fair to say that some of the Authority's land holdings do contribute to negative emissions. Much of the work today has been undertaken on woodland and farmland because woodland potentially holds the highest amount and farmland is one of the most common global land uses. Although wetlands are good with much of the valley being this type of habitat, grassland and in particular amenity parkland is probably of a fairly low level of carbon capture. Clearly the Authority needs to manage its land in accordance with the Park Act and although there are opportunities for tree planting, to make the valley a woodland would in fact be detrimental to other biodiversity.



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The creation of the Regional Park from what the Civic Trust described as London's 'privy.....and workshop'¹ means there are large areas of contaminated land (the legacy of heavy industrial use in the Lower Lea Valley). In many areas landfill has been insufficiently regulated resulting in contaminants being introduced to sites which had previously been used for mineral extraction.

The Authority employs contractors to carry out the grounds maintenance of its estate. On each renewal of the contract this strategy will seek to ensure sustainable practices are in place and contractors have an acceptable environment policy in place.

The Authority will:

- Seek to calculate the carbon sink value and carbon sequestration of its land holding and measure going forwards any improvements.
- Seek to mitigate or remediate the impacts of past land uses and activities particularly in respect to contaminated land.
- Work with our ground maintenance contractor to introduce sustainable practices for grounds maintenance.
- Remediate where possible all contaminated land in line with the Authority's contaminated land strategy.

It will aim to achieve this by:

- Seeking a way to measure carbon capture and sequestration for the different types of land use.
- Reviewing the extent of our contaminated land holding.
- Developing a strategy to inform the Authority's approach to remediating sites and assess risks for public access.
- Requiring the inclusion of sustainable practices in the grounds maintenance contract in the future.

Biodiversity

The Authority's estate includes areas of unique habitat some of which is internationally recognised. There are eight SSSIs within the boundary of the park, four of which join together to form the Lee Valley Special Protection Area and Ramsar site. Alongside these statutory designated sites there are a number of non-statutory, locally designated sites of importance for nature conservation. The Lee Valley Regional Park Biodiversity Action Plan (BAP) is a tool which guides work on the protection of habitat and species within the regional park. The current ten-year BAP plan was approved in 2019, ensuring sites across the Park are protected and enhanced to the highest standards.

The Authority will:



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- Work with partners and communities to conserve, create, restore and enhance the biodiversity of the park, providing access to and appreciation of this area

It will aim to achieve this by:

- Delivery of the four key objectives of the BAP
- Ensuring that all open spaces have a current management plan recognising the biodiversity value of the site itself and within the wider context of the regional park.
- Ensuring that biodiversity is a key consideration in all future Authority led projects.

Learning

The Authority should start with the education and development of its staff and seek to develop a "Golden thread" running through the organisation which considers environmental sustainability in everything it does. It should be the responsibility of all staff to ensure they are considering the impact of everything they do and challenging practice where there might be better more sustainable options. It can also demonstrate by clear and effective action and successful projects which meet aims and targets in this strategy and associated action plan. This will demonstrate good practice and encourage others to seek similar actions. It can also encourage all of its users to be considerate in how they use the park right down to how they travel to the park to how they dispose of any waste they bring or generate. The Authority's large estate also provides an extensive and varied resource for learning. The Authority's Youth and Schools team run courses and activities in environmental education for over 20,000 people per annum. This is supplemented by guided walks, interpretation and other activities for adults and families provided by the Biodiversity Team. The continued development of this service can be used to serve the region.

The Authority will:

- Seek to train and educate all staff to undertake their duties in the most sustainable way.
- Encourage all park users to consider their impact when using the Park.
- Provide learning opportunities for all.

It will aim to achieve this by:

- Educate and train staff in the best possible practice and in delivering this strategy and action plan.
- Seek to influence all Park users in sustainable use of the Park as well as informing them about our projects, operation and land management.
- Continuing to run and further develop its environmental education programme to meet curriculum objectives.
- Promoting educational programmes on biodiversity, habitat management, water treatment and farming

- Developing a strategy to inform the Authority's approach to remediating sites and assess risks for public access.
- Promoting recycling through use of recycled products and promotion of a waste free lunch.
- Encouraging visitors to continue to follow environmental practices by making a pledge to protect the environment.

Sustainable Design

The Park Development Framework includes a number of overarching principles governing the Authority's approach to the future development and management of the Regional Park. Two of these underpin sustainable design multifunction – the provision of facilities and open spaces designed to serve as many uses as possible, and flexibility – the provision of facilities and open spaces which can be adapted to meet changes in demand over time.

An example of multifunction is the use of areas of the Park for flood mitigation. Several external developers from sites around the Park have engaged in dialogue with the Authority looking at the possibility of using land in the Park for flood storage to mitigate the impact of their new development. These areas can be enhanced for biodiversity given the wider range of habitats which can be created.

The inclusion of flexibility into the design of buildings and open spaces reduces wastage in the use of materials and extends their 'life' and allows them to adapt to different patterns of demand.

BREEAM is a voluntary code for sustainable design of buildings. The latest standard (2011) now includes a framework for the built environment. This covers how building design addresses energy and water consumption, access to public transport and the sourcing of materials. The Authorities Olympic legacy facilities and Lee Valley Athletics Centre comply with this code, each rated as 'good'. It is recommended that this standard is adopted by the Authority to guide the future development of its facilities and any new built facilities or developments.

The Authority will:

- Adopt sustainable standards of design and management.

It will aim to achieve this by:

- Adopting BREEAM standards and seek a 'good' score for new facilities.
- Designing open spaces and built facilities to serve as many uses as possible to allow their adaptation over time to meet changing patterns of demand.
- Seeking net gain for biodiversity – and considering Urban Greening Factor (London).



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In addition we will look at two other areas procurement and communication.

Procurement

The Authority is a signatory to the Mayor's Green Procurement Code. It uses approximately 70% of its annual budget on the purchase of goods and services from external suppliers. The Authority's adopted procurement strategy includes a commitment to 'sustainable' procurement.

The Authority will:

- A "Pass/Fail" assessment will be set up for all Tenders based on a "Price" only assessment.
- "Request for Quotes (RFQ)" & "Invitation to Tender (ITT)" would take into account the environmental impacts of a particular product or service over its whole-life cycle, and appropriate assessment criteria and weightings will be used.

It will aim to achieve this by:

- Implementing & updating all our Procurement Documents and Assessment Criteria as a mandatory process to adopt a pragmatic approach for a "Green Procurement" and obtain "Carbon Footprint" for all Procurement.

Communication

It is important that our audiences – internally and externally - understand our environment strategy and policy and the actions we are taking and those which they can take.

There is also an opportunity here to show the public and others what we are doing and to encourage a more sustainable use of the park, including travel to and within gate park. If we can make visitors think about how they are using the estate and demonstrate we are striving to support the drive to reduce global warming then we will also meet some of our learning aims within this strategy.

The Authority will:

- Influence park users and internal audiences to support a more sustainable use of the park.

It will aim to achieve this by:

- Generate and sharing stories and information about our environmental credentials and the changes we are making through a variety of media. Within this, having a "drumbeat" of social media about new initiatives, changes we are making and the



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effects we are having. This will be linked to the programme of investments in our open spaces

- Educate, excite and empower our own staff and volunteers through a variety of channels - intranet, social media, briefings, show and tell demonstrations etc.
- Use all forms of media to bring the policy and strategy to life such as embedding key information on the website and having these available to view

Relevant Policy Strategy and Procedure Documents

This strategy has implications for all service areas and a range of policies and procedures. It will require solid, deliverable communication plans in order to achieve aims and outcomes. The document that this strategy sits under is the Authority's Environment Policy and both documents should be referred to in conjunction with each other. The strategy should take account of the relevant policies and procedures and these currently are:

- Environment Policy
- Procurement Policy
- Biodiversity Action Plan
- Corporate Travel Policy
- Corporate Land and Property Strategy
- Contaminated Land Strategy
- The Quality Management System and various relevant procedures
- Cycling Strategy
- Housing and Accommodation Policy

These will be reviewed regularly through the Policy and Procedure Group and Member sign off procedures to ensure compliance with this strategy.

Monitoring and Review

The effectiveness of the policy will be monitored through a review of performance indicators and delivery of the action plan which will be regularly reviewed by the Environmental Group.

The action plan sets out actions over the next ten years. This will be updated through the service planning process and future development. Progress will be monitored quarterly.

Within the Authority's performance management framework we will develop a range of performance indicators that align to this strategy, these will be reported quarterly through the usual reporting lines to Members.

The proposed measures to gain a base line in year one are as follows:

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KPI Measures

KPI Number	Measure Subject	Measure Output	Final Target
E1	Utilities Usage (Electric and Gas)	tonnes of CO ₂ pa	Green Electric only use to meet zero CO ₂ annual emissions
E2	Water Usage	Cubic litres pa	30% reduction from baseline
E3	Waste	% Waste recycled pa	100% recycled or to incineration that is net zero
E4	Utilities Supply (electric)	Supply source % Green electric supply v % non-green (fossil fuel) supply	All electric use coming from green energy
E5	Travel	Business Miles Petrol pa Business Miles Electric pa	All business miles are EV's only
E6a	New Construction (new builds/refurb/extension etc)	tonnes of CO ₂ pa	All new builds carbon neutral
E6b	New Construction (new builds/refurb/extension etc)	Average BNG per annum from all new builds	All new builds to achieve the maximum BNG possible 30% and above.
E7a	Open Spaces Carbon Capture	t CO ₂ ha ⁻¹ pa	Establish base line measure and report increases/decreases to determine land use strategy
E7b	Farm Carbon Footprint	CO ₂ cost per annum	Establish baseline and monitor
E8	Operator/Contractor Measures	tonnes of CO ₂ pa	All operators/contractors Carbon Neutral
E9	Events	tonnes of CO ₂ pa	Achieve a 50% reduction in all outdoor event-related greenhouse gas emissions by 2025 to net zero in 2050
E10a	Corporate	% of contracts awarded that have an environment policy or acceptable standards in place	All procurements meet environmental standards required by Authority 2030
E10b	Corporate	% of staff trained in Environment Policy and	All staff trained

		Strategy Course and Environment Awareness course	
E10c	Corporate	% of property which meets energy standard rating B	All properties to meet energy rating B
E10d	Corporate	Paper usage – photocopier pages per annum	Aim to become a paperless organisation

Review

(This strategy will be reviewed every three years or more frequently if new legislation is introduced which will impact on the Authority.)

Appendix 1 – Action Plan

The plan has been developed to inform the delivery of the objectives identified above. In addition a further section has been added on internal communications to assist in the roll out and ownership of this strategy.

Theme	Common Thread	Action	Lead	Planned outcome	Target Date	KPI/ Measure
New Construction New builds and major projects Minor construction works/extensions/refubs etc	Travel	Contractors to demonstrate keeping travel to a minimum.	AMPD	Reduced carbon footprint	2022 then ongoing	E6
		Working with contractors to reduce construction traffic. n/a	AMPD	Reduce carbon footprint	2022 then ongoing	E6
	Organisational Resource Machinery	n/a				
	Water Usage	Fit water saving devices at all new facilities.	AMPD and project managers	Reduced water consumption	2022 then ongoing	E2
		Plan in opportunities to increase flood mitigation measures for new builds.	AMPD and project managers	Improved environmental practice	2022 then ongoing	n/a
		Water reduction measures on construction projects	AMPD and project managers	Reduced water consumption	2022 then ongoing	E6
Energy Usage	Reducing demand for energy through the introduction of measures such as condensing boilers and low energy electrical fittings.	AMPD and project managers	Reduced Energy consumption	2022 then ongoing	E1	
			Reduced Energy consumption			E1

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			Seeking to fit LED lighting in all new builds or replacements economically feasible.	AMPD and project managers	2022 then ongoing	
			Assess opportunities for green/renewable energy supply for new builds.	AMPD and project managers	2022 then ongoing	E4
			Investigate options for generating solar, wind producing units in new builds.	AMPD and project managers	2022 then ongoing	E4
			Investigating ground source heat systems rather than fossil fuel systems.	AMPD and project managers	2022 then ongoing	E4
Waste Management			Promote use of products derived from recycled material.	AMPD and project managers	2022 then ongoing	E3
			Ensure comprehensive recycling on new builds	AMPD and project managers	2022 then ongoing	E3
Property and Land Use			n/a			
Biodiversity			Ensure that all new builds and their associated planning applications achieve at least the required 10% net gain required and where	AMPD and project managers	2022 then ongoing	E6b

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		possible seek to increase this gain. Ensure that all new builds have a biodiversity statement for on-going management of biodiversity features. Support delivery of BAP actions and SMART targets.	AMPD and project managers	Improve the biodiversity of new builds	2022 then ongoing	E6b
		n/a	AMPD and project managers	Improve the biodiversity of new builds	2022 then ongoing	E6b
Learning Sustainable Design		Ensure that biodiversity implications are taken into consideration during project planning.	AMPD and project managers	Improve the biodiversity of new builds	2022 then ongoing	E6b
		Introduce rainwater harvesting options in new build designs where economically feasible.	AMPD and project managers	Reduce water use	2022 then ongoing	E2
		Introduce whole life costing involving the carbon footprint for new builds.	AMPD and project managers	Understand the carbon footprint of each new build	2022 then ongoing	E6a
		Look at viability for installation of non-fossil fuel schemes i.e. feed-in tariff, RHI, Adopting BREEAM standards and	AMPD and project managers	Reduce the reliance on fossil fuel energy provision	2022 then ongoing	E4

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<p>Open Spaces Multi use Parklands Water bodies Nature Reserves or designated and non-designated sites Event Spaces Gardens</p>		<p>seeking a 'good' score for new builds. Designing built facilities and the open spaces around to serve as many environmental uses as possible including adaptation over time to meet changing patterns of climate. Seeking net gain for biodiversity – and considering Urban Greening Factor (London). Changing ranger fleet to electric vehicles. As and when suitable vehicles become available switch to these. Operate under travel policy encouraging sustainable travel. Investigate a roll out of EV points for staff and public to use. Investigate ways to encourage staff and public to travel carbon neutral.</p>	<p>AMPD and project managers</p> <p>AMPD and project managers</p> <p>Head of Parklands</p> <p>Head of Parklands</p> <p>APMD and project managers</p> <p>Head of Parklands</p>	<p>Contribute to the climate crisis by improving all our new build programmes</p> <p>Improve biodiversity for each new build</p> <p>Electric fleet</p> <p>Reduce carbon footprint</p> <p>Reduce carbon footprint</p> <p>Reduce carbon footprint</p>	<p>2022 then ongoing</p> <p>2022 then ongoing</p> <p>Review 2027</p> <p>2025</p> <p>2030</p> <p>2025</p>	<p>E6a</p> <p>E6b</p> <p>E5</p> <p>E5</p> <p>E5</p> <p>E5</p>
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			APMD and project managers	Included as part of tender requirements	2023	E8
	Investigate ways to understand the travel of contractors, suppliers, consultants and if these activities can be reduced or made carbon neutral.		Head of Parklands	Reduce carbon footprint of visitors	2023	n/a
	Encouraging visitors to visit facilities by public transport.		APMD and project managers	Reduce carbon footprint of visitors	2023	n/a
	Work with our riparian authorities and statutory bodies to improve public transport options and cycle/walking routes for accessing the Park					
Organisational Resource	Encourage environmental thought and consideration in all resource use in every element of operation.		HR and line managers	All staff trained and aware	2025	E10b
Machinery	Educating staff in machinery use and replacement. Seeking to replace all machinery with electric or low energy rating versions.		HR and line managers	All staff trained and aware	2025	E10b
Water Usage/quality	Retro-fit water saving devices at all facilities.		Head of Parklands and AMPD	All machinery where possible battery powered	2025	n/a
			Head of Parklands and AMPD	Reduce water usage	2025	E2
			Head of Parklands and Biodiversity	Improve and maintain water quality	2025	n/a

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		<p>Continue to use available systems to monitor water quality.</p> <p>Introduce rainwater harvesting in all facilities where economically feasible.</p> <p>Adopting best practice measures to manage water consumption and will retro fit measures to reduce consumption where economically feasible to do so.</p> <p>Examining opportunities to increase flood mitigation measures on its land.</p> <p>Work in tandem with riparian landowners to agree a protocol in the reduction of nitrate rich fertilisers, leading by example.</p>	<p>Head of Parklands</p> <p>Head of Parklands and AMPD</p> <p>Head of Parklands and Biodiversity</p> <p>Head of Parklands and Farm Manager</p>	<p>Reduce water usage</p> <p>Reduce water usage</p> <p>Improve flood protection</p> <p>Improve and maintain water quality</p>	<p>2025</p> <p>2025</p> <p>2025</p> <p>2025</p>	<p>E2</p> <p>E2</p> <p>n/a</p> <p>n/a</p>
	<p>Energy Usage</p>	<p>Reducing demand for energy through the introduction of measures such as condensing boilers and low energy electrical fittings.</p>	<p>Head of Parklands and APMD</p>	<p>Reduce energy use</p>	<p>2025</p>	<p>E1</p>

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			Head of Parklands and APMD	Reduce energy use	2025	E1
		Seeking to fit LED lighting in all new builds and retro fit where economically feasible.	Head of Parklands and APMD	Reduce reliance on fossil fuels	2030	E4
		Assessing opportunities for green energy derived from renewable resources.	Head of Parklands and APMD	Reduce reliance on fossil fuels	2030	E4
		Investigate options for generating solar, wind producing units.	Head of Parklands and APMD	Reduce reliance on fossil fuels	2030	E4
		Investigating ground source heat systems to replace fossil fuel systems.	Head of Parklands and APMD	Reduce waste to landfill and increase recycling and composting	2025	E3
	Waste Management	Ensure comprehensive recycling for all open spaces including investigating needs for way to improve Green Waste Recycling.	Head of Parklands	Baseline obtained and measurement system put in place	2023	E3
		Understanding how much waste we produce by developing a baseline of recycling and waste to measure improvement actions.	Head of Parklands	Reduce waste to landfill and increase recycling and composting	2025	E3
		Reducing the volumes of waste generated through re-use and recycling	Head of Parklands			

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			Head of Parklands	Reduce waste to landfill and increase recycling and composting	2025	E8
	targets including review of contracts to ensure this element is included. Ensuring contractors and operators are monitored and meet their contract requirements with regard to waste management and in particular recycling as a percentage of waste.		Head of Parklands	Support BAP	2023	BAP Targets
Property and Land Use	Ensure that all open spaces have a conservation management plan.		Head of Parklands	Support BAP	2023	BAP Targets
Biodiversity	Ensure that all open spaces have a current management plan which pays due regard to the biodiversity value of the site. Support delivery of BAP actions and SMART targets.		Head of Parklands	Support BAP	2023	BAP Targets
Learning	n/a					
Sustainable Design	n/a					
Travel	Changing fleet to electric vehicles.		Venue Managers	No fossil fuel vehicles	2030	E5
Venues The six contracted out venues Leased out Venues			Venue Managers	Reduced use of fossil fuels	2023	E5

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 <p>Other buildings and venues</p>	<p>Ensure the travel policy encourages sustainable travel.</p> <p>Investigate a roll out of EV points for staff and public to use.</p> <p>Investigate ways to encourage staff and visitors to make their travel carbon neutral.</p> <p>Investigate ways to understand the travel of contractors, suppliers, consultants and if these activities can be reduced or made carbon neutral.</p> <p>Encouraging visitors to visit facilities by public transport.</p> <p>Consider utilising a standardised working from home policy to reduce the need to travel.</p> <p>Work with our riparian authorities and statutory bodies to improve public transport options and cycle/walking routes for accessing the Park</p>	<p>AMPD and Venue Managers</p> <p>Venue Managers</p> <p>Procurement and Venue Managers</p> <p>Comms and Venue Managers</p> <p>HR and Venue Managers</p> <p>Corporate and Venue Managers</p>	<p>Provision of EV charging points for staff and visitors</p> <p>Reduce fossil fuel use and reduce carbon footprint</p> <p>Reduce fossil fuel use and reduce carbon footprint</p> <p>Reduce fossil fuel use and reduce carbon footprint</p> <p>Reduce fossil fuel use and reduce carbon footprint</p> <p>Reduce fossil fuel use and reduce carbon footprint</p>	<p>2025</p> <p>2025</p> <p>2030</p> <p>2025</p> <p>2025</p> <p>2030</p>	<p>E5</p> <p>E5</p> <p>n/a</p> <p>n/a</p> <p>n/a</p> <p>n/a</p> <p>n/a</p>
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		Working with contractors to reduce construction traffic. Work with GLL and other contractors to reduce travel.	AMPD and Venue Managers Procurement and Venue Managers	Reduce fossil fuel use and reduce carbon footprint Reduce fossil fuel use and reduce carbon footprint	2030	E8
Organisational Resource	Encourage environmental thought and consideration in all resource use in every element of operation. Work with GLL and other contractors to reduce resource use.	Venue Managers Contract management and Venue Managers	Increase learning and awareness of environmental issues to reduce use of resources Reduce resource use and ultimately carbon footprint	2025	2025	n/a E8
Machinery	Educating staff in machinery use and replacement. Seeking to replace all machinery with electric or low energy rating versions. Work with GLL and other contractors to investigate options for improvements in machinery use and replacement.	Venue Managers Venue Managers Contract management and Venue Managers	Increase learning and awareness of environmental issues Reduce carbon footprint Reduce carbon footprint	2025	2030 2025	E10b n/a E8
Water Usage	Continue to use available systems to monitor water usage.	Venue Managers	Reduce water usage	2025	2030	E2 E2

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	Property and Land Use	n/a		Biodiversity and Venue Managers	Increased biodiversity	2025	BAP Targets met
	Biodiversity	Undertake a biodiversity audit of facilities to identify and prioritise opportunities to enhance habitat management or retro-fit biodiversity features. Support delivery of BAP actions and SMART targets.		Biodiversity and Venue Managers	Increased biodiversity	2025	BAP Targets met
	Learning	Work with GLL and other contractors to establish if their staff are educated in environmental awareness.		HR and Procurement	All contracts confirm staff training on environmental awareness	2030	E8, E10 and E11
	Sustainable Design	Seek to ensure all new products for venues (e.g. camp site pods or marina equipment) is sourced with the most sustainable operation in mind		Various and Venue Managers	Ensure all designs of products going into venues are sustainable	2025	E6a
Events Lee Valley Park led Events (for example Countryside Live, Wild About Wetlands or small venue led events)	Travel	Ensure the travel policy encourages sustainable travel.		Event Team	Reduction in environmentally damaging travel to events	2025	E5
		Investigate ways to encourage staff running events and visitors to make their travel to and from events carbon neutral.		Event Team and Comms	Reduction in environmentally damaging travel to events	2025	E5
				Event Team		2025	E5

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			<p>Reduce car travel and support an increase in car occupancy or group travel by bundling a proportion of event tickets with dedicated coach travel or car sharing for greenfield events.</p> <p>Seek options for on-site EV charging points were available.</p> <p>Choose local contractors and suppliers, prioritising the most significant by distance or transport volume</p>	<p>Event Team and AMPD</p> <p>Event Team</p>	<p>Reduction in environmentally damaging travel to events</p> <p>Reduction in environmentally damaging travel to events</p> <p>Reduction in environmentally damaging travel for events</p>	<p>2025</p> <p>2025</p> <p>2025</p>	<p>E5</p> <p>E5</p>
Organisational Resource	<p>Reducing energy use and purchasing or using renewable and/or sustainable energy sources</p> <p>Investigate ways for conserving water</p> <p>Seek to provide and supporting measures to reduce, reuse and recycle waste</p> <p>Supporting and promoting the use of low or zero</p>	<p>Event Team</p> <p>Event Team</p> <p>Event Team</p> <p>Event Team and Comms</p>	<p>Reducing our carbon footprint for events</p> <p>Reducing water usage</p> <p>Reducing waste to landfill</p> <p>Reducing staff travel and encouraging green travel</p>	<p>2030</p> <p>2025</p> <p>2025</p> <p>2025</p>	<p>E1</p> <p>E2</p> <p>E3</p> <p>E5</p>		



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		<p>carbon travel options to the event site</p> <p>Choose catering providers with strong sustainability credentials or from our select list of catering providers</p> <p>Choosing food and drink providers, merchandise and give-aways which have been sustainably and/or locally sourced</p> <p>Seek to use reclaimed, reused, sustainable sourced and low impact materials at events</p> <p>Investigate establishing an event waste management system to minimise waste to landfill.</p> <p>Reduce avoidable food waste</p>	<p>Event Team</p> <p>Event Team</p> <p>Event Team</p> <p>Event Team</p> <p>Event Team</p>	<p>Reducing carbon footprints for events</p> <p>Reducing carbon footprints for events</p> <p>Improving our recycling and sustainability credentials</p> <p>Reducing our waste at events</p> <p>Reducing our waste at events</p>	<p>2025</p> <p>2025</p> <p>2025</p> <p>2025</p> <p>2025</p>	<p>E10a</p> <p>E10a</p> <p>E3</p> <p>E3</p> <p>E3</p>
	<p>Machinery</p> <p>Water Usage</p>	<p>n/a</p> <p>Investigate systems to monitor water usage</p> <p>Investigate systems to monitor water quality – measure pre and post</p>	<p>Event Team</p> <p>Event Team</p>	<p>Reduce water usage</p> <p>Improve water quality</p>	<p>2025</p> <p>2025</p>	<p>E2</p> <p>E2</p>

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		event and record to prevent pollution of local waterways	Event Team	Reduce water usage	2025	E2
		Use water conserving technology on event sites and seek to minimise leaks				
	Energy Usage	Reducing demand for energy through the introduction of measures such as assessing opportunities for green energy derived from renewable resources.	Event Team	Reducing fossil fuel energy use	2025	E1
		Investigate possibilities for generating solar, wind producing units for events.	Event Team	Reducing fossil fuel energy use	2030	E4
		Investigate longer-term plans for phasing out of diesel generators to reduce energy use via this method to zero provided by 2040 shifting to mains grid, battery and or alternative power sources.	Event Team	Reducing fossil fuel energy use	2030	E4
		Investigate green energy or biofuel use Develop fuel reduction targets into events.	Event Team	Reducing fossil fuel energy use	2025	E4

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	<p>Waste Management</p>	<p>Developing a baseline of recycling and waste then investigate and develop improvement actions.</p> <p>Seek to reduce volumes of waste generated through re-use and recycling actions.</p> <p>Aim for total recycling and composting rate of all event waste.</p>	<p>Event Team</p> <p>Event Team</p> <p>Event Team</p>	<p>Reduce waste from events</p> <p>Reduce waste from events</p> <p>Reduce waste from events</p>	<p>2025</p> <p>2025</p> <p>2025</p>	<p>E3</p> <p>E3</p> <p>E3</p>
	<p>Property and Land Use</p>	<p>n/a</p>				
	<p>Biodiversity</p>	<p>Undertake preliminary ecological appraisals on key event sites in the Regional Park to identify potential impacts from events and seek mitigation activities where required.</p> <p>Ensure that all events consider their potential impact on biodiversity and where necessary ensure that mitigation measures are put in place</p>	<p>Event Team and Biodiversity</p> <p>Event Team and Biodiversity</p>	<p>Protect Biodiversity and nature</p> <p>Protect Biodiversity and nature</p>	<p>2023</p> <p>2023</p>	<p>BAP Targets met</p> <p>BAP Targets met</p>
	<p>Learning</p>	<p>n/a</p>				
	<p>Sustainable Design</p>	<p>n/a</p>				

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<p>Events Major External Provider Events External and Community Events</p>	<p>Procurement</p>	<p>Establish minimum sourcing standards and event provider procurement guidelines so all event organisers are seeking to reduce the carbon footprint of all the events they run.</p> <p>Request all event organisers to calculate and report on their CO2e figure and make this a requirement for all events by 2025. Seek a 50% reduction in outdoor event-related greenhouse gas emissions by 2025</p>	<p>Event Team</p>	<p>Reduce the carbon footprint of major event providers (such as "We are the Fair")</p>	<p>2025</p>	<p>E8</p>
<p>Corporate Procurement Travel Vehicles and Machinery Public Awareness Waste and recycling Energy suppliers</p>	<p>Travel</p>	<p>Encourage where practical teleconferencing and webinars, Skype, Teams or Zoom meetings where this is feasible</p> <p>Changing its fleet to electric vehicles Ensure the travel policy encourages sustainable travel</p> <p>Investigate a roll out of EV points for staff and public to use</p>	<p>HR HR and SMT AMPD and SMT</p>	<p>All staff to consider best method of meeting and use to reduce business travel where not necessary.</p> <p>All Authority vehicles to be electric or zero emission</p> <p>EV points fitted in all car parks and at venues and offices.</p>	<p>2030 2030 2030</p>	<p>E5 E5 E5</p>

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Machinery	Upgrade to A standard appliances	Facility managers AMPD	Improve energy efficiency	2030	E1
	Educating staff in machinery use and replacement. Seeking to replace all machinery with electric or low energy rating versions.	HR and Line managers Line managers	Improve energy efficiency Improve energy efficiency	2025 2030	E10b E1
Water Usage	Retro-fit water saving devices at all facilities Continue to use available systems to monitor water usage	Facility, AMPD and line managers	Reduce water usage	2030	E2
	Adopting best practice measures to manage water consumption and will retro fit measures to reduce consumption where economically feasible to do so. Examining opportunities to increase flood mitigation measures on its land. Using available systems to monitor water quality.	Facility, AMPD and line managers	Reduce water usage	2030	E2
		Facility, AMPD and line managers	Improve and maintain water quality	2025	n/a

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Energy Usage	Ensure energy supplies continue to be switched to green sources	Facility, AMPD and line managers	Reduce reliance on fossil fuel provided energy	2030	E1
<p>Identify opportunities to adapt facilities to allow energy generation from renewables for example wind turbines, photo voltaic cells, solar panels, ground source heat pumps, bio-mass boilers.</p>	<p>Identify opportunities to adapt facilities to allow energy generation from renewables for example wind turbines, photo voltaic cells, solar panels, ground source heat pumps, bio-mass boilers.</p>	<p>Facility, AMPD and line managers</p>	<p>Reduce energy use</p>	<p>2030</p>	<p>E1</p>
<p>Reducing demand for energy through the introduction of measures such as condensing boilers and low energy electrical fittings.</p>	<p>Reducing demand for energy through the introduction of measures such as condensing boilers and low energy electrical fittings.</p>	<p>Facility, AMPD and line managers</p>	<p>Reduce energy use</p>	<p>2030</p>	<p>E4</p>
<p>Seeking to fit LED lighting in all new builds and retro fit where economically feasible.</p>	<p>Seeking to fit LED lighting in all new builds and retro fit where economically feasible.</p>	<p>Facility, AMPD and line managers</p>	<p>Reduce reliance on fossil fuel provided energy</p>	<p>2030</p>	<p>E4</p>
<p>Assessing opportunities for green energy derived from renewable resources.</p>	<p>Assessing opportunities for green energy derived from renewable resources.</p>	<p>Facility, AMPD and line managers</p>	<p>Reduce reliance on fossil fuel provided energy</p>	<p>2030</p>	<p>E4</p>
<p>Investigating options for generating solar, wind producing units.</p>	<p>Investigating options for generating solar, wind producing units.</p>	<p>Facility, AMPD and line managers</p>	<p>Reduce reliance on fossil fuel provided energy</p>	<p>2030</p>	<p>E4</p>
<p>Investigating ground source heat systems to replace fossil fuel systems.</p>	<p>Investigating ground source heat systems to replace fossil fuel systems.</p>	<p>Facility, AMPD and line managers</p>	<p>Reduce reliance on fossil fuel provided energy</p>	<p>2030</p>	<p>E4</p>

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Waste Management	Promote recycling through the use of recycled materials in teaching resources wherever possible.	Facility and line managers	Reduce waste to landfill and improve recycling	2025	E3
	Promote use of products derived from recycled material	Facility and line managers	Reduce waste to landfill and improve recycling	2025	E3
	Understanding how much waste we produce.	Facility and line managers	Reduce waste to landfill and improve recycling	2023	E3
	Developing a baseline of recycling and waste to measure improvement actions.	Facility and line managers	Reduce waste to landfill and improve recycling	2023	E3
	Reducing the volumes of waste generated through re-use and recycling targets.	Facility and line managers	Reduce waste to landfill and improve recycling	2025	E3
	Ensuring contractors and operators are monitored and meet their contract requirements with regard to waste management and in particular recycling as a percentage of waste.	Facility and line managers	Reduce waste to landfill and improve recycling	2025	E8
	Property and Land Use	Seeking a way to measure carbon capture and	Environment Group	Developed measure for all land types which shows how much	2025

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		<p>sequestration for the different types of land use.</p> <p>Reviewing the extent of our contaminated land holding.</p> <p>Further developing the strategy to inform the Authority's approach to remediating sites and assess risks for public access.</p> <p>Minimum Energy Efficiency Standards (MEES) a key priority for the Authority in relation to properties that are leased. Subject to limited exemptions, landlords cannot grant a tenancy to either new or existing tenants of properties that have an EPC rating of F or G. Therefore minimum rating required is E.</p> <p>From 1 April 2023, subject to limited exemptions, landlords must not continue to let properties that have an EPC rating of F or G. This will therefore affect all existing leases.</p>	<p>Property, GIS and Planning</p> <p>Property</p> <p>Property APMD</p> <p>Property APMD</p> <p>Property APMD</p>	<p>carbon capture each land type has in t CO₂ ha⁻¹</p> <p>A full mapping of all landholdings showing levels of contamination</p> <p>A strategy and action plan for the approach to each section of contaminated land identified in the mapping exercise</p> <p>A full assessment of all Property holdings energy efficiency resulting in energy efficient properties</p> <p>Energy efficient properties</p>	<p>2025</p> <p>2030</p> <p>2025</p> <p>2023</p> <p>2027</p>	<p>n/a</p> <p>n/a</p> <p>n/a</p> <p>E10c</p> <p>n/a</p>
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		<p>There are also future proposals that from 1 April 2027 it is likely that, subject to limited exemptions, properties will need to have an EPC rating of C before being let. This is expected to increase to a B rating by 1 April 2030.</p> <p>Strategy and action plan to ensure the required delivery program set by government to meet the MEES is taken into account.</p>	<p>APMD</p>	<p>The Authority as Landlord is also likely to require more control over alterations carried out by tenants to ensure the tenant will not fit out or carry out alterations out to lower the EPC rating.</p>	<p>2025</p>	<p>n/a</p>
	<p>Biodiversity</p>	<p>Continue as required to review and develop the BAP to serve the Park.</p> <p>Delivery of projects and SMART targets in the current BAP.</p> <p>Ensuring that all open spaces have a current management plan recognising the biodiversity value of the site itself and within the wider context of the regional park.</p>	<p>Biodiversity and Environment Team Biodiversity and Environment Team Biodiversity and Environment Team</p>	<p>Meet BAP Targets</p> <p>Meet BAP Targets</p> <p>Meet BAP Targets</p>	<p>2025</p> <p>2025</p> <p>2025</p>	<p>BAP Targets</p> <p>BAP Targets</p> <p>BAP Targets</p>

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		Ensuring that biodiversity is a key consideration in all future Authority – led projects.	Biodiversity and Environment Team	Meet BAP Targets	2025	BAP Targets
	Learning	<p>Work in partnership with other bodies to support the development of internal communications campaigns and training packages to engage staff in environmental education.</p> <p>Communicate the Policy and Strategy externally</p> <p>Devise a training campaign to embed the environment Policy and Strategy in all elements of the Authority's work and to educate and train staff in the best possible practice and in delivering this strategy and action plan.</p> <p>Review the Authority's education programmes with the Learning and Engagement team to</p>	<p>HR and Comms</p> <p>Comms</p> <p>HR and Comms</p> <p>HR and Learning and Development Team</p>	<p>All staff trained and have an awareness of environmental issues and key decisions needed. Environmental elements in all internal comms eg Intranet, briefings, newsletter etc</p> <p>Embed elements which convey the successes of the environment policy on web and social</p> <p>Training/awareness campaigns to drive staff to be greener in their work and on a personal level, appoint green champions across all sites and at HQ.</p> <p>Increased participation in environmental education programmes. Enhanced suite of educational programmes on</p>	<p>By 2030</p> <p>By 2030</p> <p>By 2030</p> <p>By 2030</p>	<p>E11</p> <p>E11</p> <p>E11</p> <p>E11</p>

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			<p>determine whether an even stronger environmental message can be incorporated into all the programmes.</p> <p>Seek to influence all park visitors in sustainable use of the park as well as informing them about our projects, operation and land management.</p> <p>Run surveys of staff to assess attitudes and changes in behavior</p>		<p>biodiversity, habitat management, water treatment and farming.</p>		
			<p>Work with similar bodies to audit best practice in comms to communicate information on this internally and externally effectively</p> <p>Create environment pages on our web site which will promote our credentials and display our policy and the strategy and embed environment stories on key sections of the website</p> <p>Use social media to have a constant drumbeat of stories to convey our</p>	<p>Rangers, Comms, front line staff</p> <p>HR</p> <p>Comms</p> <p>Comms</p> <p>Comms</p>	<p>Park visitors and stakeholders to understand how the Authority is supporting the climate crisis and action they can take</p> <p>Surveys obtained data on attitudes</p> <p>Best practice comms programme internally and externally</p> <p>Park visitors and stakeholders to understand how the Authority is supporting the climate crisis and action they can take</p> <p>Park visitors and stakeholders to understand how the Authority is supporting the climate crisis and action they can take</p>	<p>By 2030</p> <p>2025</p> <p>2023</p> <p>2023</p> <p>2023</p>	<p>n/a</p> <p>n/a</p> <p>n/a</p> <p>n/a</p> <p>n/a</p>
	Communication						

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		sustainability credentials and influence park visitors. Create method to channel environmental information and good news stories to the comms team	Rangers, Comms, APMD, contract management	supporting the climate crisis and action they can take Park visitors and stakeholders to understand how the Authority is supporting the climate crisis and action they can take	2023	n/a
Procurement	A Pass/Fail and Environmental impact scoring will be integrated to all appropriate Procurement within the Authority's Threshold. Seek to obtain the carbon footprint as mandatory for above 25k Procurements. Requiring the inclusion of sustainable practices in the all new contracts in the future. Including KPI's for environmental practise in major repeat contracts such as LSC, GM, H&S and Quality Monitoring	Procurement Team	Procurement Team	Environmental best practice threaded into the procurement process and all new contracts	By 2030	E10
				All new contracts are able to provide organisational carbon footprint	By 2030	E10
				All new contracts demonstrate high level sustainability practices	By 2030	E10
				Procurement process has new measures and scores with a percentage allocated to environmental performance and carbon footprint	By 2030	E10
Sustainable Design	Ensure that the updated specification has targets for the reduction of wastes	AMPD	Improve our sustainability	2025	n/a	

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			and the use of ethically sourced materials for any works. Complete a Contaminated land strategy and action plan.	Property	Reduce our contaminated land holding	2030	n/a
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