



WAIMAKARIRI  
DISTRICT COUNCIL

# **Organisational Sustainability Strategy & Action Plan 2020**

Policy and Strategy | September 2020

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***“Mō tātou te taiao ko te atawhai, mō tātou te taiao ko te orange”***

*It is for us to care for and look after the environment to ensure its wellbeing, in doing so we ensure our own wellbeing and that of future generations.*

## Foreword

***This is the Council's second Sustainability Strategy. It sets out actions which will allow the Council to continue to chart a sustainable way forward in the manner it conducts its business across the wider organisation's operations***

This Strategy is an overarching framework that guides the adoption of economic, social, cultural and environmental sustainability and wellbeing principles into Council's strategic planning and day to day operations in partnership with others.

The Council needs to be seen to be taking strong and decisive action. The cost of taking action, investing in a sustainable future for the organisation, is demonstrably less than the cost of taking no action.

As our national economy and businesses shift towards a low-emissions future by 2050, our emission-rich business-as-usual culture is becoming increasingly less attractive and undesirable. It is vital that the Council continues to find its own practical and innovative solutions to mitigating emissions, managing waste and developing a culture which embraces sustainability 'as something we just do'.

This Strategy is about engaging with staff, changing our internal culture for the better and demonstrating leadership to the community. It is also about the stronger involvement of elected members who are able to provide strategic leadership and support the work of staff sustainability champions.

This process formally began in 2019 with readily practical, pragmatic and achievable actions. The sustainability approach being adopted by the Council also complements with parallel work streams within the organisation including climate change mitigation and adaptation, natural hazards, the natural environment, procurement and well-being.



## Background

***The Strategy broadly aligns with the 2030 United Nations Sustainable Development Goals (UN SDG), goals which set out a universal agenda by bringing together the economic, social and environmental dimensions of sustainable development***

While the Strategy is a non-statutory document, it is designed to fit with and complement key national policy directives. The government is committing the country to a low-emissions future by 2050. The Strategy anticipates and is responding to legislative requirements including emissions reporting, sustainable procurement and tougher measures addressing waste production and disposal.

***Bold and transformative steps are urgently needed to shift the world onto a sustainable and resilient path.***

The government is transitioning the country to a low emissions economy by 2050. The Council in response needs to be prepared and anticipate significant change, to help avoid future significant unplanned costs.

Waste management is a massive and complex global issue. The country cannot continue to export its waste. Councils play a key role in developing clever and innovative approaches to managing waste streams within the District and to landfill. The 'circular' economy model, based on nature-inspired cycles, is now seen as an alternative for creating prosperity from waste.

Transport is the second largest and fastest growing greenhouse gas emissions contributor nationally. An organisational travel plan is proposed to investigate a range of low emission and active transport alternatives for staff in relation to commuting options, moving between Service Centres or getting to our customers.

There is strong evidence to show that work is generally good for people's physical and mental health; the workplace environment must be conducive to wellbeing. Planned refurbishment of the Rangiora Service Centre in 2020/21 FY remains a key action in this direction.

The Long-Term Plan 2021/31 and Community Strategy (2021/22 FY) being developed will explicitly link to Council's community outcomes.



## Vision and Goals

***Investment by the Council in a sustainable and resilient future for the District: for our people, our businesses, our infrastructure and our environment by taking responsibility and showing leadership.***

This is our strategy, for getting our own house in order, showing leadership and sharing knowledge and learnings with the community. Outcomes sought from implementation of this strategy include embedding sustainability considerations into Council operations and policy development, demonstrating social and environmental responsibility through procurement, and identifying greater efficiencies and cost savings to reduce use of resources.

### ***Overarching Goal***

In developing and implementing this Strategy, Council creates a culture where acting and doing things sustainably becomes second nature.



## Sustainability and strategic direction

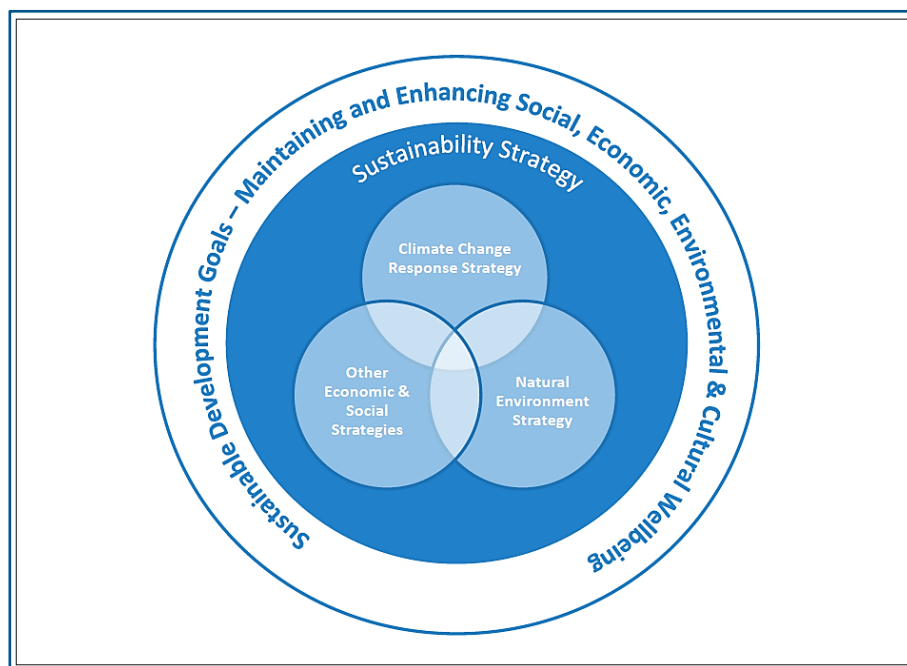
*While this strategy focuses on sustainability within the wider organisation, whatever actions and services the Council undertakes or provides involves direct or indirect emissions and is linked to climate change, the natural and built environment, our social and cultural fabric, and financial systems*

Sustainability principles sit within the Long-Term Plan and the Infrastructure and Procurement Strategies. Progressively, sustainability elements will become more embedded in a wider suite of Council documents, processes and procedures including the District Plan review.

Within the overall scope of sustainability, focused climate change response and natural environment strategies and a monitoring framework are proposed *see Figure 1*).

Procurement is of growing importance. Best public service outcomes delivered by the Council in turn depend on good procurement to cover all aspects of the acquisition and delivery of our services.

Tackling waste is a growing challenge in Waimakariri District and staff are rightly concerned about the volumes of waste being produced by Council activities. We can start solving our waste problem by becoming more efficient with the resources we use.



**Figure 1 inter-relationships between the strategies**Climate change

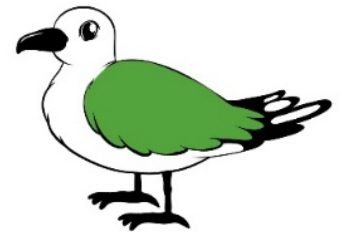
Climate change is a game changer for Council business. Climate change will present increasing risks and challenges to nearly every aspect of Council's operations into the future.

Climate change will affect sustainability and wellbeing by exacerbating known risks and creating new ones. Developing work in climate change is a focused response to these impacts to, where possible eliminate, and over time reduce and manage their effects.

Exposure to climate impacts are projected to worsen in many parts of the country including Waimakariri District. We need to mitigate our emissions as much as is feasible while continuing to provide vital community services.



## 'Billy' the Black Billed Gull



Under New Zealand's conservation status, Black Billed Gulls are considered 'nationally critical', and have faced a 70% decline in the last 30 years. They are the most threatened gull species in the world and are known to nest in the Waimakariri District.

They are known to nest in large, densely packed colonies on open shingle margins or islands in the Waimakariri and Rakahuri Rivers.

We think they're pretty special, and is why they were chosen as the face of the organisation's sustainability journey.

We called our sustainability champion 'Billy', and he has been leading the way during the development of the Council's Sustainability Strategy and for various initiatives to promote change.

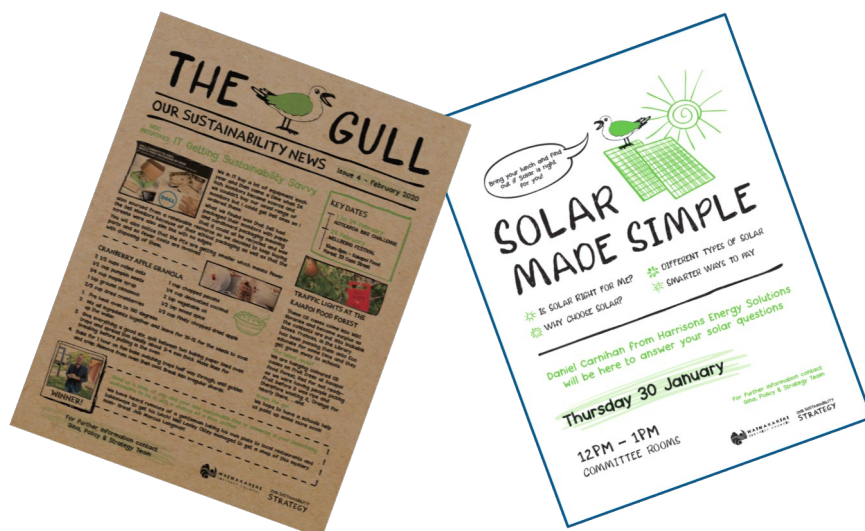


### Education for sustainability

Billy is the icon for our regular staff and elected member sustainability newsletter *The Gull* and flyers produced for our public education sessions.

Our education for sustainability sessions have a strong purpose. They encourage staff (and elected members) to ask questions and challenge underlying assumptions.

Sessions have been held throughout 2019/20 on the topics of natural foods, waste, tips for a sustainable festive season, cleaning products, growing and planting, and solar electricity generation for the home.



# What have we been doing?

## *Greenhouse gas emissions inventory*

Council has committed to manage and reduce its greenhouse gas (GHG) emissions from its organisation-wide activities. The GHG emissions inventory results for the base 2017/18 financial year has been re-assessed in this Strategy to provide Council in 2020 with an emissions profile of the whole organisation's services and operations. *See analysis: Greenhouse Gas Emissions Inventory (pages 9 and 10)*

## *Sustainability Strategy Steering Group*

An elected member steering group has been established to provide strategic leadership and support in the implementation of this Strategy and Action Plan and in subsequent stages of strategy development. This includes working with stakeholders including Ngāi Tūāhuriri, Enterprise North Canterbury and Te Kōhaka o Tūhaitara Trust to develop a community wide strategy in 2021.

## *Sustainability Champions*

Staff from across Council's units oversee implementation of the Strategy. This group meets frequently to plan and prioritise practical steps. Highlights include:

- the removal of 500 kg of electronic (computer) waste
- introduction non-disposable catering containers for functions
- provision of reusable shopping bags
- instituting waste/organics/recycling bins across Service Centres and facilities
- dual schemes to recycle expired oral products (e.g. toothpastes) and expired pens/biros; these build on a long-existing initiative to collect and repurpose batteries.

Monitoring is vital so that progress with implementation of the Strategy can be tracked. Progress updates are brought before Council's Audit & Risk Committee every three months.





## How will we get there?

*While the Strategy retains an ‘environmental’ flavour, it also begins to explore wider social, cultural and economic territory – links to local business and iwi - in the lead-up to development of a community strategy for the 2021/22 FY*

### 2019/2020 - the start of a journey

We are beginning to create an organisation wide sustainability culture for all staff and elected members so that sustainability becomes ‘the new normal’.

We are embedding sustainability in day-to-day and Council reporting and decision-making processes to establish clear policy and planning pathways to a low GHG emission future for council operations and services.

### 2020/2021 - widening our scope

Now that we are looking at our complete and organisation-wide GHG emissions profile, further development of the Strategy will include a closer examination of existing practices for wider Council business including wastewater treatment plants, libraries, swimming pools and forestry.

Council will also investigate the setting of emission reduction targets and where possible introduce innovative solutions to reduce GHG emissions from Council operations.

### 2021/2022- engaging with the community

The Council will begin working more closely with local businesses, Ngai Tūāhuriri and the community to develop an action plan to reduce district-wide GHG emissions.

Resources and budget requirements to deliver this wider work programme will be sought through the Long-Term Plan process in 2021. This will include potentially the engagement of a dedicated staff member to a role centred on implementation of the strategy.

In the meantime, additional resources to fund the other years of this Strategy will be sought through the Annual Plan process and by leveraging funding from other sources where possible.



## Greenhouse gas emissions inventory

### ***Waimakariri District Council – a 2017/18 snapshot of our organisation.***

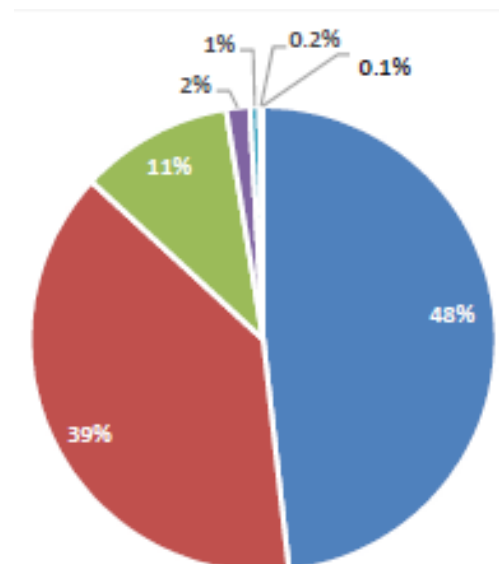
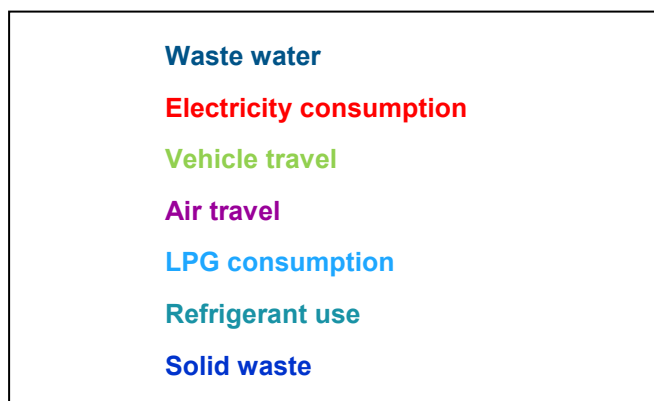
The Council currently has no obligation to report its emissions. This inventory has been undertaken on a voluntary basis and is intended primarily for an internal audience.

The inventory provides a base year for data allowing Waimakariri District to understand its emission profile and to track and compare GHG emissions over subsequent years. It is also a starting point action, enabling the Council to make informed decisions when managing GHG emissions. A repeat 'refresh' inventory will be undertaken, three years on, following the end of the 2020/21 FY.

In the first iteration of the Strategy, focused on the Council's three Service Centres, emissions were calculated to be 507 tonnes of CO<sub>2</sub>-e. For this Strategy, Council's emissions **across the whole organisation** in the 2017/18FY were calculated to be **3,423 tonnes of CO<sub>2</sub>-e**.

The major contributing sources (*refer to pie graph*) are **waste water** (1,651 tonnes, **48 per cent**), **electricity consumption** (1,321 tonnes, **39 per cent**) and **vehicle travel** (363 tonnes, **11 percent**).

While waste makes a small greenhouse gas contribution (just 2 tonnes or 0.1 % of the total), it remains a significant sustainability issue in terms of volume and visibility.



The Canterbury Regional Climate Change Working Group is also examining how WDC and the other nine councils can eventually work to a common methodology with joint procurement.

Recommended measures to reduce emissions are included in the detailed Action Plan. This provides a means to encourage staff to contribute towards reducing emissions during their day-to-day work practices and through informed choices. It also allows us to influence our suppliers, customers and clients.

## Emissions in detail

The GHG emissions from Council's operations include those associated with **electricity** consumed at different sites (including buildings, pump stations etc.); staff **travel** (air travel, vehicle travel); **waste**; **refrigerant** losses; **effluent discharge**; **fuels** used for stationary energy plant (diesel, LPG etc.)

The scope covers GHG emissions for FY18 (1 July 2017 to 30 June 2018). Emissions prior or since are excluded from the scope. The GHG Protocol Corporate Standard classifies an entity's GHG emissions into three 'scopes':

- Scope 1 emissions: **direct** emissions from owned or controlled sources, e.g. fuel combustion, vehicle emissions and fugitive emissions
- Scope 2 emissions: **indirect** emissions from purchased energy, e.g. electricity
- Scope 3 emissions are all other indirect emissions (not included in scope 2) e.g. air travel.

The table below shows the emissions by scope for Service Centres and other Council operations in **tonnes CO<sub>2</sub>-e**. The second table shows emissions data displayed by emission source.

Council activity	Scope 1	Scope 2	Scope 3	
Service Centres	392	57	57	
Wider network of operations	1652	1264	1	
<b>TOTAL</b>	<b>2044</b>	<b>1321</b>	<b>58</b>	<b>Σ = 3423</b>

Council activity	Emission source	Tonnes CO <sub>2</sub> -e	Percentage of total	Total tonnes CO <sub>2</sub> -e
<b>Waste water</b> NB emissions mainly methane and nitrous oxide	Rangiora	649	19	<b>1651 (48 %)</b>
	Kaiapoi	513	15	
	Oxford	346	10	
	Woodend	100	3	
	Loburn Lea	21	< 1	
	Fernside	12	< 1	
	Waikuku	10	< 1	
<b>Electricity consumption</b>	water	352	10	<b>1321 (39%)</b>
	sewer	289	8	
	swimming pools	253	7	
	street lights	236	7	
	other sources	100	3	
	Rangiora SC	57	2	
	Rangiora Town Hall	29	< 1	
	Oxford Pool	5	< 1	
<b>Vehicle travel</b>	diesel fleet	221	7	<b>363 (11%)</b>
	petrol fleet	129	4	
	private car use	12	< 1	
	taxis	0.6	< 1	
<b>Air travel</b>	domestic flights	51	2	<b>56 (2%)</b>
	short haul flights	5	< 1	
<b>OTHER</b>	LPG consumption	24	< 1	<b>32 (&lt; 1%)</b>
	Refrigerant use	6	< 1	
	Solid waste	2	< 1	
<b>TOTAL</b>				<b>Σ = 3423 (100%)</b>

## Areas for action

***This strategy is action orientated. Its outcomes and objectives will be delivered through the Action Plan. Each action supports a preliminary cost benefit analysis***

Sustainability is increasingly about risk management and identifying new and emerging business opportunities. Making known financial savings from operating more sustainably can be the greatest motivation for implementing sustainability strategies for some organisations.

As the organisation embraces sustainability more strongly, it will anticipate and plan for the long-term, for example, identifying shortages because of natural resource constraints, or planning for increased insurance costs through climatic changes bringing increased inundation from rainfall or storm surge events.

Actions within the Action Plan are being mapped to the UN SDG which set out to address the challenges we face such as those related to well-being, infrastructure, energy and climate change.

Most actions are new and may require additional resourcing. This will be sought through future Annual and Long Term Plans as well as through central government funding initiatives.

The advent of Covid-19 has meant, however, that many of the projects outline in the Action Plan ([see pages 17-24](#)) will work within current budgets.

***This is a strategy for: 'getting our own house in order'.***

The Action Plan focuses on:

- Examining opportunities for partnerships in the lead-up to developing a community strategy in 2021 FY
- Reducing emissions targeting areas such as staff commuting through a travel plan
- Educating staff, enabling behavioural change and making sustainability easy to do
- Embedding sustainability as decision-making criteria across Council functions
- Identifying greater efficiencies, cost savings to repurpose or reduce use of resources
- Demonstrating social and environmental responsibility through procurement
- Identifying targets and focusing resources based on opportunity areas



## Sustainability Culture



### Why?

There is an ongoing need to embed in council a culture that seeks to reduce emissions across all operations (e.g. waste water treatment), reduce unnecessary travel, manage waste streams better and efficiently reuse resources.

Sustainability is not just about the environment. Maintaining and enhancing staff health and well-being is crucial to create the conditions for every staff member to enjoy an optimum work and life balance.

### Goal 1

*Sustainability is embedded in council processes and operations and staff are aware of, and fully embrace, sustainability at a practical and on a day-to-day level in the workplace*

The standard council report template is being reviewed in 2020 to include how sustainability (and climate change mitigation) implications of sustainability recommendations are addressed

### Goal 2

*Staff have access to affordable and equitable provision of services and opportunities to promote their individual and collective well-being*

### Did you know that ...

The Council continues to undertake periodic waste audits run monthly education sessions on topics as varied as household solar solutions, cleaning products and electric bicycles.

This Organisational Strategy has also been socialised with Council units and community boards prior to its public release.





## Education for sustainability



### Why?

Education for sustainability examines how staff and elected members can learn to work and live in sustainable ways. It is not simply education 'about' sustainability.

It aims to empower people across our Units to contribute to a better future. It encourages people to ask lots of questions, challenge underlying assumptions, and to think for themselves.

It looks at individual and systemic changes that are needed to resolve unsustainable practices.

Education for sustainability will require people and organisations to see that changes for the better can be made, and that there will need to be a transformation (a redesign of many systems and established ways of doing things) to achieve a good quality of life for people far into the future

### Goal 3

*To provide every person in the organisation with opportunities to acquire the knowledge, values, attitudes, commitment and skills needed to protect and improve the environment and collective well-being*

### Did you know that ...

Enviroschools is a nationwide programme with a large network of regional partners including 20 schools in the District (74 per cent of all district schools, excluding pre-schools). Early childhood centres and schools commit to a long-term sustainability journey, where tamariki connect with and explore the environment, then plan, design and take action in their local places in collaboration with their communities.





## Emissions mitigation



### Why?

The reduction of GHG emissions is crucial both globally and locally in efforts to tackle observed and anticipated climate change.

GHG emissions are produced when we, for example, switch on the over, consume food and produce and when we drive to buy goods we could buy locally on foot.

The Council is recognising its responsibilities to reduce its GHG emissions and importantly, taking action. By lowering our carbon impact we contribute to the future-proofing of our District against the impacts of climate change, whilst at the same time improving well-being by leveraging associated co-benefits.

The Sustainability Strategy aligns to Council's procurement, climate change and environmental-themed work streams. We also have an opportunity to demonstrate leadership in the reduction of our own corporate emissions.

### Goal 4

*The Council becomes measurably more efficient in reducing its GHG emission profile and in the efficient management of its resources*

### Did you know that ...

You can help reduce greenhouse gas emissions from transport by buying or using locally-sourced ingredients. When you buy local food or products you are also helping your local economy. You can also plant your own vegetables and fruit trees.



## Travel and mobility



### Why?

Transport is the second largest contributor nationally to the country's emission profile and is the fastest growing source of GHG emissions. The Council's own vehicle fleet is the biggest contributor (almost 75 per cent) to our own emissions profile.

Because of the District's geography, WDC staff are often required to travel long distances by car to undertake their duties. However, there is a range of active and low-emission travel options to be explored further including active modes (walking and cycling), ride sharing, the public transport network and low-emission vehicles to substantially reduce our travel emissions.

### Goal 5

*The organisation provides opportunities to access low emission travel options for both corporate business and their staff commuting while making emission reductions from the fleet*

### Did you know that ...

Battery electric vehicles (BEVs) are significantly cheaper to run than petrol/diesel cars. They emit 80 per cent less CO<sub>2</sub> than an equivalent petrol vehicle because electricity generated here in NZ is typically at least 80 per cent renewable.

BEVs also emit 60 per cent fewer CO<sub>2</sub> emissions over their full life cycle than petrol vehicles, even when raw material extraction, battery manufacture, vehicle manufacture and shipping is taken into account.



## Waste management



### Why?

Waste constitutes a relatively low source of emissions, nationally just 5 per cent of the country's emissions. The Council's corporate emission proportion is less than one per cent. However, waste is becoming a massive and complex global issue and the problems we face are significant.

The country must find smarter ways though to manage and process its own waste streams. Councils can play a key role in developing clever and innovative approaches when they come to review their Waste Management & Minimisation Plans, to managing waste streams within the district and to landfill.

### Goal 6

*Waste is reduced to manageable levels with clever and innovative recycling and repurposing approaches, developed to reduce disposal of waste to landfill*

### Did you know that ...

Plastic waste is a big problem as much of it does not breakdown. About 8 per cent of New Zealand's waste stream by weight is attributable to plastic. Plastics are lighter than many materials.

By volume it is estimated they may use up to 20 per cent of landfill space. Approximately 252,000 tonnes of plastic waste is disposed of to NZ landfills each year. Much of this is packaging from imported goods.





## ACTION PLAN

***This is a summary of the key actions in this strategy. The actions cut across our business and include a mix of planning and information gathering tasks. More tangible operational projects are also included.***

Short-term actions are expected to be complete within about six months. Medium-term actions are expected to be complete within about 12-18 months. It is intended that longer-term actions will take 2-5 years to complete.

The Action Plan is a living document. As we find out more about how our organisation operates, we redefine and re-prioritise these actions.

Further detailed cost benefit analyses may be required as these projects are developed. The advent of Covid-19 has meant, however, that many projects will work for now within current budgets.



**Action Plan Summary Table**

Action code (related actions)	2020/21 Action	Section Responsibility (responsible manager)	Parties Involved	Priority and by When	Estimate Cost / Funding Source	Benefit(s)
<b>SUSTAINABILITY CULTURE</b>						
<b>MG2</b> (MG3 SE9)	<b>Socialise</b> the Strategy with iwi and hapu as part of developing a principles-based process on how Council will work with Ngāi Tūāhuriri on sustainability issues. <b>Update</b> Council on progress at briefing in March 2021	<b>Management Team</b> Simon Markham	<b>Management Team/</b> Policy & Strategy / Steering Group	Medium term <b>Apr 2021</b>	Within existing budgets	Building ongoing awareness and understanding in lead up to developing community strategy 2021/22
<b>MG3</b> (MG2 SE9)	<b>Socialise</b> the Strategy with Enterprise North Canterbury and Te Kōhaka o Tūhaitara Trust as part of the process how Council will work with businesses and community organisations on sustainability issues in 2021/22 FY. <b>Update</b> Council on progress at briefing in March 2021	<b>Management Team</b> Simon Markham	<b>Management Team/</b> Business & Centres / Steering Group	Medium term <b>Jun 2021</b>	Within existing budgets	Building ongoing awareness and understanding in lead up to developing community strategy 2021/22
<b>OD1</b> (SE3 SE4)	<b>Provide</b> input on Council's sustainability approach and culture as part of the induction programme for all new staff. <b>Report</b> any highlights as part of the quarterly reporting regime	<b>Organisational Development</b> Liz Smith	<b>Human Resources</b> / Policy & Strategy	Ongoing	Within existing budgets	New staff embrace the developing sustainability culture across the organisation
<b>OD2</b> (MG4)	<b>Investigate</b> a suitable reporting mechanism for corporate social responsibility (CSR) reporting to align with UN Sustainable Development Goals (SDGs) and Council's revised (2020) Community Outcomes	<b>Organisational Development</b> Liz Smith	<b>Organisational Development</b> / Management Team / Policy & Strategy	Longer term <b>Dec 2021</b>	Within existing budgets	Visible demonstration of commitment to reporting progress to stakeholders and the community. Aligns with Council's climate change response
<b>SE1</b> (MG2 MG3 SE2)	<b>Convene</b> the elected member Sustainability Strategy Steering Group (chaired by Council's Climate Change and Sustainability Portfolio holder) which conducts its business according to specific Terms of Reference. <b>Report</b> outcomes quarterly to Audit & Risk Committee	<b>Strategy &amp; Engagement</b> Geoff Meadows	<b>Policy &amp; Strategy</b>	Ongoing	Within existing budgets	Sustainability initiatives that deliver best organisational outcomes are prioritised; conduits to business, iwi and community groups are forged

Action code (related actions)	2020/21 Action	Section Responsibility (responsible manager)	Parties Involved	Priority and by When	Estimate Cost / Funding Source	Benefit(s)
<b>SE2</b> (SE1)	<b>Convene</b> the staff Sustainability Strategy Coordination Group at least quarterly with meetings supported by staff Sustainability Champions	<b>Strategy &amp; Engagement</b> Geoff Meadows	<b>Policy &amp; Strategy /</b> Sustainability Strategy Advisory Group	Ongoing	Within existing budgets	Staff champions promote Strategy at grassroots level and support and inspire organisational behavioural change
<b>SE7</b> (UR5)	<b>Assess</b> emission reductions from 2017/18 baseline data to aid the prioritising of any additional measures or actions required with regard to wider operational emissions. <b>Report</b> revised baseline data in 2020/21 Strategy working document	<b>Strategy &amp; Engagement</b> Geoff Meadows	<b>Policy &amp; Strategy</b>	Short term <b>Dec 2020</b>	Within existing budgets	Follow-up inventory will allow WDC to assess targets in widened scope of Organisational Strategy and formulate targets for the Community Strategy
<b>SE8</b> (MG4)	<b>Develop</b> a framework for evaluating sustainability initiatives against organisational and community priorities	<b>Strategy &amp; Engagement</b> Geoff Meadows	<b>Policy &amp; Strategy /</b> Management Team	Short term <b>Dec 2020</b>	Within existing budgets	Sustainability initiatives that deliver best organisational outcomes are prioritised
<b>EDUCATION</b>						
<b>RG1</b> (RG 1 SE5)	<b>Develop</b> practical guidance for residents which encourages sustainability approaches to be taken in the pre-application stage of the resource consenting process	<b>Regulation</b> Matt Bacon	<b>Planning Implementation Unit /</b> Policy & Strategy	Medium term <b>Apr 2021</b>	Within existing budgets	The public is presented with a range of sustainability options and can make appropriate choices
<b>SE3</b> (OD1 SE4)	<b>Convene</b> at least eight education-for-sustainability events from October 2020 to September 2021. <b>Report</b> event summaries quarterly to the Audit & Risk Committee	<b>Strategy &amp; Engagement</b> Geoff Meadows	<b>Policy &amp; Strategy</b>	Medium term <b>Jun 2021</b>	Within existing budgets	Building ongoing awareness and understanding; provide support and inspiration for organisational behavioural change
<b>SE4</b> (OD1 SE3)	<b>Communicate</b> sustainability-related and climate change mitigation matters to staff, elected members and the community. <b>Promulgate</b> through e.g. the Council website and the <i>Gull</i> newsletter	<b>Strategy &amp; Engagement</b> Alistair Gray	<b>Communications &amp; Engagement /</b> Policy & Strategy	Ongoing	Within existing budgets	Visible demonstration of commitment and supported staff transition



Action code (related actions)	2020/21 Action	Section Responsibility (responsible manager)	Parties Involved	Priority and by When	Estimate Cost / Funding Source	Benefit(s)
<b>SE5</b> (RG1 SE6)	<b>Develop</b> practical guidance for residents which promotes the sustainable management of hazards in the District in a way that contributes to safety and wellbeing	<b>Strategy &amp; Engagement</b> Trevor Ellis	<b>Development Planning Unit /</b> Senior Engineering Advisor	Short term <b>Dec 2020</b>	Within existing budgets	The public is presented with a range of sustainability options and can make appropriate choices
<b>SE6</b> (FB5 RG1 SE5)	<b>Investigate</b> key actions to incentivise lower carbon / more resilient buildings including aligning with Government's <i>Building for Climate Change</i> programme, showcasing local exemplar homes, adding 'green' building ratings to LIMs. <b>Provide</b> an update report to Management Team by Feb 2021	<b>Strategy &amp; Engagement</b> Trevor Ellis	<b>Development Planning Unit / Building Unit /</b> Policy & Strategy	Medium term <b>Jun 2021</b>	Within existing budgets	The public is presented with a range of sustainability options and can make appropriate choices
<b>FB5</b> (SE6)	<b>Investigate</b> , using the RSC refurbishment as a 'change point' exemplar, how newly developed procedures and protocols can be applied to other projects, including the Council's social housing stock, to demonstrate the application of best sustainable practice	<b>Finance &amp; Business Support</b> Rob Hawthorne	<b>Property /</b> external consultants	Medium term <b>Jun 2021</b>	May require additional budget, \$10-15K, dependent on consultant	Improvements will be noted with RFC refurbishment to enable measures to be taken seeking best sustainability outcomes
<b>MITIGATION</b>						
<b>MG4</b> (OD2 SE7)	<b>Review</b> the standard council report template to include how sustainability (and climate change mitigation) implications of sustainability recommendations are addressed	<b>Management Team</b> Simon Markham	<b>Manager Strategy &amp; Engagement /</b> Management Team	Short term <b>Dec 2020</b>	Within existing budgets	Visible demonstration of commitment and leadership is shown to the community
<b>CR1</b> (CR2)	<b>Examine</b> carbon sequestration (NZ ETS) opportunities on all Council-owned forestry blocks to determine returns on investment. <b>Report</b> findings to Council when these become available	<b>Community &amp; Recreation</b> Grant MacLeod / Rob Hawthorne	<b>Community Greenspace AND Property / Finance /</b> Asset Managers	Longer term  Align with 2021/31 LTP	Within existing budgets	Aligns with government's First Emission Budget (2025) and other programmes to deliver improved rural sustainability outcomes. Aligns also with Council's climate change response

Action code (related actions)	2020/21 Action	Section Responsibility (responsible manager)	Parties Involved	Priority and by When	Estimate Cost / Funding Source	Benefit(s)
<b>CR2</b> (CR1)	In relation to Council's policy on land acquisition / disposal for its rural land portfolio, <b>investigate</b> suitability for native re-planting and biodiversity enhancement by initiating a title review and developing assessment criteria. Report findings to Council when these become available	<b>Community &amp; Recreation</b> Grant MacLeod / Rob Hawthorne	<b>Community Greenspace AND Property</b> / Asset Managers	Longer term  Align with 2021/31 LTP	Within existing budgets	Aligns with Council's work in developing a natural environment strategic and biodiversity enhancement responses
<b>UR3</b> (UR4 UR5)	<b>Record</b> nitrogen, BOD and other parameters of effluent to enable accurate calculation of greenhouse gas emissions from large wastewater treatment plants. <b>Provide</b> an updated greenhouse gas emission profile to Management Team as result of the assessment	<b>Utilities &amp; Roading</b> Kalley Simpson	<b>3 Waters</b>	Medium term <b>Jun 2021</b>	Within existing budgets	Technology improvements will be monitored and reported to enable ongoing emission reductions
<b>UR4</b> (UR3 UR5)	<b>Investigate</b> technology and improvements which help reduce greenhouse gas emissions from treatment plants and other 3 Waters infrastructure via energy efficiency improvements	<b>Utilities &amp; Roading</b> Kalley Simpson	<b>3 Waters</b>	Medium term <b>Jun 2021</b>	Within existing budgets	Technology improvements will be monitored and reported to enable ongoing emission reductions
<b>UR5</b> (SE6 UR3 UR4)	<b>Identify</b> appropriate targets for reduction of greenhouse gas emissions from Council's corporate and infrastructure facilities. <b>Update</b> Council on progress at briefing in March / April 2021	<b>Utilities &amp; Roading</b> Kalley Simpson	<b>3 Waters</b> / Property	Medium term <b>Jun 2021</b>	Within existing budgets	Energy and water usage will be monitored and reported to enable ongoing improvements to be made to these systems
<b>FB2</b> (FB1 FB3)	<b>Record</b> quantities of electricity and other fuel used to note trends and aid any energy efficient interventions to reduce usage. Data is <b>monitored and reported</b> quarterly to Audit & Risk Committee	<b>Finance &amp; Business Support</b> Paul Christensen	<b>Finance</b> / Property / District Libraries / Aquatic Facilities	Ongoing	Within existing budgets	Savings noted in periodic reporting to Audit & Risk Committee or Council
<b>FB4</b> (FB3 UR4)	<b>Undertake</b> a corporate centre-wide energy audit (expanding to other buildings and facilities where possible) and make recommendations, including where energy-efficiency measures are cost-effective to introduce. <b>Report</b> findings to the Audit & Risk Committee when finalised	<b>Finance &amp; Business Support</b> Rob Hawthorne	<b>Property</b> / Finance / District Libraries / Aquatic Facilities	Medium term <b>Jun 2021</b>	May require up to \$30K dependent on consultant	Improvements will be noted and reported to enable measures to be taken to ensure emission reductions

Action code (related actions)	2020/21 Action	Section Responsibility (responsible manager)	Parties Involved	Priority and by When	Estimate Cost / Funding Source	Benefit(s)
<b>FB8</b> (FB4 RG1 SE5)	<b>Upgrade</b> lighting at the Rangiora Service Centre to more energy efficient lighting as part of the building's refurbishment. <b>Report</b> progress six-monthly to Council	<b>Finance &amp; Business Support</b> Rob Hawthorne	<b>Property</b>	Medium term <b>Jun 2021</b>	Within existing budgets	Electricity usage savings noted
<b>TRAVEL</b>						
<b>MG1</b> (UR1)	<b>Reduce</b> where practical air travel to conferences and events. The preference is for staff to attend wherever possible Canterbury-based events or via video conferencing. <b>Provide</b> updates quarterly to the Audit & Risk Committee	<b>Management Team</b> Jeff Millward	<b>Executive Assistants</b> / All teams and units	Medium term <b>Jun 2021</b>	Within existing budgets	Money not spent is money saved and can be directed towards developing, for example, the Organisation Travel Plan
<b>UR1</b> (MG1 SE9 UR2)	<b>Identify</b> and promote sustainable travel options, or alternative meeting arrangements, for staff and elected members which can be used to influence individual travel choices. <b>Update</b> Utilities & Roding Committee on progress at a briefing in March / April 2021	<b>Utilities &amp; Roding</b> Joanne McBride	<b>Roding and Transport</b> / Policy & Strategy	Medium term <b>Jun 2021</b>	Within existing budgets	Immediate fuel savings noted; longer-term wellbeing benefits also incorporated
<b>UR2</b> (UR1 SE9)	<b>Undertake</b> a staff travel survey to establish a baseline to inform development of an Organisation Travel Plan. <b>Report</b> findings to Utilities & Roding Committee in Dec 2020	<b>Utilities &amp; Roding</b> Joanne McBride	<b>Roding and Transport</b> / Policy & Strategy	Short term Dec 2020	Within existing budgets	Staff and elected members are presented with a range of informed options about for travelling to/from work
<b>SE9</b>	<b>Investigate</b> the most appropriate and affordable electric and low emission vehicle supporting infrastructure for the District. <b>Report</b> progress quarterly to Council <b>CASE STUDY</b>	<b>Strategy &amp; Engagement</b> Simon Hart	<b>Business &amp; Centres</b>	Medium term <b>Jun 2021</b>	May require \$15-20K capex. This will also be a matter for the 2021/31 LTP	External stakeholders will bear bulk (> 80%) of installation costs; visible demonstration of commitment to community for positive change
<b>SE10</b> (UR1 UR2)	<b>Investigate</b> an employer electric bike plan purchase support scheme for staff and elected members	<b>Strategy &amp; Engagement</b> Geoff Meadows	<b>Policy &amp; Strategy</b>	Medium term <b>Jun 2021</b>	Within existing budgets	Staff and elected members are presented with informed costings and benefits of electric bike options

Action code (related actions)	2020/21 Action	Section Responsibility (responsible manager)	Parties Involved	Priority and by When	Estimate Cost / Funding Source	Benefit(s)
<b>FB1</b> (FB2 FB3)	<b>Record</b> fleet fuel usage to document savings associated with introduction of low emission vehicles into the fleet. Data is <b>monitored and reported</b> quarterly to Audit & Risk Committee	<b>Finance &amp; Business Support</b> Paul Christensen	<b>Finance</b> / AIM team	Ongoing	Within existing budgets	Savings noted in periodic reporting to Audit & Risk Committee or Council
<b>WASTE</b>						
<b>SE11</b> (FB3 FB7)	<b>Undertake</b> at least two waste audits from Council's significant publicly-accessible locations to provide a profile of GHG emissions from Council-generated waste disposal. <b>Report</b> 'before and after' evaluation six-monthly to Council	<b>Strategy &amp; Engagement</b> Geoff Meadows	<b>Policy &amp; Strategy</b> / Solid Waste / Libraries / Aquatics	Medium term <b>Jun 2021</b>	Within existing budgets	Data is reported as soon as feasible following the audit to assess if any remedial action needs to be taken
<b>FB3</b> (FB1 FB2)	<b>Record</b> any refrigerant losses in HVAC system during routine maintenance. Record in asset register the amount of refrigerant in each piece of refrigeration / HVAC plant	<b>Finance &amp; Business Support</b> Rob Hawthorne	<b>Property</b>	Ongoing	Within existing budgets	Refrigerant losses are expected to be reduced; maintenance savings are realised
<b>FB6</b> (FB7 SE10)	<b>Sort</b> all kitchen, Service Centre, and facilities waste into appropriate waste streams using the recycling/landfill/organics 3-bin system. Data is <b>monitored and reported</b> quarterly to Audit & Risk Committee	<b>Finance &amp; Business Support</b> Rob Hawthorne	<b>Property</b> / Records / Solid Waste	Medium term <b>Apr 2021</b>	Within existing budgets	More efficient management of SC waste streams
<b>FB7</b> (FB6 SE10)	<b>Undertake</b> at least two waste audits to monitor success of communal 3-bin system across corporate and community facilities where these are in place. <b>Report</b> a 'before and after' evaluation six-monthly to Council	<b>Finance &amp; Business Support</b> Rob Hawthorne	<b>Property</b> / Solid Waste / Policy & Strategy	Medium term <b>Jun 2021</b>	Within existing budgets	Waste volumes are expected to be reduced

## Monitoring and Review

***This is a living document. The projects in the Action Plan will be reviewed annually to improve the information Council holds.***

This document reflects the developments occurring within core statutory documents: the Annual Plan, Long-Term Plan, Infrastructure Strategy and District Plan.

The objective is to review regularly the Council's performance in energy use, reducing GHG and solid waste generation and to report annually on our performance. Every third year (Long-Term Plan year), a full emissions inventory is to be carried out.

The review process will also allow for more specific actions as a result of hot spots identified in the initial emission inventory audit. It will also take into account developments in the national low-emissions economy, climate change, well-being and waste work programmes.

A follow-up inventory for the 2020/21 FY will allow WDC to assess targets in the widened scope of this Organisational Strategy and formulate targets for the Community Strategy.

Additionally, work is being progressed investigating a suitable reporting mechanism for CSR (corporate sustainability reporting) to align with our Community Outcomes, the Treasury's Four Well-Beings Framework and UN SDG.



# CASE STUDIES

## 1. Electric vehicle charging stations

New Zealand has the ideal environment to support electric vehicles (EVs). For starters, over 80% of our electricity comes from renewable sources and due to our electrical system.

While virtually every home has the potential to charge an EV, there are occasions when EV owners and users are away from home and need to recharge their battery.

Council has investigated the most appropriate and affordable EV supporting infrastructure for the District. Four Council-owned sites in the main towns – Rangiora, Kaiapoi, Oxford and Woodend – will be established as EV charging stations.

Stations are owned and operated by Meridian Energy but are publicly accessible. The being installed will deliver up to 120km of travel per hour of charging, dependent on vehicle make/model.

Twelve carparks have been set aside for the purpose of EV charging, 4 x each in Rangiora and Kaiapoi, and 2 x each in Woodend and Oxford.

