

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
1. Our Behaviour	Develop and progress an inclusive communications plan focused on thematic areas or individual target groups to: share information; promote opportunities for people to engage; and highlight progress in relation to emissions reduction	<ul style="list-style-type: none"> Produce and share a monthly communications plan with sections on each strategic priority area (plan on a page) and for each target audience 	<ul style="list-style-type: none"> Number of council press releases issued, coverage Number of posts/data on reach, likes, shares, imprints (aligned with standard comms measures), including website statistics Number of updates/views on hub/tagged updates on Yammer
	Develop communications assets which can support engagement in carbon reduction with residents, young people, voluntary and community sector, employees, partners and businesses	<ul style="list-style-type: none"> Finalise MySunderland Low Carbon website and update regularly Develop and build photography/videography assets across each strategic priority Develop Infographics and Animations on an ongoing basis Develop Social media assets on an ongoing basis to support awareness raising and engagement Set out brand guidelines Develop a presentation template Collect a portfolio of quotes from Sunderland participants on an ongoing basis Identify and develop case studies across all strategic priorities on an ongoing basis 	<ul style="list-style-type: none"> Final version of MySunderland Low Carbon website – mid July 2022 Annual bank of comms assets Brand guidelines established (including presentation template) – Aug 2022
	Develop an engagement toolkit providing reliable information on climate change, its causes and its impact globally and locally to maximise engagement which is inclusive across all target groups	<ul style="list-style-type: none"> Develop Information / documents / content for inclusion on website Create and update quarterly calendar of climate events and initiatives Draft and circulate tailored Low Carbon updates to specific target audiences Prepare and update quarterly list of links / resources to signpost for target groups Prepare information on local thematic campaigns to increase engagement Populate and publish Futureproofed cities platform with Sunderland content as part of pilot project 	<ul style="list-style-type: none"> Development of factsheets for MySunderland Website (Aug 22) Quarterly preparation of climate calendar including local events Regular updates on activities, opportunities, funding etc. Quarterly preparation of links to signpost At least quarterly preparation of local campaigns Population (Jun 22) / publication (Sep 22) of Futureproofed Cities platform

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
	<p>Maximise engagement of residents in tackling climate change to support achievement of the city's carbon reduction targets</p>	<ul style="list-style-type: none"> • Include Low Carbon questions in annual residents' survey to gain insight and guide future engagement work and undertake additional surveys as appropriate • Tailor content to be distributed via resident-focused channels including Your Sunderland and Area Facebook pages • Support Area & Neighbourhood Community Boards to enable residents' engagement on low carbon as appropriate in-line with Neighbourhood Investment Plans • Engage residents in decision making on climate action through projects including: <ul style="list-style-type: none"> ○ Local Climate Engagement project ○ 'We Love Cities' residents campaign ○ Futureproofed Cities platform pilot project ○ Local Cycling and Walking Infrastructure Plan (LCWIP) Consultation 	<ul style="list-style-type: none"> • Response number / rate/ future survey findings • Area and Neighbourhood Board meetings attended • Number of residents involved in consultation in engagement and consultation projects • 'We Love Cities' residents campaign completed by September 2022
	<p>Maximise engagement of young people in tackling climate change to support achievement of the city's carbon reduction targets</p>	<ul style="list-style-type: none"> • Support an annual programme with the EGS group • Create content to share routinely with TfC, Sunderland college, Sunderland University SU • Introduce a Sustainable Category in Young Achievers' Awards • Develop and deliver a Low Carbon school pilot programme • Develop and deliver Low Carbon Riverside Sunderland/City Hall resources to support engagement with schools • Explore opportunities to develop and deliver a creative Innovation low carbon project to support engagement with schools • Signpost and facilitate sustainable curriculum visits and activities, e.g. via Groundwork, DWT, Seascapes • Support Sunderland schools to work towards Green Flag Status / relevant Sunderland charter mark • Facilitate the CLIMATE project between Essen/Sunderland college 	<ul style="list-style-type: none"> • Quarterly EGS meetings/ 100% Shadow Board representation, annual programme of EGS events and consultations • Engagement with/responses from updates circulated • Introduction of Sustainable Category Awards to young achievers – September 2022 • Launch of schools' pilot project – September 2022 • Launch of programme / number of schools visiting Riverside Sunderland/City Hall – September 2022 • Number of sustainable curriculum visits facilitated with partners and number of schools involved • Number of schools holding Eco-School award (Green Flag)/ number of schools achieving relevant charter mark

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<ul style="list-style-type: none"> Facilitate Faculty of Arts and Creative Industry (FACI) University of Sunderland students' involvement in Low Carbon activities through creative residencies 	<ul style="list-style-type: none"> Sunderland college visit to Essen (Jun 22) Launch of FACI students Low Carbon residencies / number of FACI students undertaking Low Carbon residencies – September 2022
	<p>Maximise engagement of the Voluntary and Community Sector (VCS) in tackling climate change to support achievement of the city's carbon reduction targets</p>	<ul style="list-style-type: none"> Share Low Carbon funding opportunities with voluntary community sector partners Work with the Voluntary Sector Alliance to develop and increase Low Carbon activities and opportunities Support signposting to Low Carbon volunteering opportunities within the city Promote opportunities for engagement via local Community and Sustainable growing projects Deliver a Low Carbon event with U3A at City Hall Support the city's five Neighbourhood and Community Boards in developing/delivering Low Carbon initiatives and projects through VCS partners 	<ul style="list-style-type: none"> Number of VCS bid submissions Number of VCS opportunities created / volunteer days committed Tag sustainable opportunities in Volunteer database (Jun 22) / U3A event held at City Hall - May 22
	<p>Maximise engagement of council employees in tackling climate change to support achievement of the city's carbon reduction targets</p>	<ul style="list-style-type: none"> Establish and support a Green Champions network and provide support across the organisation Include regular updates on Yammer and Hub Include regular low carbon features in staff newsletters Include low carbon sessions as part of People Forum – internal comms Present low carbon engagement opportunities at employee events on an ongoing basis Develop and roll out employee low carbon education programme (carbon literacy) to key staff / Green Champions Meet with Trade Union representatives to identify opportunities for engagement activity and awareness-raising (e.g. through joint consultative forum) to be progressed on an ongoing basis Encourage recognition of climate change ambition and contribution through annual Staff Awards 	<ul style="list-style-type: none"> Number of Green Champions engaged – September 2022 Number of updates/views on hub/tagged updates on Yammer Staff newsletter launched including regular low carbon updates - June 2022 First Low Carbon sessions as part of People Forum - Oct 22 Number of employee engagement events attended including low carbon Number of staff trained in carbon literacy Meeting with Trade Union representatives regarding low carbon – September 2022 Number of employees engaging with sustainable opportunities

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
	<p>Maximise engagement of partners locally, regionally, nationally and internationally in tackling climate change to support achievement of the city's carbon reduction targets</p>	<ul style="list-style-type: none"> • Continue to promote sustainable opportunities e.g. Cycle to Work scheme • Support partner engagement in Shadow Board • Establish a Communications Group with representatives from all key partners • Establish contact with Low Carbon officers from partner organisations • Facilitate sharing of council and partner Low carbon data • Coordinate update to City Partnership Board as a minimum annually • Produce Sunderland Carbon Literacy content and work with partners to maximise training • Consider Low Carbon in cultural programming at venues and events within the city • Work with regional partners to identify and deliver joint Low Carbon initiatives and to learn from regional good practice • Identify opportunities for sharing good practice and project development with international networks including EUROCITIES and the Covenant of Mayors • Develop opportunities to cooperate on Low Carbon with Sunderland's four formal international partners and through the city's International Strategy Steering Group (ISSG) 	<ul style="list-style-type: none"> • Number of partner action plans published on MySunderland website • Number of partners reporting to CDP • Number of partners sharing data/working with smart carbon • Annual update to city Partnership Board following – September 2022 • Number of partners offering Sunderland carbon literacy training / employees trained • Meet with Culture/Heritage SMT and Culture partners on Low Carbon – July 2022 • Closure report for Covenant of Mayors peer learning project • Inclusion of low carbon opportunities in Annual Work Programme and Annual Report for ISSG - Jun 22
	<p>Maximise engagement of businesses in tackling climate change to support achievement of the city's carbon reduction targets</p>	<ul style="list-style-type: none"> • Conduct further business Surveys as appropriate • Develop a business engagement plan to be delivered as set out in Green Economy strand drawing on resources held as Low Carbon assets • Ensure Low Carbon is embedded within wider council engagement with Sunderland businesses as set out within Green Economy strand 	<ul style="list-style-type: none"> • Number of businesses responding to surveys • Number of businesses engaged • Amount of CO2e tonnes savings where available
	<p>Identify and progress additional opportunities to engage people and organisations across Sunderland collectively in carbon reduction activity</p>	<ul style="list-style-type: none"> • Consider development of a citywide green festival / ecofest event 	<ul style="list-style-type: none"> • Number of opportunities created for cross target group engagement • City-wide engagement with campaigns such as Refill

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<ul style="list-style-type: none"> Promote volunteering opportunities to residents and organisations to support the delivery of collective Carbon reduction activities Identify opportunities for joint development and delivery of projects, initiatives and programmes 	
2. Policies and operational practices	Embed carbon reduction into corporate procurement from pre-procurement to contract management and monitoring	<ul style="list-style-type: none"> Support the development of a North East regional procurement model which takes into account carbon reduction Develop proposals on how to utilise and embed the OPEN system and new North East regional procurement model into the procurement cycle for the interim and longer term Work together to share knowledge and understanding of Low Carbon goals and Corporate Procurement processes to establish a system to identify and assess appropriate low carbon contract obligations as well as desirable requirements from suppliers 	<ul style="list-style-type: none"> Regional procurement model including carbon reduction developed – March 2023 Interim proposals for in place embedding the OPEN system and new NE model into the procurement cycle – March 2023 System for identifying and assessing low carbon contract obligations and desirable requirements piloted and established – March 2023
	Ensure carbon reduction is embedded into programme and project planning through development and implementation of corporate Integrated Impact Assessment (IIA) Tool.	<ul style="list-style-type: none"> Pilot the IIA Tool across a series of projects Digitise the IIA (6 month lead-in time) Determine associated training/capacity building, communications, governance implications and assurance needed in relation to low carbon elements 	<ul style="list-style-type: none"> Elemore and flexible working IIA complete Additional pilots undertaken – December 2022, March 2023.
	Ensure carbon reduction opportunities are maximised through implementation of agile working practices on an ongoing basis	<ul style="list-style-type: none"> Review agile working practice in relation to the maximisation of carbon reduction opportunities 	<ul style="list-style-type: none"> Review of Agile Working Policy implementation in relation to low carbon - completed annually
	Keep corporate Business Continuity and Strategic Framework Plan under review to ensure it continues to reflect climate adaptation and associated risks	<ul style="list-style-type: none"> Review Business Continuity practice in relation to the maximisation of climate resilience opportunities 	<ul style="list-style-type: none"> Review of Business Continuity and Strategic Framework Plan annually in relation to low carbon

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
	<p>Ensure carbon reduction opportunities are maximised through ongoing development and implementation of Community Wealth Building Strategy, Neighbourhood Investment Plans and Public Health</p>	<ul style="list-style-type: none"> • Include low carbon commitments in the city-wide Community Wealth Building Charter to ensure that carbon reduction opportunities are maximised • Provide an annual update on low carbon-related projects and benefits delivered by the 5 Neighbourhood Investment Plans • Include low carbon in future Neighbourhood Investment and Delivery Plans to maximise carbon reduction opportunities within neighbourhoods and share best practice across our communities. • 2022 JSNA Review– Healthy Urban Planning and Carbon Reduction - Embed low carbon principles into JSNA and drive forward through joint action with Public Health. 	<ul style="list-style-type: none"> • Community Wealth Building Charter signed by all partners including low carbon commitments – June 2022 • Annual Neighbourhood Investment Plan updates reporting on low carbon related projects produced • Low Carbon included in future Neighbourhood Investment & Delivery Plans – March 2023 • Publish 2022 JSNA Review with low carbon principles embedded – December 2022
	<p>Ensure the council’s policies and practices continue to be developed and implemented to reflect flood risk and flood management effectively</p>	<ul style="list-style-type: none"> • Deliver the Strategic Flood Risk Management Strategy (SFRMS) • Deliver agree flood management programme of works for 2022/23 • Ensure that Sunderland-based schemes included in the Wear Catchment Plan incorporate sustainability measures that support carbon reduction 	<ul style="list-style-type: none"> • SFRMS published – Date tbc within 2022/23 • Number of flood alleviation schemes / £ spent on flood alleviation and properties where resilience increased • Annual Wear Catchment Plan updates relating to the progress of schemes within Sunderland by March 2023
	<p>Identify and progress opportunities to enhance green infrastructure and increase urban greening to facilitate climate adaptation and carbon offsetting.</p>	<ul style="list-style-type: none"> • North East Community Forest (NECF): <ul style="list-style-type: none"> ○ Contribute to creation of the NECF Forest Plan ○ Support creation of the NECF project team • Deliver 13 hectares of new tree planting in 2022-23 planting season • Create a portfolio of potential planting sites 2023-25 and beyond • Record number of orchards / length of hedgerow (m) / number of trees planted (and hectares) annually 	<ul style="list-style-type: none"> • NECF Forest Plan published by 31 March 2023 • NECF project team created by 31 December 2022 • 13 hectares of tree planting completed by March 2023. • Publish a portfolio of planting sites for 2023-25 and beyond by 31 March 2023 • Publish details of planting schemes and external funding for the 2022-23 planting season by June 2023

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<ul style="list-style-type: none"> ○ Attract external funding towards each planting season on sites owned by council/partners/private landowners ● Link Together Project: <ul style="list-style-type: none"> ○ Undertake the Development Phase ○ Submit Delivery Phase to Heritage Lottery ○ Deliver project (subject to approval) ● Review Green Infrastructure Delivery Plan in relation to carbon storage and climate adaptation ● Prepare and adopt Tree Management Plan ● Consider development of a Tree Strategy, building on establishment of Tree Management Plan 	<ul style="list-style-type: none"> ● Number of schools engaged ● Complete Link Together Development phase - August 2023 ● Delivery Phase bid for Link Together project developed and submitted to Heritage Lottery fund – August 2023 ● Carry out Delivery Phase of project (if successful) -2024-2026 ● Number of volunteering events/volunteers engaged ● Updated Green Infrastructure Delivery Plan reflecting carbon storage and climate adaptation published – March 2023 ● Adoption of Tree Management Plan – July 2022
	Embed the city's and council's low carbon commitments into the Local Plan to support sustainable patterns of development	<ul style="list-style-type: none"> ● Consider policies in Core Strategy Review ● Ensure most sustainable locations are prioritised for development as part of Sustainability Appraisal process ● Ensure submission of accessibility questionnaire as part of new development ● Prepare a joint Biodiversity SPD with South Tyneside and Gateshead Councils. 	<ul style="list-style-type: none"> ● Core Strategy Review in 2024. ● SA published as part of evidence base for Draft A&D Plan – March 2023 ● Number of accessibility questionnaires submitted in support of applications. ● Publication of joint Biodiversity SPD – Date tbc within 2022/23
	Monitor and report council and citywide low carbon performance and progress on a regular basis.	<ul style="list-style-type: none"> ● Publish the council's Low Carbon Annual Report. ● Disclose citywide environmental data to CDP on an annual basis ● Report to the WWF One Planet City Challenge (OPCC) biannually ● Establish quarterly carbon monitoring through the SmartCarbon platform 	<ul style="list-style-type: none"> ● Publish Low Carbon Annual Report in September each year ● Submit CDP report in July 2022 ● CDP Score received in November each year ● CDP Feedback report received in December each year ● One Planet City Challenge feedback received in Feb 2024 ● Publish quarterly data on MySunderland website

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
	Ensure data is available and deployed to enable evidence-based decision-making at all levels and to inform external funding bids and engagement	<ul style="list-style-type: none"> Obtain and process as much low carbon data as possible to support future funding bids, including council-held and open-source data. Consider low carbon data where available in decision-making at all levels. Identify data required to monitor the successful delivery of low carbon projects. 	<ul style="list-style-type: none"> Number of successful funding bids annually. Total funding for low carbon projects secured annually. Annual carbon savings projected and achieved in projects which have used low carbon data within decision-making process.
	Ensure that external funding to support carbon reduction objectives is maximised and that wider externally funded projects incorporate low carbon benefits wherever possible.	<ul style="list-style-type: none"> Produce regular updates of low carbon related external funding opportunities Produce annual summary of external funding secured for low carbon projects, outputs and outcomes, as well as wider low carbon benefits delivered through wider externally funded projects 	<ul style="list-style-type: none"> Amount of low carbon external funding secured and associated outputs Summary of low carbon benefits delivered through wider externally funded projects on an annual basis
	Work with government and key stakeholders to increase available resources and optimise the policy environment to facilitate carbon reduction	<ul style="list-style-type: none"> Proactively engage with government in relation to strategic priority areas as required Respond to government consultations related to delivery against low carbon targets 	<ul style="list-style-type: none"> Number of Government consultations responded to on low carbon issues
3. An energy efficient built environment	Maximise energy efficiency improvements to owner occupier and private rented homes to achieve carbon reduction in addition to wider socio-economic benefits	<ul style="list-style-type: none"> Implement successful Warm Homes Fund (WHF) project Deliver Eco4 project Complete delivery of LAD2 (HEET) project Promote Boiler Upgrade Scheme to qualifying households – From May 2022 to April 2025 Provide advice, support & training to Private sector landlords through quarterly landlord forums and to tenants in the city through a programme of tenant engagement Work with landlords to voluntarily improve the energy performance of their homes outside of externally funded programmes through the Accreditation scheme's minimum property standard Continue to enforce the current requirement for the Private Rented Sector (PRS) to achieve minimum EPC of E for qualifying tenancies. 	<ul style="list-style-type: none"> 135 Air Source Heat Pumps delivered through WHF Lot 1 by July 2024. 500 households advised through WHF by July 2024. Number of households with improvements delivered through ECO4 – annual summary to 2026 Improvements to 250 properties through LAD 2 (HEET) – September 2022. Number of households with improvements delivered through Boiler Upgrade Scheme Number of private sector landlords engaged through quarterly landlord forum Number of privately rented properties improved through engagement including number/percentage of PRS achieving EPC of E or above

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<ul style="list-style-type: none"> Respond to any Minimum Energy Efficiency Standard (MEES) changes via advice and also enforcement Assess need for, and options available, for database of city-wide EPC levels Encourage remaining 37,000 households to obtain an Energy Performance Certificate and recommendations report Promote finance opportunities targeted at able to pay households (privately owned / rented) Submit heat pump readiness pilot bid with Utilita 	<ul style="list-style-type: none"> Number of enforcement cases required in response to MEES. Number of homes without current EPC in the city Number of finance opportunities promoted to support energy efficiency improvements Heat pump pilot bid submitted – Spring 2022
	Maximise energy efficiency improvements in social and affordable rented homes to achieve carbon reduction in addition to wider socio-economic benefits	<ul style="list-style-type: none"> Improve energy efficiency of Sunderland Housing Company properties Improve energy efficiency of domestic operational assets e.g. caretakers' houses, cemetery lodges Engage with Registered Providers to support improvements to energy efficiency of affordable housing stock Delivery of SHDF Wave 1 project in partnership with Gentoo 	<ul style="list-style-type: none"> Number of Sunderland Housing Company properties improved and carbon efficiency savings achieved Number of operational assets improved and carbon efficiency savings achieved Number of Registered Provider properties improved (where data is shared) 604 properties upgraded through SHDF Wave 1 – Apr 23
	Reduce the embedded carbon and increase the energy efficiency of new homes directly delivered by Siglion and the council in the city	<ul style="list-style-type: none"> Deliver strategic residential development programme and increase energy efficiency of new build homes Ensure energy efficiency measures are embedded within council owned assets as developed by Sunderland Housing Company 	<ul style="list-style-type: none"> Strategic residential development annual programme delivered and carbon position captured – March 2023 EPC rating of new homes completed by Sunderland Housing Company
	Reduce the embedded carbon and increase the energy efficiency of all new homes built in the city	<ul style="list-style-type: none"> Prepare guidance note to inform developers of current sustainability policies within adopted Core Strategy and Development Plan and encourage low carbon development. Review current planning policy requirements in relation to sustainability City-wide engagement with home builders on improving energy efficiency in new homes 	<ul style="list-style-type: none"> Prepare guidance note to inform developers of existing low carbon policies – March 2023 Core Strategy Review -2024 Number of home builders engaged Number of RPs engaged

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<ul style="list-style-type: none"> City-wide engagement with Registered Providers in relation to improving energy efficiency in social and affordable housing 	
	<p>Embed carbon reduction into maintenance and refurbishment of the council's operational assets through a phased delivery programme</p>	<ul style="list-style-type: none"> Complete delivery of Digital Catapult IoT for Local Authorities pilot project and consider follow-up opportunities Deliver Phase 1 Public Sector Decarbonisation Scheme (PSDS) Categorise council owned operational assets into priority listings for energy efficiency improvements Develop phased Action Plan for implementation of energy efficiency improvements to council operational assets Deliver energy efficiency improvements through Planned Property Maintenance programme Complete LED street lighting project Complete LED transition for traffic sign and bollard lighting Support schools under Service Level Agreement with energy management advice including energy efficiency Develop approach for engaging with maintained schools regarding capital improvements to support energy efficiency improvements and more widely where appropriate Support community organisations across the city to identify and progress energy efficiency improvements to community assets through funded schemes 	<ul style="list-style-type: none"> IoT project completed – April 2022 and consideration given to potential follow-up opportunities – October 2022 Number of buildings enhanced through PSDS Phase 1 and carbon savings achieved – June 2022 List of council assets prioritised for energy efficiency improvements – August 2022 Action Plan (phase 1) in place for implementation of energy efficiency improvements to council operational assets – March 2023 Number of energy improvements delivered through planned property maintenance and carbon savings achieved - Mar 23 LED street lighting roll out completed – June 2022 LED transition for traffic sign and bollard lighting completed – Mar 23 Number of schools supported with energy management advice Number of community organisations supported with energy efficiency advice linked to community assets
	<p>Embed carbon reduction into Siglion property portfolio management within context of investment strategy</p>	<ul style="list-style-type: none"> Ensure Minimum Energy Efficiency Standards (MEES) are maintained across Siglion portfolio 	<ul style="list-style-type: none"> Annual position statement of MEES ratings produced.
	<p>Embed carbon reduction into new-build council / Siglion assets</p>	<ul style="list-style-type: none"> Establish agreed set of standards (operational / embedded carbon) 	<ul style="list-style-type: none"> Agreed standards established – March 2023

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
	e.g. City Hall, Culture House, development of schools	<ul style="list-style-type: none"> Carry out low energy low carbon design work for schools new-build capital programme 	<ul style="list-style-type: none"> Number of new-build school capital projects and carbon position
4. Renewable energy generation and storage	Identify and progress opportunities for decarbonised heat solutions to support existing and new developments across the city	<ul style="list-style-type: none"> Complete Heat Network Zoning pilot Progress City Centre mine-water / geothermal project 	<ul style="list-style-type: none"> Completion of Heat Network Zoning pilot - March 2023 Complete pilot boreholes for City Centre mine-water / geothermal project - December 2022
	Identify and progress opportunities for renewable energy generation and storage solutions to support existing and new developments across the city	<ul style="list-style-type: none"> Map and assess land available to support renewable energy generation and / or storage annually Progress development of Microgrid at the IAMP Identify opportunities to utilise council / city energy assets to enable wider demand management and Grid resilience (N.B. once energy storage / generation infrastructure is sufficiently developed) 	<ul style="list-style-type: none"> Completion of mapping and land availability assessment of potential renewable energy/storage sites - December 2022 Progression of Microgrid at the IAMP – ongoing Assessment of council/city energy assets to enable wider demand management and grid resilience – Date tbc within 2022/23
	Identify and progress opportunities for renewable energy generation and storage to contribute to operational energy demands at council-owned assets, including to support ultra-low emission vehicle infrastructure	<ul style="list-style-type: none"> Carry out phased assessment of suitability of council-owned assets (buildings and car parks) for renewable energy generation and storage Categorise assets into priority listings / groups based on demand profile Develop phased action plan for implementation (reflecting demand profile, generation profile, current supply level, export capacity including sleeving potential) Progress funding applications to support renewable energy generation and storage investment Assess suitability of school properties for renewable energy generation and support installation where appropriate 	<ul style="list-style-type: none"> Number of council-owned assets (buildings and car parks) identified for renewable energy generation and storage Phased action plan developed for implementation of renewable energy generation and storage – Date tbc within 2022/23 Amount of external funding secured to support renewable energy generation and storage and installed capacity Number of suitable schools identified for renewable energy and installed capacity
	Identify and progress opportunities for renewable energy generation and storage solutions at the Port of Sunderland to support operational and city-wide requirements	<ul style="list-style-type: none"> Procure development of Energy Strategy for Port covering city-wide and operational elements 	<ul style="list-style-type: none"> Completion of procurement of Energy Strategy for Port – September 2022

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
5. Low carbon and active transport	Identify and develop active travel and micro-mobility initiatives such as e-scooters, and promote these to increase take-up by partners, people and businesses across the city	<ul style="list-style-type: none"> • Promote eScooter trial across extended area in agreed phases and increase take-up • Explore potential for further extensions to eScooter trial • Deliver School Streets pilot at St Bede’s Catholic Primary School, Washington • Explore opportunities to extend School Streets approach following assessment of pilot • Finalise and adopt Local Cycling and Walking Infrastructure Plan (LCWIP) to provide roadmap for increasing accessible walking and cycling networks • Deliver initial phase of Active Travel Fund (ATF) Round 2 and Round 3 schemes (Pallion, Dame Dorothy, Whitburn Rd) as part of LCWIP • Deliver Local Climate Engagement project focussed on active and low carbon travel • Promote cycle to work scheme with employers 	<ul style="list-style-type: none"> • Coverage of eScooters extended across agreed phases and assess use of eScooters via the Neuron Mobility app - Nov 2022 • Consideration given to further extension(s) of eScooter trial – Mar 2023. • Delivery of School Streets project trial – Summer 2022 • Adoption of LCWIP by Cabinet July 2022 • Initial phase of ATF Round 2 and 3 projects successfully delivered – Oct 2023 • Local Climate Engagement project successfully delivered – Mar 2023 • Number of referrals or employers informed about cycle to work scheme and signed up
	Work with key partners to accelerate decarbonisation of public transport and encourage increased use by people across the city	<ul style="list-style-type: none"> • Work with Nexus and bus operators to implement Bus Service Improvement Plan (BSIP) to improve bus services by ultra-low/zero emission bus vehicles, real time info, integrated ticketing • Produce Enhanced Partnership Proposal working with Transport NE and Joint Transport Committee identifying Sunderland BSIP schemes (e.g. A690 / Chester Rd) • Develop improved bus priority infrastructure through BSIP 	<ul style="list-style-type: none"> • Implement Bus Service Improvement Plan projects – 22/23 to 24/25 • Percentage of operational bus fleet in the city which is ultra-low-zero emission bus vehicles • Produce Enhanced Partnership Proposal – June 2022 • Improved bus priority infrastructure developed through BSIP – March 24
	Maximise decarbonisation of council business travel and employee commuting by reducing need to travel and by developing and promoting low carbon and active travel options	<ul style="list-style-type: none"> • Procure Mobility as a Service (MaaS) hub and car club / e-bike operators • Carry out annual staff survey to establish commuting patterns • Review staff travel plans including for City Hall and other appropriate locations • Maximise participation by SCC staff in eScooter trial • Increase take-up of employee Cycle to Work (Cycle Solutions) scheme 	<ul style="list-style-type: none"> • Procurement of MaaS hub and car club/e-bike operators – September 22 • Staff travel survey undertaken - November 2022 • Staff travel plans reviewed – Date tbc within 2023 • Number of staff using escooters to commute / for work – November 2022 • Number of staff using cycle to work scheme

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<ul style="list-style-type: none"> Promote Behaviour change campaigns – Love to Ride, Better Points etc Promote cycle training for staff – Dr Bike Promote salary sacrifice scheme for public transport – currently annual metro passes Support Together for Children and Sunderland Care and Support with decarbonisation of business travel / employee commuting including development and delivery of joint initiatives where appropriate Refresh the Foreign Travel / offsetting policy Complete delivery of Digital Catapult IoT for Local Authorities pilot project and consider follow-up opportunities 	<ul style="list-style-type: none"> Number of behaviour change campaigns promoted and number of people engaged in these Number of staff taking part in cycle training Number of staff taking up salary sacrifice scheme for public transport Summary of joint initiatives with TfC/SCAS Foreign Travel policy updated – date needed IoT project completed – April 2022 and consideration given to potential follow-up opportunities – October 2022.
	Embed electrification and decarbonisation into the council's replacement plan for fleet	<ul style="list-style-type: none"> Review wider EV Strategy work to ensure fleet is appropriately considered Revisit Replacement Plan for fleet to assess lifecycle replacement opportunities in relation to current technology strengths Prepare updated Replacement Plan for fleet including lifecycle, carbon reduction, cost and technical aspects (e.g. range, payload, charge, operational requirements) Prepare a pro-active infrastructure investment plan to inform and support delivery of updated Replacement Plan for fleet 	<ul style="list-style-type: none"> Adopt EV Strategy – October/November 2022 Replacement Plan for fleet reviewed in relation to lifecycle – March 2023 Number/% of council fleet which is electrified/decarbonised Replacement Plan for fleet update completed – March 2023 Pro-active infrastructure investment plan for fleet completed – March 2023
	Support the transition to ultra-low / zero emission vehicles across the city by residents, partner organisations and businesses	<ul style="list-style-type: none"> Development of EV Strategy – identifying strategic gaps in city-wide EV charging infrastructure, and setting out roadmap to meet needs identified Support Transport North East to develop geo-spatial modelling for new charging infrastructure to meet identified need (and inform Delivery / Implementation plan) Development of associated funding bids to support Delivery / Implementation Plan – linking to DfT's Decarbonisation Plan 	<ul style="list-style-type: none"> Adoption by Cabinet of EV Strategy and roadmap – October/November 2022 Geo-spatial model for new charging infrastructure developed – October 2022 Amount of external funding secured to support transition to ultra-low/zero emissions vehicles and associated outputs Submit bid for LEVI pilot project – June 2022

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<ul style="list-style-type: none"> • Submit bid for Local Electric Vehicle Infrastructure pilot project to increase EV charging infrastructure in the city • Work with partners to deliver Regional Framework for EV charging infrastructure procurement, management and operation • Develop proposals with private hire and hackney operators to support transition to low/zero carbon taxi fleet (linking to national plan) 	<ul style="list-style-type: none"> • Completion of regional procurement exercise regarding EV charging infrastructure – July 2022 • Number of low/zero carbon taxis registered within the city
6. Green economy	Embed green economy into the city's inward investment to maximise the attraction of businesses and creation of green economy jobs and support green economy businesses to grow as part of the council's after care programme	<ul style="list-style-type: none"> • Agree definition of green economy and confirm baseline for jobs in the sector, and jobs created in 2021/22 • Produce collateral / pitch documents incorporating low carbon and include in existing documents on an ongoing basis • Ensure Sunderland's approach to growing the green economy is embedded within regional activity as appropriate • Target lead generation on green economy sectors including manufacturers related to retrofitting, material supply etc • Include all green economy businesses within aftercare programme, including retrofitting businesses, to support growth • Update business support application forms and scoring matrix for projects supported by the Business Investment Team to include green economy question to capture data and/or develop green economy support • Identify opportunities for Access to Finance which are specific to green economy / electrification • Showcase good practice within city's green economy businesses through PR and Comms • Support with relevant business award nominations relating to city's green economy businesses • Support business diversification to take advantage of future green economy opportunities 	<ul style="list-style-type: none"> • Job numbers within green economy • Summary of collateral/pitch documents prepared incorporating low carbon • Investment secured and jobs created in the green economy including manufacturing related to retrofitting etc • Number of businesses engaged with within existing city retrofit sector • Business Support forms and scoring matrix for projects updated – September 2022 • Number of businesses referred to and benefitting from Access to Finance schemes related to green economy • Number of press releases promoting green economy businesses / businesses with good practice in sustainability • Number of award applications from Sunderland green economy businesses submitted with council support • Number of businesses supported to diversify into green economy

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
	Identify and progress opportunities including partnership initiatives which support the city's ability to grow its green economy	<ul style="list-style-type: none"> • Promote Driving the Electric Revolution Industrialisation Centre (DER-IC) • Maximise referrals to and benefit from University-led Sustainable Advanced Manufacturing (SAM) project by city businesses with innovation projects • Raise awareness of supply chain / low carbon showcasing opportunities at Future Living Expo • Establish relationship management / partnerships e.g. with DER/SAM staff to facilitate low carbon opportunities and proactively support engagement by Sunderland businesses 	<ul style="list-style-type: none"> • Number of Sunderland based companies engaging with and supported by DER-IC • Number of referrals to SAM Project resulting in support • Number of Sunderland-based businesses showcasing products or services at Future Living Expo (July 2024) and run-up events • Number of businesses engaged in and benefitting from low carbon partnership initiatives
	Facilitate skills development with education and business partners to support growth of green economy	<ul style="list-style-type: none"> • Develop skills in Modern Methods of Construction and low carbon technologies through the Housing Innovation Construction and Skills Academy (HICSA) • Establish a programme around growing existing retrofit businesses in the city to support skills development • Explore wider opportunities to facilitate / support skills development in relation to green economy including related to electrification of advanced manufacturing 	<ul style="list-style-type: none"> • Opening of HICSA – January 2024 • Number of people upskilled through HICSA • Annual update on skills development programmes and opportunities
	Identify and promote initiatives to raise awareness and understanding of carbon emissions in businesses across the city and support them to develop, enhance and embed sustainability practices	<ul style="list-style-type: none"> • Develop toolkit for use by Business Investment Team (BIT) • Signpost businesses to carbon footprinting tools • Raise awareness of low carbon events with local businesses and encourage involvement • Share carbon literacy resources with local businesses once developed to raise awareness 	<ul style="list-style-type: none"> • Toolkit for BIT developed – October 2022 • Number of businesses signposted to carbon footprinting tools • Summary of events shared with local businesses • Number of businesses provided with carbon literacy resources
	Raise awareness with businesses across the city of industry standards and accreditations to support energy efficiency improvements including to business premises	<ul style="list-style-type: none"> • Encourage businesses and landlords to obtain a non-domestic Energy Performance Certificate and recommendations report / ISOS report • Raise awareness with businesses of relevant quality standards e.g. ISO 14001 Certification Environmental Management; ISO 50001 (EnMS) Certification Energy Management 	<ul style="list-style-type: none"> • Number of businesses signposted to/ securing non-domestic EPC certificates/ ISOS reports • Number of businesses signposted to/ achieving recognised environmental quality standards

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<ul style="list-style-type: none"> • Signpost businesses to energy efficiency guidance for new business premises to promote energy efficiency of non-domestic buildings in the city • Work with private landlords to ensure Minimum Energy Efficiency Standards (MEES) are maintained 	<ul style="list-style-type: none"> • Number of enforcement cases required in response to MEES.
	<p>Maximise energy efficiency improvements to business premises across the city to enable carbon reduction and wider benefits to business processes and operations</p>	<ul style="list-style-type: none"> • Deliver city-wide Breez project • Deliver Sunderland element of regional Best project • Explore opportunities to develop a Breez 2 scheme 	<ul style="list-style-type: none"> • Number of businesses supported through Breez project, amount of grant support, and amount of carbon savings • Number of businesses supported through Best project, amount of grant support, and amount of carbon savings • Identification of future funding for Breez 2 scheme if available – March 2023.
	<p>Encourage and facilitate business leadership to support delivery against city-wide carbon reduction targets including through corporate social responsibility activity including volunteering opportunities</p>	<ul style="list-style-type: none"> • Undertake regular engagement with business networks and groups (e.g. Sunderland Business Partnership, Sunderland BID, Workplace Health Alliance, AMF and Mussel Club) to brief on low carbon initiatives • Support Sunderland’s Business Improvement District (BID) to embed Low Carbon into the development of their next Business Plan to increase the sustainability of their activities and those of their businesses • Develop and update (bi-annually as a minimum) a list of volunteering opportunities linked to sustainability to share with businesses 	<ul style="list-style-type: none"> • Number of meetings with networks per annum which included briefings on low carbon initiatives • Sunderland BID business plan published including low carbon commitments – March 2023 • Summary of volunteering opportunities shared with businesses and number of staff taking part volunteering events
	<p>Highlight and celebrate good practice in businesses across the city in relation to environmental sustainability to raise awareness of the benefits, increase business profile and encourage wider engagement in carbon reduction</p>	<ul style="list-style-type: none"> • Publish regular Comms to celebrate good practice in businesses in relation to environmental sustainability (e.g. cycle to work scheme in practice) • Identify and promote Business Award categories/ achievement of relevant accreditations etc as appropriate • Support with Queen’s Award for Sustainability nominations where appropriate 	<ul style="list-style-type: none"> • Number of press releases published to celebrate good practice in businesses in relation to environmental sustainability / achievement of relevant accreditations / awards • Number of applications successful for Queen’s Award for Sustainability

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
7. Consumption and waste	Increase the level of re-use and recycling across the city, maximising engagement by individuals, businesses and communities	<ul style="list-style-type: none"> • Promote and implement education and awareness campaigns aligned to the waste hierarchy on an ongoing basis • Encourage school visits to South of Tyne and Wear Waste Management Partnership (STWWMP) Waste and Recycling Visitor & Education Centre on an ongoing basis to raise awareness of recycling opportunities • Open new recycling and segregation facilities at Pallion, including reuse shop • Introduction of No side waste policy to reduce the additional emissions associated with side waste collection and encourage increased amounts of recycling • Promote and encourage Trade Waste Collections that contain a recycling offer including an enhanced SCC Trade Waste Service • Initiate a residents' education and communications campaign on recycling to improve recycling rates and reduce contamination rates • Raise awareness of initiatives to reduce food waste including (e.g. OLIO & Too good to go) • Promotion of Warp it campaign to encourage reuse and reduce levels of waste 	<ul style="list-style-type: none"> • Number of education and awareness campaigns and number residents engaged • Number of school visits to STWWMP Waste and Recycling Visitor Centre • Opening of new recycling and segregation facilities at Pallion – December 2022 • Opening of reuse shop at Pallion – August 2022 • Introduction of No side waste policy – January 2023 • Number of Trade Waste Services contacted/improving their recycling offer • Council's Trade Waste service offering reviewed – March 2023 • Residents' education and communications campaign to improve recycling rates and reduce contamination rates commenced – July 2022 • Number of outlets in the city signed up to apps aimed at reducing food waste (e.g. OLIO and Too good to go) • Information on e.g. Warp it/OLIO/too good included on website to raise awareness
	Ensure implementation of the council's single use plastic commitment, developing and promoting initiatives to minimise plastic waste	<ul style="list-style-type: none"> • Launch Refill Sunderland campaign and encourage businesses to sign up as Refill Stations • Remove single-use plastics from school meals provided by the council's in-house service and civic / commercial catering • Ensure that all disposables in school meals provided by the council's in-house service and civic / commercial catering continue to be recyclable, biodegradable or compostable 	<ul style="list-style-type: none"> • Sunderland Refill campaign launched - June 2022 • Number of refill stations within Sunderland • Maintain 100% rate of schools meals provided by the council's in-house service not using single use plastics • Maintain 100% rate of schools using the council's in-house service and benefitting from recyclable, biodegradable or compostable food packaging • Number of beach/river/greenspace clean up events held

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<ul style="list-style-type: none"> Encourage and facilitate beach/river/greenspace clean ups to remove single use plastic effect on the city's natural environment Work with North-East Purchasing Organisation and food suppliers to increase recyclable or compostable food packaging on an ongoing basis Explore opportunities to encourage reduction in single use plastics by city businesses through ongoing development of council's policies in relation to licensing and associated licensing conditions 	<ul style="list-style-type: none"> Number of suppliers using recyclable or compostable food packaging Licensing policy/licensing conditions considered
	<p>Embed sustainability standards into catering provision - through Food for Life and Green Kitchen Standard - and maximise opportunities for improvement and increased take-up across the city</p>	<ul style="list-style-type: none"> Retain the 'Food for Life Served Here' Bronze Award and the Green Kitchen Standard for all schools using the council's in-house school meals provider on an annual basis Implement the Food for Life Served Here Bronze Award and the Green Kitchen for all new contracts awarded to the council's in-house school meals provider as integral part of all tenders Implement the Evolve pre-order system for school meals to minimise food waste Support schools and settings for Children and Young People to apply for Food and Nutrition Charter Mark Bronze Level (including references to the Food for Life Served Here Award where appropriate) Develop Silver and Gold levels of Food and Nutrition Charter Mark, to include environmental sustainability criteria such as waste minimisation and menus focused on locally-produced and plant-based ingredients (including references to the Food for Life Served Here Award and Green Kitchen Standard where appropriate) Promote / increase the uptake of plant-based options in school meals through the adoption of initiatives such as meat-free days, greater 	<ul style="list-style-type: none"> Food for Life and Green Kitchen Standard awards retained on an annual basis Number of new contracts awarded for in-house school meals and percentage who implement Food for Life and Green Kitchen standards Evolve pre-order food system implemented – May 2022 Number of schools achieving the Bronze Food and Nutrition Charter Mark Development of Food and Nutrition Charter Mark Silver level - 2022/23 academic year Development of Food and Nutrition Charter Mark Gold level - 2023/24 academic year Number of plant-based options in school meals/ uptake of meat-free options Belly Bugs pilot launched with 10 primary schools - September 2022 Number of brew and bake plant-based options available and uptake

Strategic Priority	Objective	Action	Proposed Indicator/ Milestone Targets
		<p>prominence of plant-based options on menus and plant-based theme days</p> <ul style="list-style-type: none"> Pilot the Belly Bugs initiative in 10 primary schools to teach children the fundamentals of healthy / sustainable eating Continue to develop Brew & Bake menus (café and events and hospitality) to promote plant-based options 	
	<p>Ensure the council's allotment policy maximises opportunities for local food growing by residents and facilitates community growing projects</p>	<ul style="list-style-type: none"> Include low carbon considerations in review and updating of the council's Allotment Policy including an increase in the number of allotment plots Explore opportunities for allotment sharing / community groups to access allotments 	<ul style="list-style-type: none"> Updated Allotment Policy produced including low carbon considerations – October 2023 Number of additional allotment plots created Number of shared allotments created/ community group uptake
	<p>Increase composting across the city to reduce levels of collected waste and associated emissions, as well as maximising reuse</p>	<ul style="list-style-type: none"> Promote Garden waste collection scheme on ongoing basis to improve uptake Review garden waste collection service to encourage increased take up 	<ul style="list-style-type: none"> Number of households using garden waste collection scheme Review of garden waste collection service – March 2023
	<p>Consider opportunities for carbon reduction linked to food waste, including in partnership with NE local authorities as appropriate</p>	<ul style="list-style-type: none"> Support regional feasibility study for the development of food waste treatment facility/facilities Consider of introduction of food waste collections 	<ul style="list-style-type: none"> Feasibility study for food waste treatment facility/facilities completed – January 2023 Introduction of food waste collection considered – April 2023

