

## **Action Plan to Integrate Sustainable Development Considerations in the Building Better Opportunities Programmes**

### **Introduction**

Selnet are managing the Age of Opportunity programme whose principle objective is to improve the employability of difficult to reach members of society aged over 50.

To deliver this programme a range of skills and capabilities are required through Lancashire and a range of partner organisations have been identified who are experienced in this work and have a record of delivering specialised support. The choice of partners includes organisations that have experience and strong track records for delivering projects with community, economic, and environmental elements.

In delivering these objectives, many activities will take place which will vary in size, location and type. The planned activities will have a range of environmental, social and economic impacts, some positively and other negative. This action plan has been developed to ensure that the programme's impacts in relation to environmental sustainability are planned and managed, in order to minimise potential negative impacts, whilst ensuring positive impacts are enhanced.

The action plan has been developed following an assessment of the projects and potential partners using the BLF sustainability questionnaire in conjunction with a Sustainability and Environmental Management Survey. All partners have been provided with the opportunity to complete the survey and questionnaires and the responses have provided information to inform the development of this action plan, including responses from the majority of the identified main delivery partners.

The responses to the BLF questionnaire have demonstrated that project partners as a group, are capable of delivering key elements of sustainability and have included activities and controls to address Environmental, Economic, Social and Community factors. As could be expected some larger organisations have well developed management systems to manage their activities, whilst others deliver specific skills and can function effectively with a more informal structure. Selnet plan to build on partner organisations' current policies, objectives and procedures to develop future objectives and targets for improving the environmental performance of the proposed programme over the coming years.

Selnet developed an Action Plan to address key Sustainability Requirements.

Using the responses from the survey a detailed ongoing action plan has been developed to remove any identified gaps in delivering the sustainability requirements which addresses areas identified in the survey which will be incorporated in the plans for delivering the projects.

The key areas covered by the Action Plan include:

- The key planning requirement and actions required leading up to delivery
- The key actions for consideration in the implementation of the programme.
- Opportunities for sustainable development identified and agreed between Selnet and specific partners
- Steps taken in the design of the project to deliver effective support interventions whilst minimising negative environmental / sustainability impacts
- Information on how training needs will be identified and managed in relation to environment and sustainability.
- Activities that will ensure alignment between policies and procedures across the partnership to ensure consistent standards for environmental / sustainability management are realised.

## Steps taken to embed sustainable development into the programme

Requirement	Actions taken in developing the programme to meet requirements for sustainable development.
<p><b>Using resources and energy more efficiently</b></p>	<ul style="list-style-type: none"> <li>• In designing the programme the delivery is structured to minimise beneficiary travel and associated CO<sup>2</sup> emissions through deployment of projects into local communities as opposed to requiring beneficiaries to travel to a few central Lancashire locations.</li> <li>• Delivery is to be targeted in locations where high numbers of beneficiaries are considered to be based to reduce the transport energy demands of the project delivery partner.</li> <li>• Programme partners have a range of environmental policies and processes in place to encourage the efficient use of resources and energy.               <ul style="list-style-type: none"> <li>○ Newground CIC are registered with the international standard for environmental management ISO 14001.</li> <li>○ Age UK are accredited to ISO14001</li> <li>○ Groundwork have a management system containing many elements of the ISO14001 standard</li> </ul> </li> <li>• The delivery partners have identified within their planning a range of projects that will be delivered which will improve resource and energy efficiency across Lancashire communities through employing people on green initiatives including waste handling and improving building insulation;               <ul style="list-style-type: none"> <li>○ Scheme will create referrals to the Care and Urgent Needs Support Scheme which is a project working with local Furniture Reuse Organisations in order to provide recycled furniture to people in need.</li> </ul> </li> <li>• In developing the projects for this programme, a number of delivery partners have identified planned activities that will reduce the effect on climate change by minimising energy use and using natural resources more efficiently. Examples of these include:               <ul style="list-style-type: none"> <li>○ Example 1 Barnardo 's have a 5R policy on waste</li> <li>○ Example 2 Lancashire BME have a policy of energy reduction in their offices.</li> </ul> </li> </ul>
<p><b>Enhancing and protecting the physical and natural environment</b></p>	<ul style="list-style-type: none"> <li>• The programme has been developed to include a range of delivery partners that specialise in the delivery of projects that enhance and protect the physical and natural environment. This will help to ensure that protection of the physical and natural environment is a catalyst for realising the social outcomes expected from this project. Delivery partners include:               <ul style="list-style-type: none"> <li>○ Environmental Charities that deliver local environmental enhancement programme.</li> <li>○ Community Interest Companies that deliver physical and natural environment enhancement projects.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Housing associations who deliver multiple projects across their estates aimed at enhancing the physical environment of their housing stock.</li> <li>● Examples of planned projects that will deliver physical and natural environment sustainability benefits include: <ul style="list-style-type: none"> <li>○ Using volunteers on sites such as Offshoots Permaculture Garden in Burnley to maintain and increase biodiversity.</li> </ul> </li> </ul>
<p><b>Improving people’s wellbeing by developing their local environment.</b></p>	<ul style="list-style-type: none"> <li>● The programme has been developed to include a range of delivery partners that specialise in the delivery of projects that improve people’s wellbeing by developing their local environment. Delivery partners include: <ul style="list-style-type: none"> <li>○ Environmental Charities that deliver specialist projects that improve beneficiaries’ wellbeing through the delivery of local environmental improvement projects.</li> <li>○ 22 out of the 26 delivery partners responding to our pre-stage 2 sustainability assessment questionnaire reported that their planning had included project to promote healthy lifestyles and reduce factors that contribute to illness.</li> </ul> </li> <li>● Examples of planned projects that improving people’s wellbeing by developing their local environment include: <ul style="list-style-type: none"> <li>○ Use of volunteers on the Pendle Hill Path Programme</li> </ul> </li> </ul>
<p><b>Identifying Opportunities for Sustainable development</b></p>	<ul style="list-style-type: none"> <li>● Through the sustainability assessment survey work we have undertaken we have identified delivery partners who have opportunities for sustainable development identified within their projects.</li> <li>● Examples of activities that will present opportunities for sustainable development include: <ul style="list-style-type: none"> <li>○ Projects that deliver multiple sustainability outcomes including economic (employment), social (wellbeing and mental health) and environmental (carbon reduction, waste recycling, environmental enhancement projects)</li> </ul> </li> <li>● The partnership has also identified programme partners for whom sustainable development is not a common theme within their delivery. The programme will work with these partners to scope out opportunities to enhance such partners delivery around sustainability.</li> </ul>
<p><b>Key steps in the development of the project to take account of the identified opportunities</b></p>	<ol style="list-style-type: none"> <li>1. <b>Development of the Partnership</b> - The programme has drawn together a partnership to deliver the programmes primary objectives around employment. Critical to the selection was also the need to ensure cross cutting skills and expertise activities that lead to sustainable development improvements through partners having access to a wide range of training, activities and work experience for beneficiaries linked to sustainable development.</li> </ol>

	<ol style="list-style-type: none"> <li>2. <b>Assessment of Partners Planning around Sustainability using the Big Lottery Sustainability guidance</b> – During the development of this action plan, all potential delivery partners have been asked to complete a Sustainability Assessment questionnaire, to identify opportunities for sustainable development within the programme.</li> <li>3. <b>Assessment of Partner Sustainability and Environmental Management Processes</b> – To ensure a baseline for measuring planned improvements in partner management of sustainability and environment a Sustainability and Environmental Management Processes questionnaire has been issued which has identified more than 50% of delivery partners current key processes around Sustainability and Environmental Management.</li> <li>4. <b>Development of our Action Plan for Improvement</b> – The Programme Implementation and Delivery Action Plan for Sustainable Development documented within our application identified the key steps that will be taken during mobilisation and delivery of the programme. This evidence based Action Plan has been developed on results of the two initial assessment conducted of partner organisations.</li> </ol>
<p><b>Training staff in sustainable development</b></p>	<ul style="list-style-type: none"> <li>• Key partners have been identified who have or will require sustainable/environmental policies and systems.</li> <li>• Through our sustainability assessment questionnaire, we have identified that 80% of respondent delivery partners already have environmental/sustainability included at induction/initial training within their organisation.</li> <li>• At the programme mobilisation stage, minimum standards for induction and training of staff will be implemented across the partnership.</li> </ul>
<p><b>Measuring, monitoring and reviewing environmental impacts</b></p>	<ul style="list-style-type: none"> <li>• The partnership includes Partners who are ISO14001 accredited organisations who have targets and data systems for Measuring, monitoring and reviewing environmental impacts.</li> <li>• Through our assessment of Sustainability and Environmental Management Processes from across the partnership we have identified delivery partners with existing systems in place for measuring / monitoring key Environmental / Sustainability impacts and any linked objectives</li> <li>• The Aspect and Impacts assessment we have produced for the project and overall objectives and targets will relate to these significant impacts.</li> <li>• Selnat has committed to developing and agreeing targets and measurements with the partners for their activities including where relevant project specific measurement and monitoring of environmental impacts. (please refer to the Programme Implementation and Delivery Action Plan for Sustainable Development for more detail)</li> </ul>
<p><b>Policies and Procedures for managing the programme</b></p>	<ul style="list-style-type: none"> <li>• Through our assessment of Sustainability and Environmental Management Processes we have identified that partners have a range of existing policies and procedures relating to sustainable development and environmental protection.</li> <li>• The partnership has developed a Programme Implementation and Delivery Action Plan for Sustainable Development that will drive the implementation of minimum standards for policies and procedures around sustainability across the partnership.</li> </ul>



<b>Programme Implementation and Delivery Action Plan for Sustainable Development</b>			
Theme / Findings	Action	By When	Responsibility / Who
<b>Non- responding Partners who have not completed the questionnaire.</b>	<ul style="list-style-type: none"> <li>Review the list and as a priority ensure significant partners respond to the request for information.</li> </ul>	Q3, 2017	Sustainability Consultant with Selnet
	<ul style="list-style-type: none"> <li>Distribute the Selnet environmental / sustainability policy and the environmental impacts and aspect identification table to support partners. This will create a common awareness of environmental impacts and enable partners to set targets for improvement.</li> </ul>	Q3, 2017	Sustainability Consultant with Selnet
<p><b>Environmental Management Systems</b></p> <p>All the partners who have responded have reported to have an environmental policy and some understanding of impacts.</p>	<ul style="list-style-type: none"> <li>Review the key partners' environmental policies and ensure that these are meeting minimum standard and are aligned with Selnet's policies and procedures for this programme. Minimum requirements for partner environmental policies would include; to comply with legislation; continual environmental improvement; prevention of pollution; training and raising awareness of staff and volunteers.</li> </ul>	Q3, 2017	Sustainability Consultant with Selnet
	<ul style="list-style-type: none"> <li>Ensure key partners' existing management systems (procedures and operating instructions) can deliver any environmental objectives established by the programme e.g. An objective to reduce CO<sup>2</sup> emissions, would need partners to develop monitoring systems to record and report on CO<sup>2</sup> emissions, and identify action to reduce CO<sup>2</sup> emissions.</li> </ul>	Q3, 2017	
	<ul style="list-style-type: none"> <li>Disseminate information and support around environmental management to partners identified as requiring some guidance on impacts, objectives and targets. (These have been highlighted in the spreadsheet analysis undertaken for this project.)</li> <li>Develop guidance focused on the significant environmental aspects of the programme for partner organisations to implement in reviewing and developing their environmental management procedures and training programmes. The document should include</li> </ul>	Q3, 2017	

	<p>legislation to ensure that programme partners comply with legislation and prevent pollution.</p>		
<p><b>Environmental Impacts</b></p> <p>Most organisations are aware of their negative impacts but the majority have no measurable targets for reduction, only a qualitative statement. There are limited positive impacts identified with only 1 organisation having a target for improvement of positive environmental impacts.</p>	<ul style="list-style-type: none"> <li>• When contracting with partners, request partners to set objectives and targets to improve environmental performance, this should be focused on the significant negative and significant positive environmental aspects of the activities delivered.</li> <li>• Selnet knows that the delivery partners range greatly in how they can contribute to the programme and how they manage the delivery. Selnet has defined the significant impacts from the programme and will in discussion with the partners, agree common measures. The first year measurements can be used for monitoring and as the year progresses used to devise targets for the following two years. Currently 5% improvements are being considered in key measures. The partners will need to measure specifically for this project. As activity levels may change through the programme measures may be trialled which relate to activity.</li> </ul> <p>Possible environmental performance measurements / KPIs for the project.</p> <ul style="list-style-type: none"> <li>○ Travel – kg emitted of CO<sup>2</sup> per beneficiary or delivery miles travelled per beneficiary,</li> <li>○ Landscaping - square metres of land improved &amp;/or number of trees planted per beneficiary,</li> <li>○ Recycling - waste diverted from landfill per beneficiary and for materials,</li> <li>○ Material reused - Kgs of material reused,</li> <li>○ Energy – This requires further discussion with project partners to define a suitable KPI</li> </ul> <ul style="list-style-type: none"> <li>• Encourage programme delivery partners to implement travel reimbursement policies that reward green travel choices. Examples</li> </ul>	<p>Q3, 2017</p> <p>Set targets in Q3, 2017 Review 2018 Review 2019</p>	<p>Sustainability Consultant with Selnet</p> <p>Sustainability Consultant with Selnet</p>

	<p>of such policies already exist within the partnership e.g. rewarding car sharing through expenses payments etc.</p> <ul style="list-style-type: none"> <li>• Ensure that project partners establish monitoring systems to review and report on their significant environmental aspects.</li> </ul>	<p>Q3, 2017</p> <p>Q3, 2017</p>	
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<b>Programme Implementation and Delivery Action Plan for Sustainable Development</b>			
Theme / Findings	Action	By When	Responsibility / Who
<p><b>Sustainable Economy</b> All the projects have the principle objective of providing employment and training with the objective of this being delivered locally. 40% of respondent have reported environmentally beneficial / positive aspects to their programmes.</p>	<ul style="list-style-type: none"> <li>Projects should consider how local providers and suppliers can be made aware of the opportunities to supply products and services into the programme, to increase the local economic value from the project and seek opportunities to more sustainable supply chains.</li> <li>Consider establishing monitoring systems to report on use of local SME suppliers by number and value.</li> </ul>	<p>Q3, 2017</p> <p>Q3, 2017</p>	<p>Sustainability Consultant with Selnat</p>
<p><b>Meeting Social Needs</b> Based upon the qualitative feedback from partners the activities are expected to have a positive impact around meeting social needs in a number of areas.</p>	<ul style="list-style-type: none"> <li>The partners have identified specific project themes and outputs which their project may deliver. Selnat will work with partners to specifically identify the way their project(s) address social outcomes e.g. improved neighbourhoods, improved life chances etc. To measure the impact on social needs some measures are required. Evaluation surveys at the commencement and at periods through the project will be undertaken to assess the communities' positive/negative views.</li> <li>Implement the opportunities identified by partners in their responses for using activities to protect important community buildings and spaces.</li> <li>Ensure partners continue to review any building used by the projects for future use identifying opportunities and steps to deliver wider social outcomes.</li> </ul>	<p>Ongoing through project lifetime</p> <p>Q3, 2017</p> <p>Yearly</p>	<p>Sustainability Consultant with Selnat</p>
<p><b>Community Involvement</b> The partners plan to have involvement with local people in the design, management and delivery of the programmes.</p>	<ul style="list-style-type: none"> <li>Ensure sustainable development is an integrated part of the community development programme and ownership is taken at partner organisation levels for achieving objectives.</li> </ul>	<p>Q3, 2017</p>	<p>Sustainability Consultant with Selnat</p>

<b>Programme Implementation and Delivery Action Plan for Sustainable Development</b>			
Theme / Findings	Action	By When	Responsibility / Who
<b>Training</b>	<ul style="list-style-type: none"> <li>Selnet will distribute its training standards to the partners. The standards will include Energy, Transport, Waste, Resource Use, Relevant legislation, Principles of sustainability.</li> <li>Other partners need to submit their training plan for the project including induction training around sustainability.</li> <li>Implement training matrices showing staff / beneficiary skills, highlighting any future sustainability training. This should include as a minimum general induction training on sustainable development however may need to extend to specific skills on pollution prevention, biodiversity, natural environment depending on the sustainability impacts of the project.</li> </ul>	<p>Q3, 2017</p> <p>Q3, 2017</p> <p>Q3, 2017</p>	Sustainability Consultant with Selnet
<p><b>Project Management</b> Communications will be vital to deliver the sustainability objectives. Agreement and understanding will be required from all partners of the objectives, the key performance indicators, and timing plans.</p>	<ul style="list-style-type: none"> <li>Ensure project plans and sub project plans highlight sustainable development outputs and outcomes.</li> <li>Selnet to issue KPIs, reporting system and evidence requirements to partners.</li> <li>Selnet to host as a minimum, an annual management review with partners to review the key performance measures, problems and improvements and agree objectives and targets for the following year.</li> <li>Implement appropriate monitoring and reporting processes to ensure that objectives and targets for improvement are monitored and reported.</li> <li>Selnet documentation relevant to sustainability and environmental management requires distributing to all partners to ensure that their own systems and processes align with the requirements of the programme.</li> </ul>	<p>Q3, 2017</p> <p>Q3, 2017</p> <p>Yearly</p> <p>Q3, 2017</p> <p>Q3, 2017</p>	Sustainability Consultant with Selnet with support from Strategic Management Board