



ENVIRONMENTAL STRATEGY

THINK GLOBAL: ACT LOCAL

2014 – 2019



WEST MIDLANDS
COMBINED AUTHORITY

TABLE OF CONTENT

Foreword	5
Executive Summary	7
Context: Supporting the Global Challenge by Acting Locally	9
Achievements	10
STRATEGY	
1. Being an Environmentally Responsible Organisation	17
a) Reducing Carbon	17
b) Climate Change Resilience	21
c) Developing Sustainable Infrastructure	23
d) Sustainable Procurement	25
e) Environmental Management System	29
f) Raising Environmental Awareness and Communication	31
2. Providing Leadership and Influence to Support Low Carbon Growth and Reducing Public Transport's Contribution to Carbon Emission	33
3. Reporting & Benchmarking	37
APPENDICES	
Appendix 1 Our Stakeholders	38
Appendix 2 Sustainability: Internal & External Strategies and Programmes	40
Appendix 3 Glossary	43



FOREWORD

The world is facing many environmental challenges including climate change, resource depletion, biodiversity loss and water shortages. As a consequence, the UK Government has set targets to move the UK to a low carbon future and to reduce greenhouse gas emissions.

In our role as West Midlands Combined Authority not only do we feel that we have a shared responsibility to tackle these global challenges and support national aspirations, we are also in a perfect position to assist the transformational change that is needed to deliver sustainable growth. WMCA is committed to taking action that will have a positive impact on the environment, which will minimise our own environmental footprint and create opportunities that benefits the West Midlands and meets the needs and aspirations of our local communities and stakeholders.

Our Environment Strategy: Think Global: Act Local is based on the concept of continual improvement and sets out our objectives and approach for the environmental management of West Midlands Combined Authority operations over a five year period.

A handwritten signature in black ink, appearing to read 'James Aspinall', written in a cursive style.

James Aspinall
Director of Corporate Services



EXECUTIVE SUMMARY

We have a central role to play in supporting the Government's low carbon future aspirations. Our work spans a diverse range of activities including supporting economic growth, working in partnership with key stakeholders to lead, lobby and influence the low carbon agenda and being an environmentally responsible organisation. We are already implementing good environmental management practices and working to ensure the best use of natural resources, adopting renewable energy technologies and supporting the development of sustainable communities.

We have made significant progress to improve our environmental impact over the period of the previous Environment Strategy. For example, we have reduced our energy consumption and carbon emissions year on year through introducing low energy lighting, an energy efficient heating system, water saving measures and through our environmental awareness campaigns. We have installed electric vehicle charging infrastructure at Park & Ride sites and contributed to funding electric and hybrid buses operating in the West Midlands. We have also initiated, launched and implemented with great success our 'Smart Network, Smarter Choices' programme. We also attained over two consecutive periods the Carbon Trust Standard achieving a 28.7% reduction over the last compliance period.

Think Global: Act Local, West Midland Combined Authority's Environmental Strategy (2014 - 2019) provides strategic direction for the environmental improvements we seek to implement and also serves to communicate to staff, partners and external stakeholders our commitment to reduce our impact on the environment. It considers the global issues and acts at a local level, focusing on West Midland Combined Authority (WMCA) activities and setting key priorities over five years. It establishes the foundations which will allow WMCA to understand, manage and minimise its environmental impacts as well as to govern day-to-day activities.

The first section of 'Think Global: Act Local sets the scene; providing the context for the Strategy. It outlines our environmental vision and achievements over the last strategy period.

As environmental issues are intrinsically linked to sustainability, we illustrate how other internal and external facing strategies, plans and programmes, collectively champion the sustainability agenda.

The second section, the main body of the Strategy contains three sections:

- Being an Environmentally Responsible Organisation
- Providing Leadership and Influence
- Reporting and Benchmarking.

We have established objectives for each of these areas at three levels of priority; gold, silver and bronze. The level pursued and attained will depend on a number of factors including, the current business environment, resource constraints, proven business case, benefits of the initiative, and availability of the technology.

Our environmental management system will be the process by which we manage and deliver the actions to achieve our Strategy objectives. Progress will also be closely reviewed. The Strategy will be comprehensively reviewed after year two (2016) and year five (2019).



CONTEXT - SUPPORTING THE GLOBAL CHALLENGE BY ACTING LOCALLY

Climate change is already happening and is a domestic, not just an international issue. We therefore need to act collectively at national and local levels if we are to avoid the worst impacts it could bring. The UK is taking steps through the Climate Change Act, setting a target to reduce UK greenhouse gas emissions by at least 80 per cent by 2050.

Through partnership working and the support of our key stakeholders we can take action to support delivery of national objectives as well as taking personal responsibility of our own environmental impact.

Our environmental vision embraces this ideal.

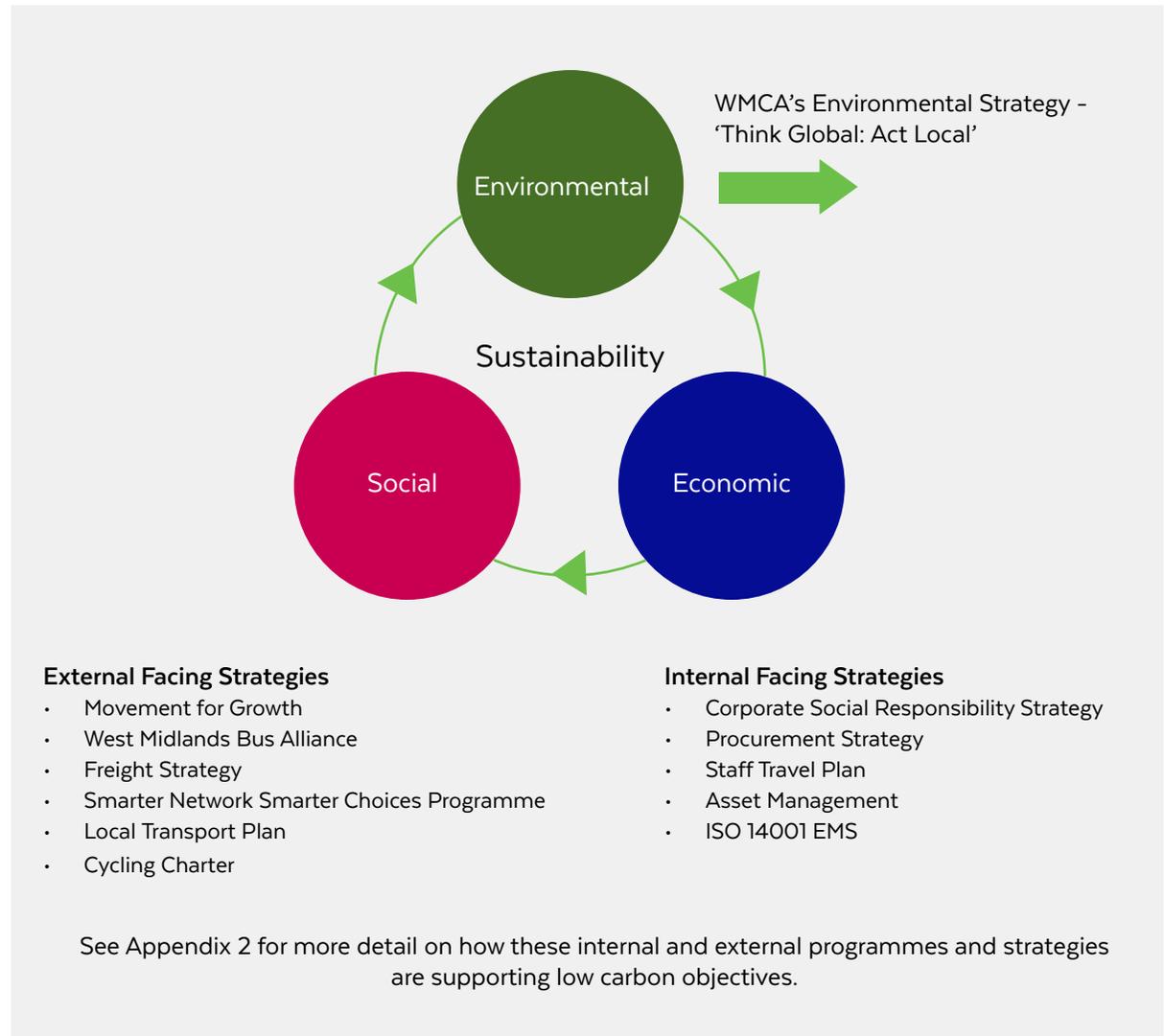
ENVIRONMENTAL VISION

Our vision is an ambitious one. It is for WMCA to become a leader in the field of environmental sustainability through sustainable development, use of our assets and performing at the highest levels of environmental excellence. We seek to create a culture of inspiration, innovation, action and trust, through engagement with partners, staff and other stakeholders.

Our Environmental Strategy, Think Global: Act Local should be understood in context with the other strategies, programmes and plans being delivered by WMCA or in partnership with other organisations. Collectively their aims support sustainability, environmental and/or the low carbon agenda.

SUSTAINABILITY

“Sustainable Development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” - ‘Our Common Future: the Brundtland Report’.



ACHIEVEMENTS

‘Movement for Growth’ was adopted by the West Midlands Combined Authority in June 2016 as its strategic transport plan. The plan sets out the overall approach for transport strategy in the West Midlands to deliver the vision as set out below:

“We will make great progress for a Midlands economic ‘Engine for Growth’; clean air; improved health and quality of life for the people of the West Midlands. We will do this by creating a transport system befitting a sustainable, attractive and economically vibrant conurbation in the world’s sixth largest economy”.

It sets out an ambitious plan to greatly improve the transport system to support economic growth and regeneration, underpin new development and housing and improve air quality, the environment and social inclusion.

We have also made great strides in our environmental and sustainability commitments. Over the period of the last Strategy our successes include:

- In 2010 we developed a Green Transport Charter called ‘Moving Ahead: A Green Transport Charter for the West Midlands’. This initiative saw seventeen organisations from the transport sector and its partners pledge to work together to reduce carbon, support innovation and share best practice.
- Maintained our ‘full’ pledge status and commitment to the UITP (International Organisation for Public Transport Authorities and Operators) Sustainability Charter joining signatories from around the world delivering and reporting on sustainability.
- We achieved the Carbon Trust Standard for our head office premises in 2011 and were successfully recertified to the Standard in 2014, demonstrating a 28.7% carbon reduction over a two-year compliance period and passing a qualitative assessment with a score of 80%.
- Established robust carbon reduction targets across a range of environmental measures. In 2012/13 we achieved a 4.5% reduction in energy consumption, 21% decrease in waste generation, 41% increase in recycling and 58% reduction in pool car use compared with the 2010/11 baseline.
- Refurbished the Birmingham head office building, introducing low energy lighting, energy efficient heating system and water saving measures.
- Secured Government funding and contributed to funding electric and hybrid buses operating in the West Midlands in partnership with National Express West Midlands, Rotala and DeCourcey public transport operators.
- Secured Government funding for exhaust particle traps on over 200 National Express and Travel De Courcey buses.
- Developed a Low Emission Bus Delivery Plan for the West Midlands to ensure the cleanest buses are allocated to the most polluted areas. This won the Passenger Transport Award at the 2016 National Air Quality Awards.
- Our procurement practices were successfully and independently assessed as being ‘competent’ against the BS8903 Sustainable Procurement guideline in early 2014. A credible and notable first achievement and a good building block to help us move forward. Initiatives that help support this award include our commitment to reducing resource consumption and being more sustainable through improving our procurement process (e.g. all tender processes are now electronic; PQQ and ITT documents are now on-line).
- From March 2014 our electricity supply will be generated from renewable sources until 2017 minimum.
- Installed electric vehicle infrastructure charging points at 16 Summer Lane and at selected Park & Ride sites throughout the region.
- Wolverhampton Travel Information Centre achieved BREEAM (the sustainable design building award) ‘Very Good’ rating. In addition, we are moving towards ensuring all our infrastructure complies with good sustainable building practices.
- We launched our Corporate Social Responsibility Strategy in 2013. The Strategy outlines how we are and aim to serve our communities, striving to be customer focused, engaging with staff and operating sustainably as a business.
- Smart Network, Smarter Choices (SNSC) was a multi-million pound programme that ran from 2012 to 2016 designed to help tackle congestion, reduce carbon emissions and kick start the regional economy. The project implemented a wide range of sustainable travel schemes along 10 key corridors in the West Midlands and achieved a National Transport Award in 2015
- In September 2014 the West Midlands ITA approved the West Midlands Cycling Charter. The West Midlands Cycling Charter outlines the key principles that all partners have adopted to deliver the required step change in cycling across the West Midlands Metropolitan area, representing a shared vision and approach to increase cycling levels across the West Midlands. A detailed Action Plan was outlined in September 2015 and is currently being delivered with the target of increasing levels of cycling to 5% of all trips by 2023.

- As part of the SNSC Programme, we introduced a 'Top Cycling Location' accreditation scheme for employers and education sites that have proven their ongoing commitment to cycling and walking. TfWM carry out assessments against a range of criteria and award either bronze, silver or gold Top Location status. In 2016 a further tier was introduced, awarding those organisations who have shown an exceptional commitment towards both cycling and walking with a platinum award. Across the West Midlands 71 organisations currently hold Top Locations including Wolverhampton Council who were awarded the first Platinum Active Travel Location in October 2016.
- We published annual environmental performance reports ensuring that our stakeholders can review how we are performing against objectives.
- Our comprehensive environmental awareness raising programme is engaging staff and encouraging behaviour change that is supporting attainment of our environmental goals.





Service B

n

Selly Oak
cycle HUB Coming soon!

Become a member for free* and enjoy 24-hour unimpeded access to the new Cycle Hub.

- *Secure cycle parking
- *24-hour access
- *Member protected facility
- *CCTV coverage
- *24-hour alarm
- *External lighting

To find out more or register visit www.norfolktransporthub.com/cyhub or call 0223 214 7214

SELY OAK CYCLE HUB

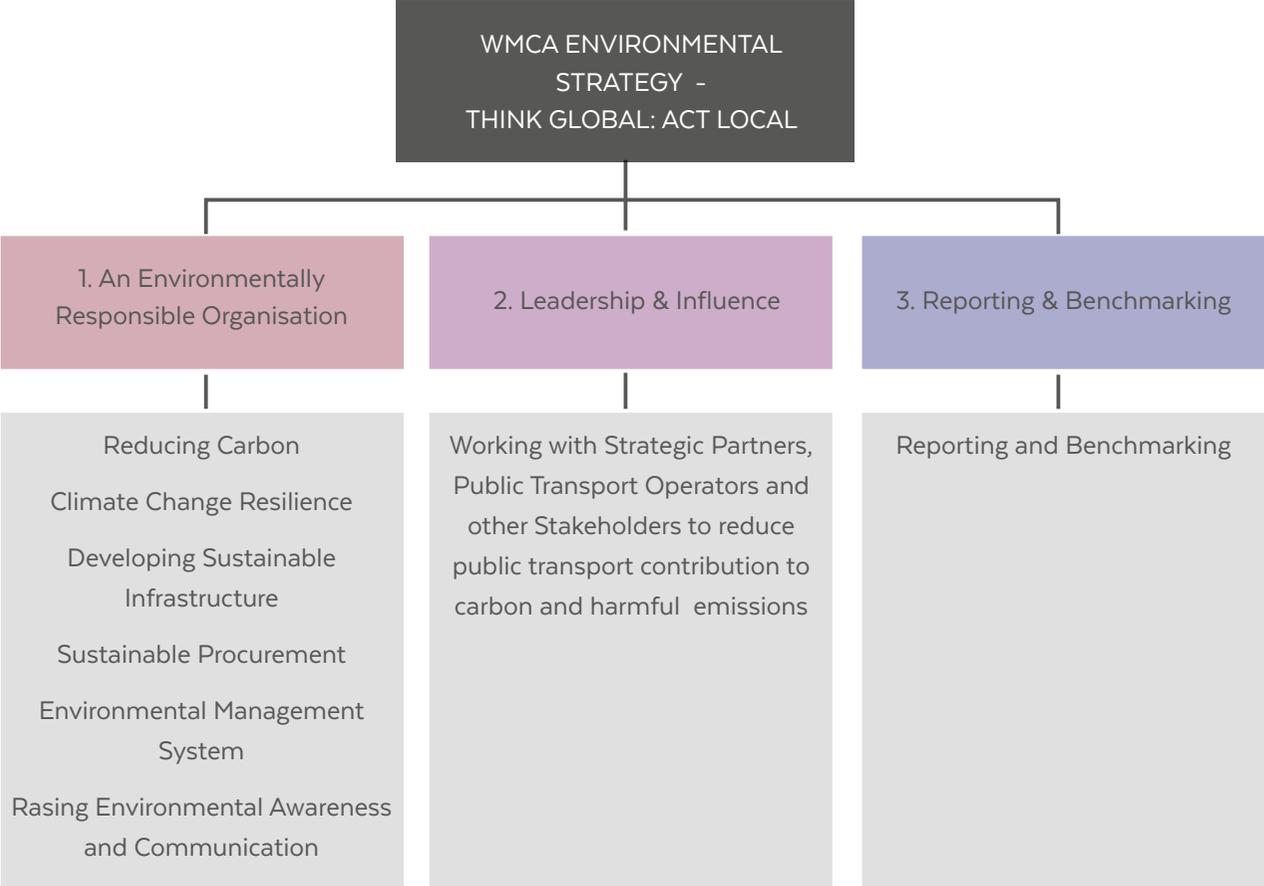
STRATEGY

Our Environmental Strategy Think Global: Act Local supersedes the previous Environmental Strategy that expired in 2014 and runs from 2014 to 2019. Stakeholders from across the various business functions have contributed knowledge and input to the development of this Strategy, helping to make it our most ambitious Strategy to date. We have taken this input and have set objectives across a range of areas where our operations affect the environment. In addition, over the five year timeframe of this Strategy we undertake to integrate environmental considerations into strategic decision-making to continue to foster and develop environmental management.

The Environmental Strategy, Think Global: Act Local has three core areas:

- 1. Being an Environmentally Responsible Organisation
- 2. Providing Leadership and Influence to Support Low Carbon Growth and Reducing Public Transport’s Contribution to Carbon Emission
- 3. Reporting & Benchmarking

Each of the core areas are subdivided, identifying the issues affecting our business and setting out our key objectives.





We have established key objectives at three levels, **'Gold'**, **'Silver'** or **'Bronze'**. This is to enable WMCA to take into account and be responsive to business needs, the economic climate, any societal factors and/or any technological advances that may impact on the delivery of the objectives at that current time whilst still making and demonstrating progress and our commitment.

DEFINITION OF THE TIERED OBJECTIVES

5 YEAR STRATEGY OBJECTIVES:

Gold Level	WMCA is being innovative in the field of environmental management and performance, exemplifying 'Best in Class' and/or adopting the best available techniques to deliver ultimate carbon and environmental performance. Also at this level we are seeking the highest level of accreditations to demonstrate and promote environmental achievements and commitments. The economic, technological and/or business environment is conducive to delivering objectives.
Silver Level	WMCA is working towards becoming innovative and adopting best available techniques, without excessive costs. A financial and business case can be made to implement objectives, e.g. payback and significant carbon savings, so that environmental benefits over a defined period can be identified. Economic, technological and /or business constraints mean some restrictions to implementing gold level ambitions but alternative best practice options are adopted.
Bronze Level	WMCA commits to continuous improvement, maintaining current programmes and actions to reduce carbon, keeping existing accreditations and being an environmentally responsible organisation. We seek to implement new measures to improve environmental performance. No additional resources are required to deliver objectives, but there are no adverse effects on stakeholder expectations and performance. Resource constraints mean that the higher level 'Silver' and 'Gold' level objectives cannot be pursued or achieved.

Each section also identifies the programmes and a range of activities which when carried out will help us deliver the overall aims and objectives for that specific subject area.





1. BEING AN ENVIRONMENTALLY RESPONSIBLE ORGANISATION

It is widely accepted that human activity is contributing to climate change. This global environmental change and the current political agenda see an increasing drive for the environment to be managed in a sustainable way. Businesses have an important role to play in this and therefore we are committed to taking a coherent approach to developing our business in a responsible manner. We will take care to reduce the direct impact of our operations and provide environmentally sustainable solutions to our stakeholders.

1.1 REDUCING CARBON

Introduction

The 2008 Climate Change Act established legally binding climate change targets. The UK aims to reduce greenhouse gas emissions by at least 80% from 1990 baseline by 2050. Moving to a more energy efficient, low-carbon economy will help meet this target. WMCA aims to play its parts by reducing carbon demand and using energy more efficiently.

5 YEAR STRATEGY OBJECTIVES:

Gold:

Ref. RC-1

Move towards achieving a carbon neutral site by 2025.
Reduce our carbon footprint from WMCA activities by 30% by 2019.
Support research and development into carbon reduction innovations.
Employ low and zero carbon technologies for energy supply.

Silver:

Ref. RC-2

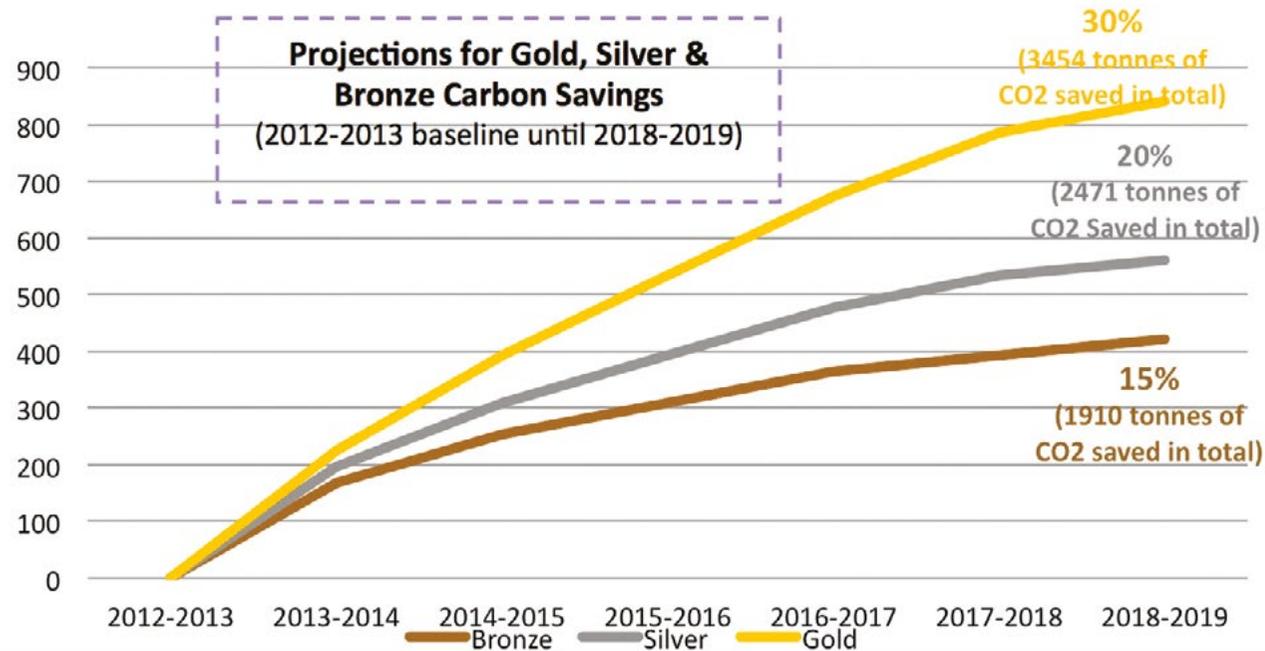
Reduce our carbon footprint from activities by 20% by 2019.
Minimise energy use and therefore the carbon emissions of assets, buildings and vehicles.
Identify ways to eliminate waste at the end of life, so that all waste has value through recycling, reuse, or conversion to energy.
Pilot innovative products, techniques and programmes to deliver carbon reduction.

Bronze:

Ref. RC-3

Reduce our carbon footprint from activities by 15% by 2019.
Reduce consumption and increase the energy efficiency of our buildings (e.g. through smart energy management).
Minimise emissions arising from staff commuting, business travel choices and deliveries.
Maintain existing programmes to reduce carbon and provide advice and support to reduce energy and water usage across all sites.
Implement the waste hierarchy across all our sites.

CARBON REDUCTION PROJECTIONS



The programmes that help support the achievement of the 5 year objectives include:

- Proposed projects (e.g. solar panels, voltage optimisation, glazing repairs, facade improvements, smart meters, energy audits and EPCs)
- Waste management
- Monitoring and reporting
- Raising Environmental Awareness Action Plan
- Delivering Corporate Social Responsibility Strategy commitments
- Smarter working (e.g. flexi hours and home working) and digital connectivity (e.g. telephone and video conferencing)
- ISO 14001 environmental management system
- Procurement Strategy.
- WMCA Constitution



1.2 CLIMATE CHANGE RESILIENCE

INTRODUCTION

The world's climate and weather patterns are changing and global temperatures rising, causing more extreme weather events, like flooding and heat waves. Climate change resilience is the ability of a system to absorb climate-related disturbances, while retaining the same core structure and ways of functioning. We recognise the importance of mitigating climate change through minimising our environmental impacts, whilst at the same time adapting to climatic changes.

As our climate continues to change, the impacts will affect everyday lives, economic activity and aspects of businesses' operating environments. Forward planning can minimise the threats created by the current and future climate. We seek to prepare for the potential impacts of climate change, be better protected against extreme weather events and be more resilient through our infrastructure and adaptation plans.

5 YEAR STRATEGY OBJECTIVES:

Gold:

Ref. CCR-1

A Climate Change Adaptation and Resilience Plan is in place, embedded across the organisation in our asset plans, policies, financial and business planning processes. Our essential services and infrastructure are ready to cope with potential changes.
Joint partnership working with key stakeholders to ensure a cohesive response to climatic challenges affecting the transport network.

Silver:

Ref. CCR-2

A Climate Change Adaptation and Resilience Plan is in place and working towards designing for and embedding measures to ensure that essential services and infrastructure are ready to cope with the potential of severe weather events and climatic changes.
Share knowledge and practices with key partners to ensure that services are maintained.

Bronze:

Ref. CCR-3

Identify discreet actions to plan for and address severe weather events and being more resilient and adapting to climate change.
Climatic impacts on the delivery of services are effectively communicated to stakeholders.

PROGRAMMES:

The programmes that help support the achievement of the 5 year objectives include:

- a. Health and safety management
- b. Risk management systems
- c. Business planning process
- d. Asset management procedures,
- e. ISO14001 EMS (addresses our environmental impact/climate change mitigation)
- f. Project management process (to support climate change adaptation).



1.3 DEVELOPING SUSTAINABLE INFRASTRUCTURE

Introduction

Sustainable infrastructure design is not just about new infrastructure. It is about reuse or optimisation of existing infrastructure. This encompasses infrastructure renewal, energy use and reduced infrastructure costs, the protection of existing infrastructure from environmental degradation, material selection for sustainability, quality, durability and energy conservation, minimising waste and materials and the redesign of infrastructure. It is estimated that buildings accounted for about 43% of all the UK's carbon emissions. Planning and designing infrastructure which takes full account of its own impact and its operational needs and use plays a key role in enhancing sustainability.

Our aim is to set a responsible standard of sustainable design, to reduce carbon emissions from 16 Summer Lane, our bus stations, Park & Ride sites, Travel Information Centres and other infrastructure, to ensure that policies help to protect and improve the natural and built environment.

5 YEAR STRATEGY OBJECTIVES:

Gold:

Ref. SI-01

Ensure ongoing excellence in the sustainable design of our operations.
All new developments and major refurbishments to achieve BREEAM Outstanding or Excellent rating or CEEQUAL 'Excellent' is achieved.
Create iconic transport infrastructure that is visually appealing, integrated with the local character and encourages the community to use public transport.

Silver:

Ref. SI-02

All new developments and major refurbishments to achieve BREEAM Very Good Rating or CEEQUAL equivalent.
Enhance biodiversity through our projects, e.g. through implementing 'Living Roofs/Walls' and bird and bat boxes.

Bronze:

Ref. SI-03

All new developments and major refurbishments to introduce sustainable design features and best practice to improve the sustainability performance and minimise the carbon impact of the building.
Work with contractors to promote excellence in environmental management at construction or implementation stages.
Embed sustainable design and practices at the design and planning stages for all bus and rail infrastructure developments including bus shelters and stops.
Establish sustainability evaluations and environmental tracking of projects.
Conserve biodiversity through our projects to avoid disruption of existing features of ecological value.

PROGRAMMES:

The programmes that help support the achievement of the 5 year objectives include:

- a. Sustainable Design Guide
- b. Benchmarking and accreditations (e.g. BREEAM)
- c. Planning interventions and Environmental Impact Assessments
- d. Asset infrastructure design guides
- e. Electric vehicle charging points trials
- f. ISO 14001, PAS 55 programme
- g. Procurement Strategy



1.4 SUSTAINABLE PROCUREMENT

INTRODUCTION

WMCA recognises it has an implicit role in furthering sustainable development, through its procurement of goods and services. The below strategic objectives set out the principles of sustainability within WMCA's procurement activities to ensure that only value for money products and services are selected and that in all cases a balanced consideration of social, ethical, environmental and economic impacts are undertaken throughout the procurement process.

The UK Government launched the Sustainable Procurement National Action Plan which aims to support all publicly funded organisations to:

- reduce waste, carbon emissions, energy and water consumption
- protect biodiversity
- stop the buying of timber from unsustainable sources
- support fair and sustainable economic growth
- deliver social benefits through procurement.

The Action Plan provides guidance to ensure that public procurement fully contributes to sustainable development in the UK, reflecting the principles set out in the existing EU and domestic legal frameworks governing public procurement. The European legal framework for public procurement clarifies the extent, when and how public purchasers can include environmental considerations in their procurement processes and procedures. In addition, the British Standard guideline, 'Principles and Framework for Procuring Sustainably' (BS 8903:2010) provides guidance on how to implement sustainable practices into procurement processes. WMCA is working towards these guidelines in order to systematically install sustainability into the procurement life cycle.

The three principles of sustainable development within procurement are illustrated below.

ENVIRONMENTAL

Seeking to minimise any negative environmental impacts of goods and services purchased, across their life cycle from raw material extraction to end of life and supporting the principles set out in the organisation's Environmental Strategy.

SOCIAL

Managing and monitoring supply chains to ensure that fair contract prices and terms are applied and that ethical, human rights and employment standards are met. Working with Combined Authority and district members to investigate methods of working collaboratively and sharing best procurement practice in relation to sustainable procurement. This includes investigating ways of implementing Social Value and developing equality checks and communications into procurement process and wider supply chain.

ECONOMIC

The economic principle relates not only to obtaining value for money from our contracts, across the whole life of the product or service, but also ensuring, as far as is possible under relevant procurement law, that local businesses, particularly Small and Medium sized Enterprises (SME's) can benefit from our procurement processes in being able to supply the organisation where it is feasible for them to do so.

In conjunction with the aims set out in the Procurement Strategy, 2012 - 2017 WMCA recognises its responsibility to carry out its purchasing activities in an environmentally responsible manner and will therefore strive to:

- Educate, train and encourage internal purchasers to review their consumption of goods and services, reduce usage and adopt more environmentally friendly alternative products.
- Help to communicate WMCA's environmental policy to all staff, suppliers and stakeholders
- Promote and embed best practice for sustainable procurement
- Work in partnership with other regions, councils and Centres of Excellence, to maximise sustainable procurement gains for the region.
- Focus on collaborative and agile procurement services in compliance with legislation and WMCA constitution while engaging with key stakeholders to drive value for money, efficiency and sustainability across the business.

5 YEAR STRATEGY OBJECTIVES:

Gold:

Ref. SP-01

Sustainable Procurement BS8903 Guidance Standard 'Expert' status is achieved and externally validated.
WMCA demonstrates leadership in setting new sustainable procurement standards and sharing good practice with other organisations and suppliers.
Maximise procurement of electricity from renewable sources across all sites.
Embed and operate an electronic contract management module that provides a strategic foundation for managing supplier relationships effectively.
Lead the way in embedding social value and equalities good practice within the procurement process and wider supply chain.

Silver:

Ref. SP-02

Sustainable Procurement BS8903 Standard 'Leader' level is achieved and externally validated.
Work with suppliers, key stakeholders and contractors to ensure WMCA sustainable procurement objectives are realised and to promote environmental good practice within partner organisations.
Establish a formal contract management module that provides a strategic foundation for managing supplier relationships effectively.
Develop a whole life costing model to enable tenders to be evaluated on this basis.
Through collaborative working with district partners identify best practice procedures for capturing social value and equalities within the supply chain.

Bronze:

Ref. SP-03

Incrementally work towards the BS8903 Sustainable Procurement Standard 'Leader' level. Raise awareness of the importance of sustainable purchasing and enabling individuals and the organisation to make an informed choice.
Engage with key contractors, suppliers, staff members and key stakeholders to realise and embed environmental and sustainable good practice throughout the life of the procurement cycle.
Develop WMCA's sustainable procurement objectives including applying best practice procedures.
Carry out an audit of existing sustainability procurement provision within contracts and key supplier spend analysis.
Communicate to our suppliers that we procure sustainably and analyse any current supplier sustainability initiatives.
Develop sustainable procurement criteria and embed them into relevant tendering exercises.
Ensure all procurement professionals understand the importance of sustainable procurement and are sufficiently trained in this area.
Develop external networks to ensure best practice.
Develop and strengthen networks with customers and suppliers to ensure best practice is understood and instilled within the supply chain.
Identify opportunities for collaboration with district partners to reduce duplication and maximise supply chain engagement.

PROGRAMMES:

The programmes that help support the achievement of the 5 year objectives include:

- a. BS8903 Sustainable Procurement Evaluation Report (or other emerging standards as appropriate)
- b. Procurement Strategy 2012-2017
- c. Supplier / contractor relationships
- d. Agresso financial management system
- e. Gateway project management process
- f. Bravo Solutions Portal (e-tendering system)
- g. WMCA Constitution



Wolverhampton



37

CAF



1.5 ENVIRONMENTAL MANAGEMENT SYSTEM

INTRODUCTION

An environmental management system (EMS) provides structure to help organisations manage environmental impacts and improve performance through products, services and activities. It integrates the organisation’s environmental objectives with its overall business processes and systems, so that environmental considerations can become a routine factor in business decisions. Through the use of an EMS, we proactively seek to improve our environmental performance.

5 YEAR STRATEGY OBJECTIVES:

Gold: Ref. EMS-01	Certification to the internationally recognised standard, ISO14001 EMS Standard for all its activities and services.
Silver: Ref. EMS-02	Implement an Environmental Management System in conformance to the ISO 14001 EMS Standard for all activities and services. Peer or self certification of the Environmental Management System.
Bronze: Ref. EMS-03	Accreditation to the Carbon Trust Standard mark of excellence is maintained providing external validation of carbon reduction and continual improvements in carbon management. WMCA continues to develop processes to manage all its environmental impacts across all its sites and services. Identify and minimise air, water, land, light and noise pollution levels.

PROGRAMMES:

The programmes that help support the achievement of the 5 year objectives include:

- a. ISO14001 Environmental Management System development
- b. Delivery of action plan and achievement of environment targets
- c. Delivery of annual Business Plan objectives in relation to environmental and sustainability objectives
- d. Procurement Strategy
- e. BS8903 Sustainable Procurement Guidance Standard
- f. Asset Management System.



1.6 RAISING ENVIRONMENTAL AWARENESS AND COMMUNICATION

INTRODUCTION

Our staff and stakeholders all have a part to play in improving our environmental performance, implementing good practice and reducing our carbon footprint. We seek to promote, train and deliver awareness campaigns so that staff and stakeholders are better informed of the advantages of changing practices in ways that help the environment.

5 YEAR STRATEGY OBJECTIVES:

Gold: Ref. RAC-01	Representation at national and local level and with key stakeholders to ensure sustainable travel and public transport's contribution to the low carbon agenda is understood, planned and addressed at these levels. Lead on joint environmental campaigns and /or interventions with key partners and stakeholders.
Silver: Ref. RAC-02	Effective and targeted environmental communication and campaigns to encourage behaviour change and achievement of environmental targets and objectives. Recognition and awards for environmental good practice, performance and/or innovation.
Bronze: Ref. RAC-03	Seek continuous improvement in staff and stakeholders engagement on environmental issues, including sharing good practice. Demonstrate behaviour change as a result of environmental awareness campaigns. Keep abreast of the external environment to be responsive to new trends, guidance and good practice etc.

PROGRAMMES:

The programmes that help support the achievement of the 5 year objectives include:

- a. Involvement at national, regional and local levels and representation at key stakeholder meetings
- b. Raising environmental awareness action plan (including promoting key national events, e.g. Climate Change Week, World Environment Day and Green Office Week)



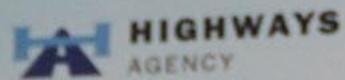
Moving Ahead: A Green Transport Charter for the West Midlands

The Green Transport Charter brings together bus, rail and other transport operators to jointly work together on tackling climate change and reducing CO2 emissions from the transport sector.

Arriva Trains Wales



Highways Agency



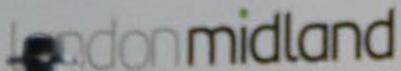
Rotala



Centro



London Midland



Chiltern Railways

Midland Metro

Sandeep Shingadia
Centro

2. PROVIDING LEADERSHIP AND INFLUENCE TO SUPPORT LOW CARBON GROWTH AND REDUCING PUBLIC TRANSPORT'S CONTRIBUTION TO CARBON EMISSION

INTRODUCTION

WMCA has an important role to play in providing leadership on the low carbon transport agenda, tackling real-world environmental challenges and in contributing to the solutions, including addressing the environmental impact of its activities and operations. We are serious about carbon reduction and climate change and we will therefore take an active leadership role to influence others.

5 YEAR STRATEGY OBJECTIVES:

Gold:

Ref. LI-01

Become the regional centre of knowledge and know-how on environmental sustainability for our transport partners and stakeholders.
Support the introduction of zero and low emission vehicles used by public transport and fleet operators to reduce GHG emissions and improve air quality.
Support the rail industry to use low carbon energy sources to minimise rail's carbon footprint and be energy efficient across rail infrastructure and operations.
Support research, development and the piloting of alternative fuel technologies with transport and fleet operators.
Promote sustainable development at key locations. Maximise local, national and European funding opportunities to implement low carbon projects, technology, research and development and/or green growth solutions and pilots.
Work with public transport operators to reduce Nitrogen Oxide (NOx) and Particulate Matter (PM) emissions from bus fleets through commitments in the Bus Alliance and improving contractual requirements for subsidised bus services.

Silver:

Ref. LI-02

Provide guidance and support partner and stakeholder organisations to improve their environmental performance e.g. sharing best practice and support third party accreditations such as the Carbon Trust Standard and ISO 14001 Environmental Management System.
Provide a platform for sharing knowledge into sustainable transport trends and pertinent environmental issues.
Deliver the West Midlands Cycling Charter Action Plan, adopting a shared vision and approach to increase cycling levels across the West Midlands with the target of increasing levels of cycling to 5% of all trips by 2023.
Encourage stewardship of the local environment by working with key stakeholders, e.g. local communities, employers, College and Universities to encourage green travel options

Bronze:

Ref. LI-03

Ensure that we have a greener public transport system with better travel choices. Raise awareness of sustainable travel options.
Utilise existing networks to provide expertise on the roll out of zero and low emission vehicles.
Continue working with partners and stakeholders on the low carbon agenda and the local and wider benefits this can bring.

PROGRAMMES:

The programmes that help support the achievement of the 5 year objectives include:

- a) Working with strategic partners to Influence and provide leadership on the environment. For example:
 - International level – Through UITP Sustainability Charter
 - National and regional level – Lobbying groups, Sustainability West Midlands, West Midlands Climate Change Partnership, Urban Transport Group.
 - Local level – Movement for Growth, West Midlands Bus Alliance, Metro Alliance, West Midlands Rail and Freight Strategy commitments.

- b) Working with public transport operators to influence and provide leadership on the environment. For example:
 - Supporting low emissions public transport (e.g. hybrid and electric buses)
 - Ticketing, promotions, providing customer information etc.
 - Partnership agreements, West Midlands Bus Alliance, Transforming Rail Travel, Statutory Quality Bus Partnership Schemes.

- c) Working with other partners and stakeholders to reduce carbon. For example:
 - Freight Industry
 - High Speed 2 (HS2)
 - Local Enterprise Partnerships
 - Local Authorities
 - Embedding low carbon messages in appropriate strategies
 - Cycling Charter Action Plan
 - Low Emissions Towns & Cities Programme
 - Local businesses as a stakeholder through the Chambers of Commerce and the Business Improvement Districts.



War Memorial Park - Coventry City Centre

War Memorial Park Warwick Rd New Union St Little Park St Trinity St Corporation St Queen Victoria Rd Greyfriars Rd Warwick Rd

Park&Ride South

Park&Ride South



0% Emissions

ELECTRIC BUS
The greener way to travel into Coventry

In partnership with



Bus Battery Rechargeable

ELECTRIC BUS

The greener way to travel into Coventry

YJ12 GWX



3. REPORTING & BENCHMARKING

INTRODUCTION

Organisations are increasingly expected to measure and report their environmental performance. WMCA sees direct benefits to our organisation in doing this to gain a better understanding of exposure to risks, to seek continuous improvements and to demonstrate leadership.

In addition, for us benchmarking involves the creation of partnerships to exchange information on processes and measurements. We seek to implement best practices that are found inside and outside our organisation that will help in the setting of realistic improvement goals and strengthen our green credentials.

5 YEAR STRATEGY OBJECTIVES:

Gold: Ref. RB-01	Develop the principles and reporting disclosures according to the Global Reporting Initiative (GRI) Sustainability Reporting Framework
Silver: Ref. RB-02	Develop corporate responsibility performance reports using the Business in the Communities (BIC-) Corporate Responsibility Index (CRI) as an external benchmark.
Bronze: Ref. RB-03	Annual performance reports produced and communicated to all stakeholders. Strengthen programmes to accurately measure and monitor performance, working towards Business in the Community Corporate Responsibility Index. Report best practice in accordance with the UITP Sustainability Charter membership requirements. Share good practice with key stakeholders. Carry out a comprehensive review of delivery of the Strategy in years 2 and 5.

PROGRAMMES:

The programmes that help support the achievement of the 5 year objectives include:

- a) Annual performance reports
- b) Monitoring and reporting arrangements
- c) UITP Sustainability Charter
- d) ISO 14001 Environmental Management System
- e) Real time smart meters rollout programme
- f) Raising Awareness Action Plan
- g) Asset Management System.

APPENDIX 1

OUR STAKEHOLDERS

Who are our main environmental stakeholders?

STAKEHOLDERS	WHY?
Government Agencies	Government departments and agencies such as the Department of Energy and Climate Change, Department for Environment, Food and Rural Affairs, Department for Transport, Office for Low Emission Vehicles and the Environment Agency set regulation, policy and influence industry and business to meet national targets and comply with regulations. They provide and guide the steps that we should be taking to innovate, implement and create new approaches to benefit a low carbon economy. It is through maintaining relationships at a national and Government level that we can work towards the take up of new technologies, encourage a smarter approach to travel choices, move towards innovation and adoption of new technologies etc.
Urban Transport Group	The Urban Transport Group (UTG) brings together and promotes the interests of Britain’s largest urban areas on transport. UTG members share knowledge and good practice and UTG represent and responds to national sustainability policy issues on behalf of its members.
UITP Commission and Sustainability Charter members	WMCA signed up as full members to the Sustainability Charter committing to continually embed the principles of sustainability into the organisation. As members of the Charter we network and share information with UITP’s global network.
Public Transport Operators	WMCA works extensively with public transport operators to help promote and deliver sustainable travel and a world class transport network.
The Local Public	We have a commitment to the local community and general public to minimise our impact on the environment. Also to encourage the take up of sustainable travel behaviour to promote health, wellbeing and economic growth.
The seven West Midlands District Authorities & Local Enterprise Partnerships (LEPs)	WMCA works extensively with the seven district authorities and LEPs to help us deliver a world class public transport system and support the achievement of regional environmental and air quality targets.
Staff	We are committed to promote environmental awareness, carbon reduction and good environmental governance so that better environmental choices are made to help minimise the organisations environmental impact and promote sustainable growth.

STAKEHOLDERS	WHY?
Suppliers and Contractors	We aim to promote and embed best practice for sustainable procurement through education, communication and working with staff, suppliers and other regions and local authorities. This ensures we work towards maximising sustainable procurement gains for the region, reducing resource usage and seeking environmentally sustainable alternatives.
Academic Institutions	Working and enabling collaboration with academic institutions allows us to equip our people with the knowledge and skills to support the transition to a low carbon economy.

APPENDIX 2

Tables 1 and 2 provide detail on how these internal and external programmes and strategies are supporting environmental sustainability and low carbon objectives.

Table 1: Internal Facing Strategies and Programmes

STAKEHOLDERS	ENVIRONMENTAL / LOW CARBON COMMITMENT CONTAINED WITHIN STRATEGY
Corporate Social Responsibility (CSR) Strategy	<p>The CSR Strategy, published in 2013, covers our approach to contributing to a better and greener society. It demonstrates our commitment to economic regeneration and growth, environmental responsibility and sustainable development and raises awareness of our achievements and future commitments.</p> <p>One of the five CSR priorities is to ‘reduce any damaging impact on the environment through continuous improvement, encouraging staff to be mindful of the effect their actions have on any natural resource, such as water and energy’.</p>
Procurement Strategy 2012 - 2017	To deliver practical and sustainable ‘best value’ procurement solutions that; increase efficiency, innovate and utilise technology supporting WMCA in delivering a ‘world class’ service.
Annual Business Plan	WMCA’s annual business plans sets out a vision for how people’s mobility requirements will be met in the future whilst also supporting economic growth, reducing carbon and promoting social inclusion through effective access to jobs, healthcare and leisure opportunities.
ISO 14001 Environmental Management System	<p>A comprehensive management and continuous improvement programme is being implemented to manage the organisation’s environmental impacts. Includes management reviews, procedures, audits, document control and policy commitment.</p> <p>The EMS will be the process by which activities are managed to meet our environmental objectives and will be externally verified.</p>
WMCA Staff Travel Plan	<p>WMCA works extensively with the seven district authorities and LEPs to help us deliver a world class public transport system and support the achievement of regional environmental and air quality targets.</p> <p>In 2008 WMCA refreshed its workplace Travel Plan to reduce single-occupancy car use and improve staff travel choices over 3 years, until 2011. This Travel Plan has now been updated and new objectives have been set with a wider scope to ensure comprehensive management of all staff travel, for example business travel to meetings, events and conferences.</p>
Asset Management Strategy	At the heart of the Asset Management Strategy is the aim to drive continual improvement of asset management capability and support growth and sustainability through optimised management systems.

Table 2: External Facing Strategies and Programmes

STAKEHOLDERS	ENVIRONMENTAL / LOW CARBON COMMITMENT CONTAINED WITHIN STRATEGY
West Midlands Strategic Transport Plan “Movement for Growth”	<p>‘Movement for Growth’ (MfG) was adopted by the West Midlands Combined Authority in June 2016 as its strategic transport plan. The document is available at: https://westmidlandscombinedauthority.org.uk/media/1178/2016-06-01-mfg-full-document_wmca.pdf</p> <p>The plan sets out the overall approach for transport strategy in the West Midlands to deliver the vision as set out below: “We will make great progress for a Midlands economic ‘Engine for Growth’; clean air; improved health and quality of life for the people of the West Midlands. We will do this by creating a transport system befitting a sustainable, attractive and economically vibrant conurbation in the world’s sixth largest economy”.</p>
Bus Strategy – The West Midlands Bus Alliance	<p>The West Midlands Bus Alliance is a strategic collaboration of private bus operators and public sector stakeholders including TfWM, Local Councils, Police, DfT, Transport Focus and LEPs. The Alliance recognises that green ethics, climate change and energy issues provide a window of opportunity to re-position the bus product as the smart option and a realistic alternative to the private car through an improved bus travel experience, with specific commitments from partners to reduce the environmental impact of bus travel.</p>
Rail Strategy - Transforming Rail Travel	<p>‘Transforming Rail Travel’ commits to striving to:</p> <ul style="list-style-type: none"> • Act responsibly to protect our environment and deliver environmental benefits. • Support the implementation of the West Midlands Local Sustainable Transport Fund programme, ‘Smart Network Smarter Choices’ and • Use a partnership approach to seek opportunities for further provision and improvement of cycle storage at local rail stations, including a joint approach to investigating funding opportunities and scheme development.
West Midlands Freight Strategy	<p>One of the key issues identified is improving air quality and proposals include:</p> <p>ENVIRONMENTAL PERFORMANCE</p> <p>Working with road freight operators to improve driving techniques, operations and training to lessen vehicle emissions, noise and impacts, whilst promoting the greater use of low carbon/ electric vehicles and the infrastructure required supporting them.</p> <p>MINIMISING THE CARBON EMISSIONS ARISING FROM AIR FREIGHT IN THE METROPOLITAN AREA</p> <p>With air freight being one of the most carbon intensive forms of freight the Strategy seeks to ensure all is practically done to reduce carbon emissions and also focuses on ensuring efficient and reliable access to and from our national airports.</p>

<p>Smart Network, Smarter Choices Programme</p>	<p>The Local Sustainable Transport Fund funded, Smart Network, Smarter Choices (SNSC) programme invested in transport to deliver jobs, productivity and low-carbon, sustainable growth. SNSC was a package of measures that involves changing people's travel behaviour, while joining up transport networks through initiatives such as:</p> <ul style="list-style-type: none"> • Workplace travel planning, WorkWise and measures enabling people to make better informed sustainable travel choices, especially for shorter trips. • Improvements to walking and cycling routes, passenger facilities and small-scale road and junction improvements to speed up journey times and improve punctuality. • Technology Showcase, working in partnership delivering real-time information, smartcards and using other sustainable information technologies to provide passengers with personalised, reliable, up-to-date information and ticketing services. <p>This combined revenue and capital investment has delivered the following achievements:</p> <ul style="list-style-type: none"> • 23,350 participants in accredited cycle training and bike maintenance skills • Provided with face-to-face cycling/journey planning advice at events • 92 cycling instructors trained to national standards level • Over 250 employers implementing Travel Action Plans covering over 200,000 employees • Over 120 schools, colleges and universities implementing Travel Action Plans • 124,000 staff and pupils and including face-to-face engagement with over 29,000 staff and pupils • Subsidised bike offer pilot targeted at employees likely to start cycling to work, resulting in 98% of participants cycling regularly and 62% choosing to cycle to work • Over 23,300 unemployed people supported to find, start and stay in new jobs via our award winning WorkWise service, with 9 out of 10 continuing to use sustainable travel six months after receiving support • An average 4% shift from travel to work by car to active travel and public transport
<p>West Midlands Cycling Charter</p>	<p>The Cycling Charter outlines key principles that partners will adopt to deliver a step change in cycling across the region. The Charter also recognises cycling's contribution to creating more sustainable places as part of an integrated transport system. This includes "improve the environment by helping to reduce carbon emissions, air pollution and noise" and "create better places to live and visit, by making it easy for people to move around their local communities".</p> <p>A detailed Action Plan was outlined in September 2015 and is currently being delivered with the target of increasing levels of cycling to 5% of all trips by 2023. The Cycling Charter is based on the following four principles:</p> <ul style="list-style-type: none"> • Leadership and Profile • Cycling Network • Promoting and Encouraging Cycling • Funding.

Sustainability is at the essence of what we do as an organisation and therefore our approach to sustainability is not limited to the strategies and plans identified in the tables above.

APPENDIX 3

GLOSSARY

Biodiversity	Biodiversity is the degree of species or ecosystem variation of life, or variation within an area, biome, or planet.
BS8903 Sustainable Procurement Framework	The world's first standard for sustainable procurement, BS 8903: Principles and Framework for Procuring Sustainably was launched in summer 2010.
Building Research Establishment Environment Assessment Method (BREEAM)	Design and assessment method for sustainable buildings.
Carbon Neutral	Carbon neutral is being understood to refer to achieving net zero carbon emissions by 'balancing' a certain measured amount of carbon released with an amount of carbon offsets. Buying enough carbon credits to make up the difference is even treated as a way to carbon neutral.
Climate Change Adaptation	Adaptation to global warming is a response to climate change that seeks to reduce the vulnerability of biological systems to impacts of climate change.
Climate Change Mitigation	Actions aimed at reducing the causes of climate change through efforts to reduce or prevent emission of greenhouse gases.
Climate Change Resilience	Climate resilience means systematic preparation to meet long-term economic, social and environmental goals under a wide range of unpredictable future climatic conditions.
CSR	Corporate Social Responsibility.
EMS	Environmental Management System.
EVCP	Electric Vehicle Charging Point.
Global Reporting Initiative (GRI)	The Global Reporting Initiative (GRI) is a leading organization in the sustainability field. GRI promotes the use of sustainability reporting as a way for organizations to become more sustainable and contribute to sustainable development.
ISO	International Organisation for Standardisation.
ISO14001	The ISO 14001 addresses various aspects of environmental management and provides a standard for organisations looking to identify and control their environmental impact and improve performance.
ITT	Invitation to Tender.
Local Transport Plan (LTP)	Local Transport Plan is a statutory transport policy document and important part of transport planning that is derived from the Transport Act 2000. Strategic transport authorities are expected to prepare them as forward looking plans.
LSTF	Local Sustainable Transport Fund.
PQQ	Pre Qualifying Questions.
UTG	Urban Transport Group
SNSC	Smart Network Smarter Choices.



This document has been printed on 100% recycled paper



WEST MIDLANDS
COMBINED AUTHORITY