

Sustainability and Climate Change Framework Action Plan

Introduction

This action plan accompanies the Sustainability and Climate Change Framework ('SCCF'), setting out how the commitments in the SCCF will be delivered on.

The main purpose of this document is to stimulate new actions; however, it also aims to signpost relevant activity that is already underway or planned, in order to present a more holistic view of how sustainability is being addressed across the organisation. These pre-existing actions will be written in *italics*, to distinguish them from the actions that are unique to this document.

The actions presented in this document are arranged in relation to the strategic commitments set out in each chapter of the SCCF. In some cases, additional action areas have been identified outwith these commitments. While actions have been apportioned to particular strategic commitments/action areas, in many cases they will also be relevant to other strategic commitments/action areas.

While the current timescale of the SCCF is 2016-2021, in some cases the actions in this action plan will span beyond this timeframe.

This action plan is subject to annual updates in response to new developments and opportunities. This version was updated in autumn 2021, following the production, in September 2021, of the SCCF Action Plan Progress Report December 2019 – March 2021.

The Council is currently preparing a Climate Action Plan ('CAP') for East Dunbartonshire, which will supersede the climate change actions contained within the SCCF and its Action Plan. However, the final version of the CAP is not due to be finalised for approval until 2023; the SCCF and its Action Plan will therefore continue to guide Council policy for working towards net zero emissions and climate change adaptation. The SCCF also contains a wide range of strategic commitments beyond climate change and will continue to exist as the Council's strategic driver of sustainability ambitions.

Natural Environment

Strategic Commitment (from 2016 document)	Action(s)	Source of Action (where not unique to this document)	Responsibility	Target Date	Funding Implications	Objectives								
						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
(1.1) Finalise and implement the Green Network Strategy and updated Local Biodiversity Action Plan for East Dunbartonshire, and produce a Community Food Growing Strategy	<i>Produce Greenspace Strategy to replace Green Network Strategy and Open Space Strategy and to reflect emerging guidelines around play sufficiency</i>	<i>Land Planning & Development Business Improvement Plan</i>	<i>Teams: Sustainability Policy Team; Streetscene Technical Support Team. Executive Officers: Heather Holland, Land Planning and Development Executive Officer; Thomas McMEnamin, Roads and Environment Executive Officer.</i>	<i>Summer 2023</i>	<i>None</i>		✓		✓		✓	✓	✓	
	<i>Implement Local Biodiversity Action Plan ('LBAP')</i>	<i>Local Biodiversity Action Plan 2017-2021 Underpinning legislation: Nature Conservation (Scotland) Act</i>	<i>Teams: Sustainability Policy Team; Streetscene Technical Support Team. Executive Officers: Heather Holland, Land Planning and Development Executive Officer; Thomas McMEnamin, Roads and Environment Executive Officer.</i>	<i>2023</i>	<i>None</i>		✓		✓		✓	✓	✓	✓

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						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
environment and that deliver open space and green network opportunities														
(1.4) Produce a Flood Risk Management Plan for East Dunbartonshire, support natural flood alleviation projects and increase the number of Sustainable Drainage Systems (SuDS) in open space	Support natural flood alleviation projects and increase the number of biodiversity-rich Sustainable Drainage Systems (SuDS) in open space	Clyde and Loch Lomond Flood Risk Management Strategy Underpinning legislation: Flood Risk Management (Scotland) Act 2009	Team: Technical & Engineering Team*. Executive Officer: Thomas McMenamin, Roads and Environment Executive Officer.	Ongoing	Funding allocated via revenue budget and external funding in some cases		✓		✓		✓	✓	✓	✓
(1.5) Undertake environmentally-sensitive practical conservation and maintenance by avoiding peat-based compost, investigating options for green waste re-use, stimulating use of play equipment from sustainably-sourced wood and avoiding spraying of chemicals in children's areas	Through the Local Outcome 5 Healthy Environments Sub-Group, work with Low Moss Prison to investigate use of wood chipping to reduce glyphosate use	N/A	Team: Streetscene Technical Support Team. Executive Officer: Thomas McMenamin, Roads and Environment Executive Officer.	Discussions to begin Winter 2019	None			✓	✓	✓			✓	
	Review best practice in relation to weed control to identify any sustainable techniques that are demonstrated to be of similar efficacy	N/A	Teams: Sustainability Policy Team; Streetscene Technical Support Team. Executive Officers: Heather Holland, Land Planning and Development Executive Officer; Thomas McMenamin, Roads and Environment Executive Officer.	Ongoing	None				✓	✓				
	As part of production of Greenspace Strategy, research opportunities for increasing use of sustainably-sourced wood in play	Emerging Greenspace Strategy	Teams: Sustainability Policy Team; Streetscene Technical Support Team. Executive Officers: Heather Holland, Land Planning and Development Executive Officer; Thomas McMenamin,	Summer 2023	None	✓		✓	✓	✓	✓			

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	equipment and research other natural play options		Roads and Environment Executive Officer.											
(1.6) Work with key partners and funders to identify other possible opportunities to conserve biodiversity and deliver high quality greenspace	Identify other possible opportunities by working with key partners and funders to conserve biodiversity and deliver high quality greenspace, through future review of LBAP, GNS and Open Space Strategy	Local Biodiversity Action Plan 2017-2021; Green Network Strategy 2017-2022; Open Space Strategy 2015-2020 Underpinning legislation: Nature Conservation (Scotland) Act 2004; Wildlife and Countryside Act 1981; Planning (Scotland) Act 2019	Team: Sustainability Policy Team. Executive Officer: Heather Holland, Land Planning and Development Executive Officer.	Ongoing	None		✓		✓		✓		✓	
	Develop and deliver a Greenspace Improvement Plan for Waterside	N/A	Teams: Sustainability Policy Team; Streetscene Technical Support Team. Executive Officers: Heather Holland, Land Planning and Development Executive Officer; Thomas McMenamin, Roads and Environment Executive Officer.	March 2022	None	✓	✓		✓		✓	✓	✓	
(1.7) *Additional action area*	Use cross-Council process of information-gathering for climate change reporting, to annually engage with services on Biodiversity Duty commitments, to gather evidence and	N/A Underpinning legislation: Wildlife & Natural Environment (Scotland) Act 2011	Team: Sustainability Policy Team. Executive Officer: Heather Holland, Land Planning and Development Executive Officer.	By November 2019 then annually thereafter	None				✓					

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						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
(2.3) Communicate regularly with the local business community on sustainability	Send regular bulletin to highlight key sustainability developments and opportunities for businesses	Economic Development Strategy 2017-2020	Teams: Business Development Team* ² ; Sustainability Policy Team. Executive Officers: Evonne Bauer, Place and Community Planning Executive Officer; Heather Holland, Land Planning and Development Executive Officer.	Ongoing	None	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Enhance 'Business Works' portal to include sustainability related information and resources	Economic Development Strategy 2017-2020		End of 2021/22		✓	✓	✓	✓	✓	✓	✓	✓	✓
	Examine opportunities to encourage businesses to take up free resource efficiency audit	N/A		End of 2021/22		✓		✓		✓				
	Run seminars and one-to-one surgeries through Business Gateway	Economic Development Strategy 2017-2020		To commence in autumn 2019		✓	✓	✓	✓	✓	✓	✓	✓	✓
	Use annual 'Business Week' events as way of disseminating information and gauging support needs	Economic Development Strategy 2017-2020		TBC		✓	✓	✓	✓	✓	✓	✓	✓	✓

*¹ External partner: East Dunbartonshire Voluntary Action

*² External partner for seminars and surgeries: Zero Waste Scotland

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						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
the improvements of the Park	investigate opportunities to boost volunteer numbers at Mugdock Castle		Executive Officers: Heather Holland, Land Planning and Development Executive Officer; Evonne Bauer, Place and Community Planning Executive Officer.		part of investigation							✓	✓	
(3.7) *Additional action area*	Align the new Mugdock Country Park Strategy with the aims of the emerging CAP to identify opportunities for the park to contribute to carbon reduction, climate change resilience and related biodiversity, health and community development opportunities	N/A	Teams: Sustainability Policy Team; Mugdock Park Team. Executive Officers: Heather Holland, Land Planning and Development Executive Officer; Evonne Bauer, Place and Community Planning Executive Officer.	End of 2021/22	None	✓	✓		✓		✓	✓	✓	

*1 External partner: East Dunbartonshire Voluntary Action

*2 External partner: Resource Efficient Scotland

NB:

- Strategic commitment 3.1 in the 2016 document contained the following text: "Consider scope for food-growing garden at Mugdock". This has been removed in this action plan due to the location having limited accessibility.
- The 2016 document contained a strategic commitment to "Investigate the scope for renewables installations elsewhere in the park". This has been removed from this action plan because the only potentially-viable actions that were identified have now been determined infeasible.

Procurement

Strategic Commitment (from 2016 document)	Action(s)	Source of Action (where not unique to this document)	Responsibility	Target Date	Funding Implications	Objectives								
						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
ambitious carbon reduction targets	minimising emissions and contributing to the national target of a 75% reduction in carbon emissions by 2030 and net zero by 2045. Revised Building Standards will support the Scottish Government's commitment to reduce energy demand, and associated carbon emissions, within new buildings by 2021; and ensure all new homes consented from 2024 use renewable or low carbon heat. Council policy on heat and energy efficiency will be guided by the forthcoming Local Heat and Energy Efficiency Strategy.													
(5.2) Strengthen provisions for sustainability in future version of the CAMP	Through Corporate Asset Management Group, agree how the Corporate Asset Management Plan will support the objectives of the SCCF and emerging CAP/Local Heat and Energy Efficiency Strategy, and how it will implement the	N/A	Teams: Assets & Estates; Sustainability Policy Team. Executive Officers: Alan Bauer, Assets and Facilities Executive Officer; Heather Holland, Land Planning and Development Executive Officer.	Autumn 2022	None	✓	✓	✓	✓	✓	✓			

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				End of February 2022	will be established during course of strategy production Projects will be funded from a variety of sources, and sources will be set out in the Carbon Projects Register	✓								
(5.5) *Additional action area*	Investigate feasibility of creating an East Dunbartonshire Energy Efficiency Discount Scheme, in line with Section 65 of the Climate Change (Scotland) Act 2009 which requires local authorities to establish a scheme that offers a one-off Council Tax rebate for householders who carry out certain energy efficiency measures	N/A	Teams: Sustainability Policy Team; Revenue & Benefits Team; Housing Strategy Team; Business Support Team. Executive Officers: Heather Holland, Land Planning and Development Executive Officer; Grant MackIntosh, Housing Executive Officer; Evonne Bauer, Place and Community Planning Executive Officer.	End of 2022	Funding implications to be considered as part of investigation	✓					✓	✓		

NB:

- Strategic commitment 5.1 in the 2016 document was worded: "Produce LDP Supplementary Guidance on Design and Placemaking and on Renewable Energy and Low-Carbon Technology". It has been updated in this action plan to take account of recent legislation and the 2019/20 Programme for Government.
- The 2016 document contained a strategic commitment to "Use the Primary School Improvement Programme Phase 2 as a particular focus for delivery". This has been removed in this action plan because the Primary School Improvement Programme Phase 2 no longer exists; other Education-related Major Asset Projects do now exist but these are captured in Action 5.2.

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						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
staff and the wider public	national guidance contained in Net Zero Nation ,		Halligan, Organisational Transformation Executive Officer.											
(7.6) Identify opportunities to create and communicate organisational values through internal communications and the Employee Learning and Development agenda	See 10.10													

*1 External partners: Learning Through Landscapes and West of Scotland Development Education Centre

Finance

Strategic Commitment (from 2016 document)	Action(s)	Source of Action (where not unique to this document)	Responsibility	Target Date	Funding Implications	Objectives								
						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
(8.1) Consider developing a policy on fossil fuel investment through savings, investment and borrowing, examining whether our investments are	Support and monitor Strathclyde Pension Fund's commitment to responsible investment and encourage decarbonisation and climate change	N/A	Team: Finance. Executive Officer: Jamie Robertson, Chief Finance Officer.	Ongoing	None	✓	✓							

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						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
consistent with our statutory duties in relation to climate change mitigation and sustainable development	engagement initiatives													
	Investigate potential for further sustainable investments	N/A	Team: Finance. Executive Office: Jamie Robertson, Chief Finance Officer.	Spring 2022	None	✓	✓	✓	✓	✓	✓	✓	✓	
(8.2) Participate in any future pan-Council discussions on ethical investment policies	Participate in Sustainable Scotland Network-led discussions with other public sector bodies, with the aim of identifying appropriate opportunities to invest more sustainably	N/A	Teams: Sustainability Policy Team; Finance. Executive Officers: Heather Holland, Land Planning and Development Executive Officer; Jamie Robertson, Chief Finance Officer.	Ongoing	None	✓	✓	✓	✓	✓	✓	✓	✓	

Sustainable Transport & Travel

Strategic Commitment (from 2016 document)	Action(s)	Source of Action (where not unique to this document)	Responsibility	Target Date	Funding Implications	Objectives								
						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
(9.2) Incorporate use of recycled materials into path creation more systematically and pursue other elements of resource efficiency and sustainable sourcing	Liaise with Corporate Procurement to discuss feasibility of formalising position on procuring sustainable materials (recycled or locally-sourced, depending on type of path) for path-creation by including statement of requirements in briefs and reflecting in contracts	N/A	Teams: Traffic and Transport Team; Streetscene Technical Support Team. Executive Officer: Thomas McMenamin, Roads and Environment Executive Officer.	End of 2021/22	None	✓		✓		✓				✓
	Clarify current use of recycled material in road-building and maintenance, and investigate opportunities to increase; link with Circular Economy Strategy work		Teams: Roads Network Operations Team; Sustainability Policy Team. Executive Officers: Thomas McMenamin, Roads and Environment Executive Officer; Heather Holland, Land Planning and Development Executive Officer.			✓		✓		✓				✓
(9.3) Produce a corporate travel planning document and achieve Cycle Friendly Employer status	<i>Support sustainable corporate travel, working towards 'Cycle Friendly Employer' status, via: continued promotion and support of national sustainable/active travel challenges and initiatives; continued promotion of e-travel car share scheme; expansion of pool bike locations by adding</i>	N/A	<i>Team: Traffic and Transport Team. Executive Officer: Thomas McMenamin, Roads and Environment Executive Officer.</i>	<i>One new bike station by end 2019/20; other actions ongoing</i>	<i>Transport projects and initiatives are currently subject to successful funding applications and / or receipt of external grant funding.</i>	✓					✓	✓		

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						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
(9.7) Consider fuel-efficient driver training	Arrange and deliver further FuelGood Driver Training sessions for 50 EDC staff, pending availability of funding and Covid restrictions	N/A	Team: Environmental Health Team. Executive Officer: Evonne Bauer, Place and Community Planning Executive Officer.	End of 2021/22	Scottish Government Air Quality Action Plan Support funding awarded	✓								
(9.8) *Additional action area*	Update Car Mileage Claim Guidelines to encourage Council employees to use more sustainable modes of business travel	N/A	Teams: Organisational Development Team; Sustainability Policy Team. Executive Officers: Pauline Halligan, Organisational Transformation Executive Officer; Heather Holland, Land Planning and Development Executive Officer.	TBC	None	✓					✓			
(9.9) *Additional action area*	Increase the availability of electric vehicle charging infrastructure	Emerging Local Transport Strategy 2020-2025	Team: Land Planning Policy Team. Executive Officer: Heather Holland, Land Planning and Development Executive Officer	2025	See Local Transport Strategy	✓								

NB: Strategic Commitment 9.4 in the 2016 version was worded: "Continue fleet replacement until end of 2016/17". The 2016/17 reference has been removed in this action plan to bring the document up-to-date.

Corporate Support Functions

Strategic Commitment (from 2016 document)	Action(s)	Source of Action (where not unique to this document)	Responsibility	Target Date	Funding Implications	Objectives								
						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
(10.1) Produce a Local Heat and Energy Efficiency Strategy (LHEES)	Undertake follow-up LHEES project to further prepare for production of LHEES and prepare the	N/A	Team: Sustainability Policy Team* ¹ . Executive Officer: Heather Holland, Land Planning and Development Executive Officer.	End of 2021/22	Scottish Government funding awarded	✓					✓	✓		

Strategic Commitment (from 2016 document)	Action(s)	Source of Action (where not unique to this document)	Responsibility	Target Date	Funding Implications	Objectives								
						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
(10.5) Build sustainability into Leadership and senior management events, materials, meetings and communications	See 10.10 and 10.11													
(10.6) Support the BIP and HGIOS process to ensure full support of SEA requirements for PPSs and full support of sustainability and climate change duties	Work with Corporate Performance & Research Team to ensure that Business Improvement Plans support carbon reduction, climate change adaptation and sustainability objectives and statutory duties as set out in this Framework	N/A	Team: Sustainability Policy Team. Executive Officer: Heather Holland, Land Planning and Development Executive Officer.	Ongoing	None	✓	✓	✓	✓	✓	✓	✓	✓	✓
(10.7) Identify significant climate change risks, where relevant, to incorporate into Risk Register	Through preparation of the Glasgow City Region Climate Change Adaptation Strategy and Action Plan (in collaboration with Climate Ready Clyde) and the East Dunbartonshire Climate Action Plan, undertake a systematic review of the risks to the Council and community arising from the future impacts of climate change, and set out actions to mitigate	N/A Underpinning legislation: Climate Change (Scotland) Act 2009	Team: Sustainability Policy Team. Executive Officer: Heather Holland, Land Planning and Development Executive Officer.	Summer 2023	Costs associated with mitigating climate change risks will be assessed during the preparation of the Adaptation Strategy and Action Plan		✓		✓			✓		

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						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses	
	sustainability and climate change issues, and support delivery of the Council's sustainability and climate change commitments. See 7.5 for further details.														
(10.11) *Additional action area - Climate Action Plan*	Prepare a CAP to set out how and when the Council will achieve zero direct emissions for its own activities and operations and net zero emissions across East Dunbartonshire, and which sets a local strategy for climate change adaptation'	N/A	Executive Officers: Alan Bauer, Assets and Facilities Executive Officer; Evonne Bauer, Place and Community Planning Executive Officer; Paul Curran, Neighbourhood Services Executive Officer; Pauline Halligan, Organisational Transformation Executive Officer; Heather Holland, Land Planning and Development Executive Officer; Karen Donnelly, Chief Solicitor and Monitoring Officer; Greg Bremner, Interim Chief Education Officer; Grant Mackintosh, Housing Executive Officer; Thomas McMenemy, Roads and Environment Executive Officer; Vince McNulty, Customer and Digital Services Strategic Lead; Jamie Robertson, Chief Finance Officer	Summer 2023	Funding Implications to be established during course of strategy production	✓		✓		✓	✓	✓	✓	✓	✓

*1 External partners: Scottish Government Heat Strategy Unit; Resource Efficient Scotland

NB:

- Strategic commitment 10.1 in the 2016 document was worded "Produce a District Heating Strategy for East Dunbartonshire"; it has been changed in this action plan because the forthcoming Scottish Government requirement for local authorities to produce Local Heat and Energy Efficiency Strategies has encompassed and superseded the District Heating Strategy agenda.
- The 2016 document contained a strategic commitment to "Consider the production of a Biomass Strategy for East Dunbartonshire"; this has been removed in this action plan because science and policy have steered a focus towards other forms of renewable heat.

Single-Use Plastics Policy

Strategic Commitment (from 2016 document)	Action(s)	Source of Action (where not unique to this document)	Responsibility	Target Date	Funding Implications	Objectives								
						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
(11.1) Eliminate the use of single-use plastics where possible	Continue to support staff to transition to the elimination of disposable plastic water cups	N/A	Executive Officers: Alan Bauer, Assets and Facilities Executive Officer; Evonne Bauer, Place and Community Planning Executive Officer; Paul Curran, Neighbourhood Services Executive Officer; Pauline Halligan, Organisational Transformation Executive Officer; Heather Holland, Land Planning and Development Executive Officer; Karen Donnelly, Chief Solicitor and Monitoring Officer, Greg Bremner, Interim Chief Education Officer; Grant Mackintosh, Housing Executive Officer; Thomas McMenamin, Roads and Environment Executive Officer; Vince McNulty, Customer and Digital Services Strategic Lead; Jamie Robertson, Chief Finance Officer	TBC	This action represents an overall financial saving due to the move from disposable to re-usable cups; a minor initial investment will be required for the re-usable cups.			✓		✓				
	Conduct third review of opportunities to eliminate single-use plastics in catering, following commencement of adjusted menu	FM Services Continuous Business Improvement Plan	Team: Facilities Management. Executive Officer: Alan Bauer, Assets and Facilities Executive Officer	TBC	None			✓		✓				
	Eliminate lamination of non-essential outsourced jobs	N/A	Team: Corporate Communications Team. Executive Officer: Vince McNulty, Customer and Digital Services Executive Officer.	Ongoing	None			✓		✓				
	Encourage elimination of lamination of in-house jobs by spring 2020, then enforce by end of financial year 2020/21	N/A	Team: Information & Records. Executive Officer: Karen Donnelly, Chief Solicitor and Monitoring Officer.	End 2021/22	None			✓		✓				
(11.2) Where elimination is not feasible, purchase compostable alternatives where possible,	Replace 'fastback' thermal binding strips with compostable alternatives	N/A	Team: Information & Records. Executive Officer: Karen Donnelly, Chief Solicitor and Monitoring Officer.	End of 2021/22	Estimated to incur minimal cost rise of approx £65 annually, split			✓		✓				

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						Carbon Reduction	Climate Change Resilience	Zero Waste	Biodiversity	Sustainable Materials	Health & Wellbeing	Reducing Inequality	Community Empowerment	Supporting Local Businesses
	Strategy and Action Plan)													
	Embed Upstream Battle into curriculum, including via Enquiry-Based Learning/Inter-disciplinary Learning	N/A	Team: Education. Executive Officer: Greg Bremner, Interim Chief Education Officer.	Run pilot in two schools, and offer training to all schools, by summer 2020; extend by end of 2021/22	None			✓		✓				
(11.5) In partnership with schools, conduct Council-wide audit of single-use plastics, to inform future target-setting and action-planning	Reconvene schools working group on single-use plastics to reconsider purpose	N/A	Teams: Sustainability Policy Team; Education. Executive Officer: Heather Holland, Land Planning and Development Executive Officer; Greg Bremner, Interim Chief Education Officer.	End of 2021/22	None			✓		✓				