

Appendix 1

Draft Walsall Council

Climate Emergency

Action Plan 2020 - 2025



Walsall Council

October 2020

Walsall Council Climate Emergency Action Plan

Walsall Council declared a climate change emergency on 16th September 2019 and committed to becoming a net zero carbon authority by 2050. This plan describes the actions the council will take to achieve carbon neutrality and has been categorised in target areas of action:

1. Strategy (Taking the Lead)
2. Energy
3. Waste & Consumption
4. Transport
5. Nature
6. Resilience & Adaptation

Walsall Council has a long-held commitment and track record of climate change action having first signed the Nottingham Declaration in November 2006. Considerable progress has been made in reducing carbon emissions by reducing energy use and improving the efficiency of our buildings. However, to achieve the 2050 target we will have to go further.

The plan sets out the initial opportunities we have identified to reduce carbon emissions relating to the council's own estate and operations but we recognise that this is only a starting point. As a council, we will continue to engage staff and stakeholders to expand the range of actions that help us to meet our target and recruitment of a dedicated Climate Change Programme Manager will enable this work to be accelerated and further funding obtained.

The plan encompasses 'Scope 1' and 'Scope 2' emissions using best practice guidance as set by the Greenhouse Gas Protocol.

- **Scope 1** - All Direct Emissions from the activities of the Council or under the Council's control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.
- **Scope 2** - Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation.
- **Scope 3** - All Other Indirect Emissions from activities of the organisation, occurring from sources that the Council does not own or does not control.

In order to meet the net zero target, the Council will need to ensure that reducing emissions and increasing resilience is central to its work, embedded within strategy and day-to-day delivery. The first phase of the action plan will cover a five-year period. There are established tools available to support carbon budgeting and reporting, and these will be utilised to set specific targets as individual project detail is developed.

WALSALL COUNCIL CLIMATE EMERGENCY ACTION PLAN 2020-2025 (Scope 1 & 2 Emissions)

ACTION	MEASURE	CORPORATE PLAN	DELIVERY TEAM	OWNER	TIMELINE Short (0-1 year). Medium (1-4 years). Long term (4+ years)
THEME 1. STRATEGY					
1.1 Establish effective governance for the #WalsallZero2050 Programme & identify dedicated resource.	a) Formalised internal governance structure with the establishment of an internal Climate Action Taskforce meeting every 4 weeks with regular online communication via 'office teams'.	All	Place & Environment (Must be cross directorate & include representation from members)	Climate Change Programme Manager (CCPM)	SHORT
	b) Prepare business case for fixed term Climate Change Programme Manager (CCPM) to lead on programme planning & evaluation	All	Place & Environment	Head of C&G	SHORT
	c) Council to establish an internal project team identifying Officer 'champions' within each service area for cross-departmental engagement & aligned to change management process.	All	Place & Environment (Across all services areas - Within PROUD programme)	CCPM	SHORT
	d) Consultant procured to support full assessment of impacts, risks; identify measures and opportunities against Council functions and to inform future actions.	All	Place & Environment	CCPM	SHORT
	e) Annual performance review for Cabinet and full Council.	All	Place & Environment (CC Working Group)	CCPM	SHORT
1.2. Climate Change embedded within decision-making.	a) Climate Change integrated into Council Reset Strategy.	Internal Focus	CMT	CCPM	SHORT
	b) Climate Change considered as part of the Corporate Plan refresh & future updates of relevant service plans and policies.	Internal Focus	CMT	CCPM	SHORT
	c) Climate Change reflected within committee reporting process i.e. sustainability appraisal.	Internal Focus	Governance	Democratic Services	SHORT
	d) Climate Change integrated into immediate to longer-term financial strategy & external funding priorities.	Internal Focus	External Funding Team	External Funding Manager	SHORT
	e) Climate Change risk assessment undertaken on key high-level decisions and public announcements.	Internal Focus	Communications	Media & Coms Officer	SHORT
	f) Encourage the West Midlands Pension Fund with its strategy to manage its climate change risks.	Internal Focus	Resources & Transformation	Finance	SHORT
1.3. Raise awareness of Climate Change amongst Councillors & Staff.	a) Develop identifiable programme branding & communications programme, which promotes progress & celebrates success & positive changes in environmental practice.	Internal Focus	Communications	CCPM & Media & Coms Officer	SHORT
	b) Environmental sustainability embedded within recruitment documentation, staff induction plans and mandatory e-learning module developed & rolled out.	Internal Focus	Human Resources / Organisation Development	CCPM	SHORT
	c) Internal newsletter briefings & dedicated intranet page.	Internal Focus	Place & Environment (with Communications)	CCPM	SHORT
	d) Employee assistance (Care First) webinars on the benefits of carbon reduction, active travel etc	Internal Focus	Place & Environment (with Communications)	CCPM	SHORT
	e) Ongoing internal communications & linked to key events e.g. climate change week.	Internal Focus	Communications	CCPM	SHORT

1.4 Learning from, working with and supporting our partners.	a) Support for #WMCA2041 campaign & attendance at WMCA Environment Board / Low Carbon Officers Group.	All	Place & Environment	CCPM	SHORT
	b) Engagement with Low Carbon Regional Partners e.g. Midland Energy Hub, Sustainability West Midlands and other stakeholders to progress joint carbon reduction initiatives e.g. College, Universities, NHS, Transport etc	All	Place & Environment	CCPM	SHORT
	c) Ensure planning is integrated with climate change declarations, regional and UK policy and strategy e.g. Environment Bill.	All	Place & Environment	CCPM	SHORT
1.5 Climate Change aligned to PROUD.	a) Climate change integrated across key workstreams.	Internal Focus	Transformation & Digital	CCPM	SHORT
1.6 Promote Sustainable Procurement.	a) Review Procurement Policy & consider extent to which Social Value Act can be used to help achieve Council's Climate Change Strategy	Internal Focus	Resources & Transformation	Procurement	MEDIUM
1.7 As part of a longer term vision of a net zero carbon borough, to encourage environmental education and promote climate action amongst communities, schools and businesses.	a) Engage with residents, community groups and schools to promote environmental education and introduce longer term vision of a net zero borough.	Communities	Place & Environment	CCPM	MEDIUM
	b) Encourage a low carbon economy by supporting local businesses to adopt energy efficiency measures and signposting to relevant services and funding opportunities.	Economic Growth	Regeneration & Economy	Employment Growth Team	SHORT
	c) Support green jobs recovery in the borough.	Economic Growth	Regeneration & Economy	Employment Growth Team	MEDIUM
	d) Roll out of the successful 'ACT' (A Cleaner Tomorrow) Education Initiative in schools focused on litter, recycling and the environment, with links to the national curriculum and in support of 'eco-schools'.	Communities	Place & Environment	Clean & Green	SHORT
	e) Work in partnership with local businesses to reduce litter through promotion and sign up to Walsall's Litter Charter and development of 'Green' Corporate Social Responsibility Programmes.	Economic Growth	Place & Environment	Clean & Green	MEDIUM
	f) Implementation of a Green Community Engagement Programme including Volunteer Litter Picker Leader Training, Community Group Workshops & Events to promote behavioural change.	Economic Growth	Place & Environment	Clean & Green	MEDIUM

THEME 2. ENERGY					
2.1 Estates Strategy aligned with climate action'	a) Review usage of Council properties & consider removal (by disposal, sale or demolition) of the most energy inefficient buildings.	Internal Focus	Transformation & Digital / Corporate Landlord	Proud/IFM	LONG
	b) Align climate action closely with refreshed Estate Strategy.	Internal Focus	Transformation & Digital / Corporate Landlord	Proud / IFM	LONG
2.2 Implement and review a Council wide Energy Savings Campaign Programme (gas/ electricity) across Council buildings and schools where practical.	a) Ongoing review of the Council's energy purchasing strategy and the potential for green supplies.	Internal Focus	Corporate Landlord	IFM	SHORT
	b) Dependent on 2.1.a - New heating and ventilation system for the Civic Centre & Council House designed with A rated boilers and more manageable heating controllers to improve efficiency (Estimate 2 year programme).	Internal Focus	Corporate Landlord	IFM	MEDIUM
	c) Dependent on 2.1.a - Installation of LED lighting within buildings and light dimming technology expanded from Civic Centre to Council House. (Estimate 18 month programme).	Internal Focus	Corporate Landlord	IFM	MEDIUM
	d) Continue purchase of white goods - A or A* rated electrical equipment only.	Internal Focus	Corporate Landlord	IFM	SHORT
	e) Dependent on 2. a - Replacement of windows to energy efficient units (A+) in the Civic Centre and Council House as part of a 2 year programme.	Internal Focus	Corporate Landlord	IFM	MEDIUM
	f) Review Civic Centre air conditioning systems including staff feedback survey on civic centre ventilation.	Internal Focus	Corporate Landlord	IFM	MEDIUM
	g) Implement Energy Performance of Buildings (Certificates & Inspections)	Internal Focus	Corporate Landlord	IFM	SHORT
	h) Support Walsall schools to implement a schools energy policy & investigate Invest-to-Save and Salix for Schools funds to implement energy/ carbon efficiency measures.	Internal Focus	Corporate Landlord	IFM	MEDIUM
	i) Review energy usage of Active Living Centres, Crematoria, and Streetly and implement any cost effective improvements as a matter of priority.	Internal Focus	Corporate Landlord	IFM / CCPM	MEDIUM
2.3 Encourage and enable energy saving behaviour by all Council staff.	a) Improve individual accountability. Energy savings achieved through awareness campaigns aimed at Council staff will cut energy bills and reduce carbon emissions each year.	Internal Focus	Place & Environment	CCPM	SHORT
2.4 Replace streetlights with energy efficiency lighting systems by 2023.	a) 22,856 LED street light bulbs will be installed across Walsall by September 2023 (ERDF funded).	Communities	Place & Environment (Highways & Transport)	Highways Road Traffic Network	MEDIUM
	b) Application of multi-use sockets across the 22,856 street lamps, with 22,856 light sensors and 250 temperature sensors, for improved localised environmental and traffic monitoring leading to more efficient public services. Sensors attached to street lamp columns allow for 'remote controlling' and 'targeting' of public services and more localised use of gritting in bad weather for energy efficiency savings.	Communities	Place & Environment (Highways & Transport)	Highways Road Traffic Network	MEDIUM
	c) Installation of 5,000 transmission nodes for 4G/5G internet network capability.	Communities	Place & Environment (Highways & Transport)	Highways Road Traffic Network	MEDIUM

2.5 Conduct a viability study on Council property to integrate low carbon and renewable energy options such as solar thermal, PV or heat pumps.	a) Conduct feasibility study, obtain quotes & submit CMT/cabinet report for use of solar panels / PV across Council property.	Internal Focus	Place & Environment (Highways & Transport) / Corporate Landlord (Facilities)	CCPM	MEDIUM
	b) Monitor impact of 49.8KW solar panel system on Civic Centre for possible replication on Town Hall.	Internal Focus	Corporate Landlord	Facilities	LONG
	c) Investigate low carbon & renewable energy options for leisure centres.	Internal Focus	Place & Environment (Leisure)	CCPM	MEDIUM
	d) Deliver the heat mapping and masterplanning programme.	Internal Focus	Regeneration & Economy	Housing Standards	LONG
	e) Identify and evaluate potential volumes of biomass building on success of Pelsall depot.	Internal Focus	Place & Environment (Clean & Green)	CCPM	MEDIUM
	f) Investigate use of suitable sites for solar farm development.	Economic Growth	Regeneration & Economy	CCPM & Midland Energy Network	LONG
2.6 Tackle fuel poverty and improve home energy as part of the Council's long term vision of a net zero borough.	a) Implementation of the Council's HECA Plan to tackle fuel poverty, excessive winter deaths, residential carbon emissions, and poor health resulting from cold / damp homes.	Economic Growth	Resources and Transformation	Money. Home, Job	MEDIUM
	b) Continue promotion of the Council's home energy saving initiatives and collective energy switching schemes to residents (From autumn 2020 the fuel switches will require all bidding companies to use 100% renewable power).	Economic Growth	Resources and Transformation	Money. Home, Job	MEDIUM
	c) Work with our partners (including energy companies, Registered Social Landlords, NHS Walsall, Private Landlords) to reduce fuel poverty by targeting any discretionary assistance (capital investment, advice and support) and seeking external funding /advice to help residents of these properties.	Economic Growth	Resources and Transformation	Money. Home, Job	MEDIUM
	d) Continue to ensure that landlords, agents and those selling or letting their homes are aware of their legal obligation to provide and make available Energy Performance Certificates (EPCs) and take appropriate action against those who fail in this obligation.	Economic Growth	Resources and Transformation	Money. Home, Job	MEDIUM

THEME 3. WASTE & CONSUMPTION					
3.1 Reduce the total volume of waste and associated costs through technological and behavioural change.	a) Develop an action plan to reduce waste arisings and increase reuse & recycling across council premises and operations.	Internal Focus	Place & Environment	Clean & Green	MEDIUM
	b) Develop a communication strategy which engages residents, schools, communities and businesses with measures to reduce the volume of waste they produce and increase participation / quality of reuse & recycling. Explore incentive schemes via external funding.	Communities	Place & Environment	Clean & Green	MEDIUM
	c) Continue to support and promote community initiatives to reduce waste & fly-tipping e.g. Walsall Litter Charter, Green CSR Programmes, ACT Initiative, and WASSUP 2022 Litter Challenge.	Communities	Place & Environment	Clean & Green	MEDIUM
	d) Increase the amount of waste composted from council and school premises. Waste from parks / green spaces is composted/ biomass and sold for power generation.	Internal Focus	Place & Environment	Clean & Green	MEDIUM
3.2 Work towards the Council becoming single-use plastic free.	a) Phase out use of single-use plastics within Council offices and buildings	Internal Focus	Corporate Landlord	IFM	MEDIUM
	b) Investigate hot and cold drinks and food and water consumption in Council buildings and measures to reduce single use plastics e.g. ban plastic cutlery, promote reusable cups, review waste at functions.	Internal Focus	Corporate Landlord (Facilities)	CCPM and Commerical	SHORT
	c) Review and reduce postage and packaging waste and stationery supplies.	Internal Focus	Transformation & Digital	Proud	SHORT
	d) Walsall Refill Bottle campaign to minimise against single use plastics	Communities	Place & Environment	CCPM / Healthy Spaces	SHORT
	e) Work with local businesses to develop ambitious alternative to plastics (for example by accessing Innovate UK funding).	Economic Growth	Regeneration & Economy	Employment Growth	MEDIUM
3.3 Reduce the Council's paper waste.	a) Explore feasibility of moving to mandatory e-payslips.	Internal Focus	Human Resources / Finance	Payroll	MEDIUM
	b) Implement a print reduction campaign e.g. reduced printer availability, limit colour printing, MFD removal, staff awareness campaigns, promote use of Office 365, and publish service usage.	Internal Focus	Transformation & Digital	Proud / ICT	SHORT

THEME 4. TRANSPORT					
4.1 Development and implementation of a Staff Green Travel Plan.	a) Corporate Staff Travel Survey conducted, which provides baseline for a new Council Staff Green Travel Plan. Integrate planning into Culture & Behaviours workstream as part of Thrive Workplace Health Programme.	Internal Focus	Resource & Transformation (Culture & Behaviour Workstream)	Governance with CCPM	MEDIUM
	b) Development of smarter working initiatives including permanent agile / home working arrangements and use of technology to reduce employee travel to workplace.	Internal Focus	Resource & Transformation / HR	Human Resources / Proud	SHORT
	c) Explore feasibility of a 'car share' database promoted via the staff intranet (subject to social distancing restrictions).	Internal Focus	Resource & Transformation / HR	CCPM	MEDIUM
	d) Research and introduce measures to encourage active travel including expanding staff cycling schemes.	Internal Focus	Place & Environment/Public Health	CCPM	SHORT
4.2 Develop public transport initiatives which enable a rapid shift towards active and sustainable travel modes.	a) Explore and develop digital wayfinding measures and provide real time travel updates via e-totems (ERDF funded).	Economic Growth	Place & Environment / TfWM	Highways & Transport/ TfWM	MEDIUM
	b) Implement the Emergency Active Travel Fund Grant 2020-21 to encourage more / safer cycling and walking in the borough including temporary traffic management measures, a new 'pedestrian and cyclist friendly zone' in Walsall Town Centre, installing additional cycle parking on council owned land, as well as remarking and resigning existing cycle routes/infrastructure.	Economic Growth	Place & Environment / TfWM	Highways & Transport/ TfWM	SHORT
	c) Implement Local Cycling & Walking Infrastructure Plan (LCWIP) Cycling and Walking Measures to make significant improvements to cycling and walking infrastructure (subject to funding) including: 1) LCWIP Corridor: Rushall to Brownhills via B4152 2) LCWIP Corridor: Darlaston to Walsall town centre via A4038 3)LCWIP Corridor: Wolverhampton City Centre to Walsall 4) LCWIP Corridor: A34 Perry Barr Extension through to Walsall 5) Core Walking Zone: Walsall to Willenhall.	Economic Growth	Regeneration & Economy / TfWM	Strategic Transport / TfWM	LONG
	d) Review potential railway station developments,	Economic Growth	Place & Environment / TfWM	Highways & Transport / TfWM	LONG
	e) Review electric bus feasibility options.	Economic Growth	Place & Environment / TfWM	Highways & Transport / TfWM	LONG

4.3 Promote and encourage ultra-low and low emission vehicles in Walsall and sustainable transport options in accordance with the Transport in Walsall Strategy 2017-22 and the West Midlands / Black Country Ultra Low Emission Vehicle Strategy.	a) To accelerate and amplifying the EV / hydrogen transition in anticipation of a 2035 ban on the sale of conventional vehicles, including coordinating with TfWM to support installation of additional rapid and ultra-rapid chargers.	Economic Growth	Place & Environment / TfWM	Highways & Transport / TfWM	LONG
	b) Publishing a local public transport decarbonisation action plan.	Economic Growth	Place & Environment / TfWM	Highways & Transport / TfWM	LONG
	c) Review off-street electric vehicle charging in Council owned car parks.	Economic Growth	Place & Environment	Highways & Transport	LONG
	d) Using planning policy to deploy charge points at retail and business car parks.	Economic Growth	Place & Environment	Highways & Transport	LONG
	e) Monitor and review air quality across the borough to determine whether national air quality objectives are being met	Economic Growth	Place & Environment	Highways & Transport	SHORT
	f) Promote behavioural change and establishing a programme to inform and encourage public / business switch to EV / hydrogen	Economic Growth	Place & Environment	Highways & Transport & TfWM	MEDIUM
4.4 Explore and deliver a transition of the council's own fleet to electric	a) Development of a fully costed 'Green Fleet Proposal' to manage and reduce the environmental impact of Council fleet on emissions.	Internal Focus	Place & Environment (Highways & Transport)	CCPM / Fleet	MEDIUM
	b) Reduce unnecessary miles/trips and fuel costs by investigating optimum routes and maximising performance of the vehicles making use of Quartix telematics system currently installed on all vehicles.	Internal Focus	Place & Environment (Highways & Transport)	CCPM / Fleet	LONG
	c) To review and ensure that adequate infrastructure is in place to facilitate the greening of the Council and contractors' fleet by equipping all council offices, depots, car parks and sports facilities with charge points.	Internal Focus	Place & Environment (Highways & Transport)	CCPM / Fleet	LONG
	d) Review car pool scheme & consider the use of electric vehicles.	Internal Focus	Resources & Transformation	CCPM	LONG

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THEME 5. NATURE					
5.1 Enhancing the borough's parks and green spaces to increase meadow, wetland, and green areas in Walsall.	a) Implementation of the Black Country Blue Network 2 ERDF Programme from September 2020 to March 2023- 16.85 hectares of woodland management, wildflower meadows, linear habitat features, hedge planting, pond desilting and enhancement, bulb planting, interpretation and sign posting and upgrading access. Delivered at several sites that are connected by greenways, canal network and public rights of way including Victoria Park, Kingshill Park, George Rose Park, Moorcroft Wood and Walsall Canal in Darlaston.	Communities	Place & Environment (Clean and Green)	Operations	MEDIUM
	b) Build on the Black Country's UNESCO Geopark status to attract investment into the area's geological heritage.	Communities	Place & Environment	Healthy Spaces	MEDIUM
	c) Secure external funding for the development of a 'Love Exploring App' which using augmented reality, mapping and trails, engages people with nature and encourages walking and active travel.	Communities	Place & Environment	Healthy Spaces	SHORT
	d) When new development is considered in areas with nature conservation value to ensure that risks can be managed through suitable adaptation measures.	Economic Growth	Regeneration & Economy	Planning	MEDIUM
5.2 Investigate and cost opportunities to increase urban greening.	a) Develop greening strategy and Identify land to offset carbon through increased tree planting and creating wildlife friendly corridors.	Communities	Place & Environment (Clean and Green)	Operations	MEDIUM
	b) Integrate the management of green spaces with town centre master planning and regeneration strategies to allow the mitigation and adaptation benefits to be realised.	Economic Growth	Place & Environment (Healthy Spaces)	Operations	SHORT
	c) Conduct survey of Council car parks, estate, and buildings that could be suitable for greening, living walls and/or roofs.	Internal Focus	Regeneration & Economy	CCPM	MEDIUM
	d) Improve green environment around Council buildings to encourage walking during the working day. Further development of work with all schools to increase walking and to reduce car usage.	Communities	Place & Environment	CCPM & Clean & Green	MEDIUM
	e) Alignment with WMCA Virtual Forest Campaign and carbon offsetting.	Communities	Place & Environment (Healthy Spaces)	Operations	SHORT
5.3 Conduct a viability study on parks and green spaces to integrate renewable energy such as solar thermal, PV or heat pumps and LED technology.	a) Conduct audit and costable options to introduce of lighting across parks building on installation of LED lighting in the Arboretum to increase efficiency savings.	Communities	Place & Environment	Clean & Green	MEDIUM
	b) Review equipment and replace with more efficient or battery operated technology.	Communities	Place & Environment	Clean & Green	MEDIUM
	c) Assess feasibility of solar panel installation at Bar Beacon & other Council parks/sites.	Communities	Place & Environment	Clean & Green	LONG
5.4 Review of the Green Spaces Strategy and findings of the Walsall Open Space Study 2020	a) Green Space Strategy renewal in 2022 to consider an increase of parks to Green Flag status.	Communities	Place & Environment (Healthy Spaces)	Operations	MEDIUM
	b) Volunteers Coordinators (litter picking) to support and engage with Friends Groups and the local community in helping our greenspaces achieve green flag standard.	Communities	Place & Environment	Clean & Green	MEDIUM

THEME 6. RESILIENCE & ADAPTATION

6.1 Ensure all Council services and operations are adaptable to a changing climate.	a) Review of Walsall Resilience Strategy ensuring plans are updated to reflect the changing climate risk.	All	Place & Environment	Emergency Planning Team	SHORT
	b) Work with our partners to understand the current and future risks of flooding and review plans with West Midlands Local Resilience Forum & Black Country Local Resilience Forum.	All	Place & Environment	Emergency Planning Team	SHORT
	c) The development of Walsall Resilience Risk Register.	All	Place & Environment	Emergency Planning Team	MEDIUM
	d) We will ensure business continuity planning at the council is resilient to climate impacts - preparing and assessing business continuity plans.	All	Place & Environment	Emergency Planning Team	MEDIUM
6.2 Align climate action with regeneration, construction and planning policy to enable economic prosperity and promotion of sustainability.	a) Review of the Black Country Plan with further regard to sustainable development and the governments emerging proposals in the Environment Bill and other planning policy regulations.	All	Regeneration & Economy	Planning	MEDIUM
	b) Promote sustainable design in construction & planning to reflect changes in national policy inc support for new homes built to net zero carbon standards.	All	Regeneration & Economy	Planning	MEDIUM
	c) Determine planning applications requiring approval for Sustainable Urban Drainage (SUDs) systems.	All	Regeneration & Economy	Planning	MEDIUM
6.3 Reduce risk of flooding to estate, properties and infrastructure	a) Review and update of Walsall Flood Management Plan 2020-23.	All	Place & Environment	Emergency Planning Team	SHORT
	b) Annual training and exercise (multi agency every 3 years)	All	Place & Environment	Emergency Planning Team	SHORT
6.4 Plans in place for emergencies - Issuing alerts in the events of severe weather, increased temperatures and flooding	a) To review and update ' Warning & Informing Policy' to reflect climate change risk.	All	Place & Environment	Emergency Planning Team	MEDIUM
	b) Work with communities and businesses to increase resilience to future changes in climate including the development of an engagement programme (briefing events / toolkit) to support Walsall businesses and community groups with continuity planning.	All	Place & Environment	Emergency Planning Team	MEDIUM

