

# IMPLEMENTING ACTION FOR SUSTAINABILITY

An Integrated Appraisal Toolkit for the North West 2003





**Action  
for  
Sustainability**

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Project Managed on behalf of the IAT Steering Group by  
Amanda Richardson, North West Regional Assembly.  
Original project development by Mark Floyd of the North West  
Regional Assembly/ Warrington Borough Council and Stuart  
Donaldson GONW/North West Regional Assembly, Sue Kidd,  
Jon Palmer, Gillian Enticott, Mark Greaves and Tsai Yi Chun,  
University of Liverpool, Department of Civic Design.

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## Preface

I am pleased to commend to you Implementing Action for Sustainability: An Integrated Appraisal Toolkit for the North West. This Integrated Appraisal Toolkit (IAT) aims to help decision-makers, planners and investors throughout the region assess the contribution of their individual work towards the regional priorities for sustainable development as contained in the regional sustainable development framework – Action for Sustainability (AfS).

The North West Regional Assembly and its partners are committed to continual monitoring and review of AfS (see Appendix 1) to ensure that the priorities and objectives it contains remain relevant to the needs of the North West. This version of the Toolkit reflects the very constructive comments received from the consultation exercise undertaken in the autumn of 2002. It is also very closely linked into the current AfS review process - the checklist questions contained in the toolkit are based upon the most recent objectives for AfS which will be subject to regional consultation between May and September 2003.

The review of AfS and the development of the IAT build on the findings of a number of workshops and seminars that have been held throughout the region. These events have sought to inform the AfS review of the region's changing priorities and improve the integration of economic, social and environmental objectives for the region. Close cooperation between the North West Regional Assembly, North West Development Agency, Government Office for the North West, the Health Development Agency, the Environment Agency and a wide range of other regional partners has been a central feature of this work, further details of which can be found in Appendix 2.

As AfS develops to further define regional priorities, so this toolkit will need to be amended to reflect these priorities and remain relevant to the region. It is anticipated that following the AfS Consultation of 2003, a further refined version of this toolkit will be made available in 2004.

At this stage we will aim to include examples of best practice in use of the toolkit, from across the region. We will also aim to build in additional guidance relating to its use in specific applications. Monitoring and review of the toolkit will be central to the future monitoring mechanisms for AfS.

Integrated appraisal generally is at an early stage of development. Utilising this toolkit, evaluating the process in a variety of uses, and learning from the experience of others will all help to further refine it. This is a very positive feature of the toolkit, and the NWRA and its partners are committed to this approach.

It is intended that this toolkit will provide a useful basis for assessing progress towards sustainable development. This contribution, at all levels, from the local to the global scale, depends on action. The use of this toolkit in the development of projects, programmes, plans and strategies will help to ensure that we are moving towards the position of achieving more sustainable development.



Councillor Derek Boden  
Chair, Action for Sustainability Management Board,  
Leader, North West Regional Assembly

## Purpose of this Toolkit

Using this toolkit will help you to:

- Make better informed decisions by integrating sustainability considerations into project, programme, policy, plan and strategy\* development, implementation, monitoring, and scrutiny processes;
- Provide evidence of a comprehensive and systematic appraisal process to demonstrate accountability and transparency of the decision-making process;
- Develop more sustainable initiatives which maximise economic, social and environmental benefits, complement and add value to the actions of others, and mitigate against negative impacts.



\*the term *initiative* is used throughout the rest of this handbook to refer to projects, programmes, policies, plans, and strategies.

# 1. Introduction

## Why should sustainability concern us?

*This Government's goal is a good quality of life for all. This means we can't just focus on narrow economic factors – vitally important as these are – but must also take into account the social and environmental health of our country. People rightly want a cleaner, healthier environment, safer streets and good schools as well as economic growth and low unemployment. It is only through sustainable development that we can meet these ambitions.*

The Prime Minister: The Rt Hon Tony Blair MP  
Forward to: *Achieving a Better Quality of Life: Review of progress towards sustainable development*  
DEFRA 2003

The need for development is as great as ever, especially in the North West, as the region strives to become more competitive. However, we cannot allow development in some areas or sectors to continue at the expense others. In the future, development will need to be different at all levels; globally, nationally, regionally and within every community. It will need to be more sustainable:

*Environmental protection and security can not be achieved at the expense of economic prosperity, and any economic success will prove meaningless and empty if attained in the face of rising unemployment, social exclusion, ill health or environmental degradation.*

Action for Sustainability  
NWRA 2000

Put simply, sustainability is about taking full consideration of the consequences of our actions on the quality of life of present and future generations, maximising the potential benefits of our activities, and minimising their negative effects.

The focus of sustainability is on encouraging joined up activities that can meet local, regional, and national environmental, economic, and social goals simultaneously. There is also a need for us to consider the global impact of our activities here in the North West.

A diverse range of activities are carried out in the North West which all contribute to the quality of life which we experience as residents, visitors, or investors in the region. These activities are carried out by individuals, partnerships, statutory agencies, private companies and voluntary bodies, all of whom have a particular set of priorities and goals that they are working towards.

Sustainable development in the North West is about bringing together this diversity of interests and needs from across the region. Its essence is about ensuring that the inclusive, overall aim, of achieving a better quality of life for everyone is at the heart of all decision-making.

Environmental, social and economic experiences are closely linked – for example, those on low incomes often also suffer from degraded environments, poor quality housing, and unsatisfactory service provision. In seeking to address these issues in the North West we must therefore consider how a particular initiative will impact on the overall quality of life.

## Joining up for success

Sustainable development and improving our quality of life are both about achieving wins for society, the economy, and the environment in harmony, rather than each one being achieved at the expense of the other.

This means we must start to explore how we can gain environmental or social benefits through economic development, how we can achieve economic goals and social development through environmental enhancement, and how we can achieve social progress that contributes to economic and environmental priorities.

Sustainability is a dynamic concept that should provoke us into thinking creatively in order to achieve benefits from activities which would traditionally be seen as opposing. Working together is therefore a key element of sustainability.

*North West England stands ready to take up the challenge of sustainability and while many regional organisations may be doing a great deal to increase their sustainability, we can achieve more, faster, if all key players in the region work as a team, to a shared agenda.*

Action for Sustainability  
NWRA 2000

This toolkit sets out a methodology for identifying where links to other initiatives can be made, and a mechanism for appraising the North West's performance towards regional sustainable development objectives.

In applying the methods outlined in this toolkit it is important to recognise some underlying principles relating to the potential distribution of impacts. For example;

- Issues such as transport and access to services will be experienced very differently in urban areas as opposed to rural areas.
- Environmental nuisance such as noise will be considered differently depending on the age group affected.
- A reduction of energy use may not be practical for those living in poor quality housing.

- Employment and skills training will not be equally accessible across all communities due to barriers such as age and language.

## 2. Building Sustainability into the North West

This toolkit has been developed through a series of pilot appraisals to have a wide range of potential uses, examples of which are given below. The intention is to post full details of these pilot appraisals onto the AfS website in due course. [www.nwra.gov.uk/afs](http://www.nwra.gov.uk/afs)

### Statutory Responsibilities

#### Local Strategic Partnerships and Community Strategies

The Local Government Act 2000 placed a requirement on all local authorities to prepare community strategies for their area, concerned with the promotion or improvement of the area in terms of its economic, social and environmental well-being. Additionally these strategies should contribute to the sustainable development of the UK.

In developing the strategy, regard has to be given to both the UK Sustainable Development Strategy – A Better Quality of Life, and the North West's Regional Sustainable Development Framework – Action for Sustainability.

Accreditation Guidance for LSPs (Nov 2002, p2/3) states that:

*1.2 LSPs need to work jointly to find ways to ..... ensure local development is sustainable and contributes to the regional sustainable development agenda.*

The development of this toolkit has been greatly influenced by its piloting with Community Strategies and Local Strategic Partnerships.



### **Town and Country Planning**

The Town and Country Planning (England) Regulations (1999) impose a duty on local authorities to have regard to economic, social and environmental issues when preparing Development Plans. Currently local authorities are expected to carry out an environmental appraisal of their development plans. Recognising that sustainable development is not just concerned with environmental issues, PPG12 encourages authorities to undertake a full sustainability appraisal of their plans.

The IAT is a methodology that has been successfully applied in the sustainability appraisal of development plans at all levels, i.e. structure plan, local plan, and unitary development plan. It has been used at various stages of plan development and review, and will continue to be used in the reviews of Regional Planning Guidance.

### **National Health Service**

One of the most successful pilot studies for this toolkit was undertaken on a major (£230m) NHS Public Private Finance initiative. Work is now being undertaken to identify how the toolkit methodology can be incorporated into NHS project assessment processes.

In addition to this, the New Environmental Strategy for the NHS aims to introduce a change of approach to decision-making to ensure that decisions are based on the knowledge and understanding of the impacts and implications of those decisions.

The IAT can be seen as a complementary tool for adding value to the NHS's own Environmental Assessment Tool (NEAT). It can also be used as a developmental or concurrent "checklist" by capital and private finance initiative (PFI) planners within the NHS who wish to check how far NHS capital investment can be used to secure the outcomes of other sectoral partners or "lever" health improvement as added value.

Each NHS Trust has been charged with producing a Sustainable Development Strategy. The IAT will provide a useful mechanism for assessing the scope of these strategies against regional objectives.

### **Strategic Environmental Assessment (SEA) Directive**

The European SEA Directive will come into force from 2004 in the UK. Draft guidance on the Directive (2002) anticipates that it will apply to the current system of local authority development planning, to regional planning guidance, and to the proposed Local Development Frameworks and Regional Spatial Strategies.

Although guidance on the SEA Directive is still at a developmental stage, it does identify the need to draw parallels between the requirements of the SEA Directive and the sustainability appraisal of development plans.

This is an area of work which the IAT steering group have identified as a priority for the development of this toolkit over the next 12 months.

## Non-statutory Responsibilities

### Responding to consultation papers

The toolkit has been expansively used by the North West Regional Assembly as a means of formulating responses to consultation papers on a variety of subjects, to ensure that the final proposals will contribute to regional sustainable development objectives.

Examples include the Aviation White Paper, the North West Fisheries Regeneration Study, and the Regional Economic Strategy.

## 3. Using this Toolkit

### What will it help you do?

This handbook is a starting point to help you improve the sustainability of initiatives in the North West. It will help you to:

- Identify issues of local, regional and national importance, as well as those of global concern.
- Think creatively and maximise your contribution to regional objectives for sustainable development.
- Identify synergies between your initiatives and those of others.
- Identify any possible negative impacts of your initiative so that changes can be made to avoid or reduce them.
- Monitor the effectiveness of your initiative through the development and use of locally based indicators.
- Ensure that the decision-making processes are transparent and inclusive.
- Involve stakeholders and other partners in the decision-making processes.
- **ULTIMATELY IT WILL HELP YOU MAKE YOUR INITIATIVE MORE SUSTAINABLE.**

## Project Management Principles

Before embarking on an appraisal of your initiative you should ask the following questions which are fundamental to sustainable project management:

- How will the full life cycle and opportunity costs of the initiative be considered?
- Will the economic, social and environmental dimensions of the initiative be managed according to the regime of a formal management system?
- Have economic, social and environmental indicators been established for the purposes of performance assessment and monitoring?

In responding to these questions and developing your particular approach to the appraisal process, issues of time and cost must be taken into account to ensure the resources needed to undertake the appraisal are proportionate to the importance of the initiative you are considering.

At this stage it is also critical to ensure that there is commitment from decision makers to addressing the recommendations generated by the appraisal process.

### When to use it

The toolkit has been designed so that it can be used at any stage of your initiative's development and review. It is unlikely however, that just going through the appraisal process once will be enough to ensure the sustainability of your initiative throughout its development, implementation, monitoring, and review stages. An iterative process is recommended to ensure that the principles of sustainability are embedded in the initiative.

The diagram on page 10 identifies the key stages when use of this toolkit is applicable.

From testing earlier versions, the toolkit has been found to be useful throughout these processes, ie:

- When formulating initial objectives
- Throughout the initiative's development process
- To inform revisions, and
- To ensure that subsequent changes to the initiative are sustainable.

### Your Appraisal Team

When undertaking the appraisal it is important to be as objective as possible when comparing your actions against the checklist. It is therefore good practice to involve more than one person in the process.

The make-up of your appraisal team will vary, but it should typically include those with a detailed knowledge of the initiative, those with an external perspective e.g. community representatives, local experts, specialists in sustainability issues, key stakeholders and those who will be involved in any follow-up work.

It is particularly beneficial to ensure that the appraisal team includes a mix of people with experience in economic, social, and environmental fields in order to give a balanced approach to the task and optimise the opportunities for identifying linkages between initiatives or "joining up".

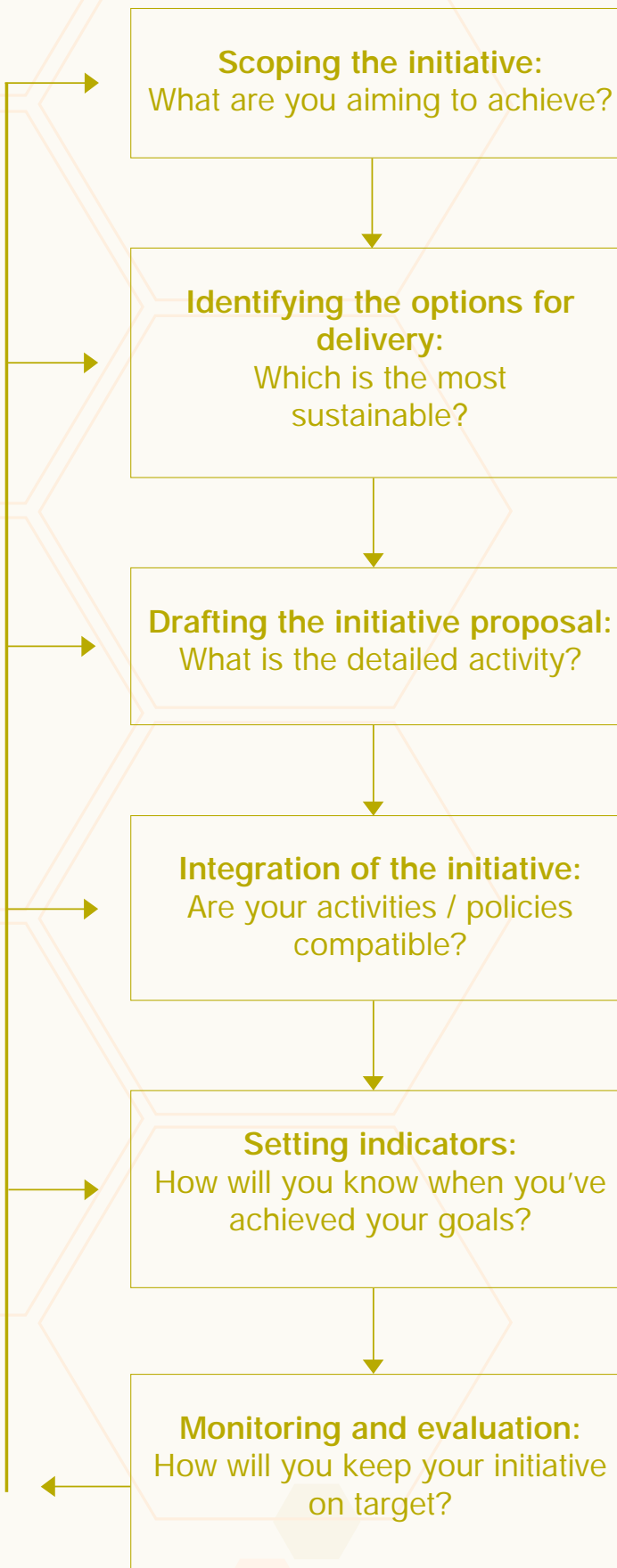
There are a number of benefits to be gained from such a process:

- By involving a team of people with differing expertise and knowledge the chances of maximising benefits and minimising negative effects of the proposed initiative will be increased.

- Participation in appraisals will also help you to build capacity in your own organisation by improving communication and increasing understanding of different perspectives on sustainable development .
- Involvement of key stakeholders will help to secure their commitment to achieve sustainable development through partnership working and equip them with the skills necessary to under-take appraisal within their own organisations.



# The Appraisal Process



**Objective Appraisal**

**Options Appraisal**

**Policy or Activity Appraisal**

**Full Plan or Project Appraisal**

**Indicator Selection**

**Appraisal for Feedback and Review**

## QUICK SCOPING EXERCISE

Undertaking a quick scoping exercise, through addressing the Headline Questions in the checklist, will enable you to highlight key issues for further investigation, and possible omissions. It should be seen as a relatively quick process, and be used as a way to encourage the joining up of activities.

It is important not to get too involved with in-depth discussions about detailed aspects at this point, as this will only deflect your attention away from the key issues at stake in your particular case.

### HOW TO DO THE QUICK SCOPING EXERCISE

To complete the quick scoping exercise, briefly identify the ways in which your initiative contributes to the regional sustainability objectives as contained in the Checklist Headline Questions.

Emphasis at this stage should be on selecting a more limited set of questions or objectives on which the full appraisal will focus. The scoping exercise will enable you to:

- Start to refine and develop the scope of the checklist to reflect your circumstances.
- Identify potential gaps in coverage.
- Identify areas where further development and consideration is required.
- Identify where more specialist appraisal is required e.g. Rural Proofing or Health Impact Assessment (see Appendix 3).
- Identify potential negative impacts which will require mitigation.
- Identify key areas for consideration in the FULL APPRAISAL.

## OUTPUT OF QUICK SCOPING EXERCISE

This process will ultimately enable the appraisal team to eliminate certain issues from further consideration, and thereby provide a tighter, and more relevant, set of issues on which the full appraisal should concentrate.

### Adapting the toolkit to local needs

The issues in the checklist are presented in no particular priority order, and once you have looked at the checklist you should consider whether it is suitable for your needs.



The quick scoping exercise will enable you to develop a more comprehensive checklist of relevant objectives for your local circumstances. For example, it may be that there are key local issues that need to be included in the checklist, and it may be that you feel that some of the issues raised by the checklist are not relevant to your circumstances. It is however important to maintain the balance between economic, social and environmental considerations when appraising the impacts of your initiative.

If you do decide this to be the case you should be able to give clear reasons why certain questions are either not relevant or a priority. The decision on which objectives to use should be the subject of discussion among, and the agreement of, the appraisal group.

The full list of questions should be revisited once you have developed your new set of objectives to ensure that the importance of the deleted questions has not increased as a result of the discussion and comments made.

## FULL APPRAISAL

It is intended that the checklist, based on regional objectives, will contain an appropriate level of detail in order to carry out strategic level appraisals, e.g. for plans and programmes. It is recognised however, that this level of detail may not be in-depth enough for some project appraisals.

It is at this point that the appraisal team should consider whether a more in-depth, and specific, project appraisal is required, eg: Environmental Impact Assessment, Health Impact Assessment.

There are clear guidelines for when these tools should be applied. Further details can be found in Appendix 3.

Using your agreed headline questions you should now be in a position to undertake a full appraisal. This will involve considering in more detail the economic, social and environmental impacts of your initiative.

### THE FULL APPRAISAL WILL DO THE FOLLOWING

- Demonstrate joined-up activity.
- Identify what mitigation of negative impacts is required.
- Maximise the positive impacts of your initiative.

The full appraisal may be conducted at a number of levels:

- Across the initiative as a whole
- By taking sections of a strategy / plan, or
- At an individual policy / activity level

A more detailed approach will help to ensure that, as far as possible, the different components of the initiative work together to meet regional sustainability objectives.

### HOW TO DO A FULL APPRAISAL

- Focus on the issues you identified as priorities in the scoping exercise.
- Consider each issue in detail, using the additional guidance.
- Identify the impact of your initiative on each issue.
- Identify any mitigation measures which will be necessary.
- Note down recommendations to improve the initiative.

### The impact of your initiative

For each of the questions in the checklist you should initially think about whether your proposals would have positive or negative impacts.

In undertaking the full appraisal you should consider both the main envisaged outcomes / impacts of the initiative, as well as those which may be indirect or spin off effects. For example, by alleviating local poverty you will also be helping to address one of the underlying causes of ill health.

Remember that impacts will be experienced not only at the local level but also at the sub regional and regional level. Consideration should therefore be given to the likely strategic impacts of your initiative as well as those anticipated at the local level.

You may find it useful to use a simple rating system such as that set out below. Although it will be fairly subjective, it can be used to identify the degree of impact that is likely to result.

The aim should be to develop a consistent approach to the interpretation of the questions when appraising your initiative. This will typically be established by consensus of the group as they begin to apply each of the questions to the initiative.

- Strong negative impact
- Negative impact
- 0 No impact
- + Slight positive effect
- ++ Strong positive effect
- ? Impact unknown

Where you record a “negative” score you should seek wherever possible to avoid or minimise any adverse impacts and ask:

- **Are there any alternatives that would help you improve your initiative?**

Where you identify a “no impact” score and even where a “positive” score is recorded you should ask:

- **How can you maximise the contribution of the initiative to meeting this objective?**

### RATING THE IMPACTS

The object of this exercise is to identify whether improvements can be made to the initiative – a “search for the positive”.

It will also help to identify areas of contention and potential conflict, highlighting the potential trade-offs that may need to be made, for example if a negative impact is identified and no means of mitigation is available.



## 4. APPRAISAL OUTPUTS

The processes outlined above should enable you to complete an appraisal at a level appropriate to your needs, eg: a full appraisal or a quick scoping exercise.

It is expected that the outputs of the appraisal process will also vary. In the case of projects and programmes it may be possible to produce very detailed and specific responses to the checklist questions. However, for plans and strategies it is inevitable that responses may be of a more general and qualitative nature.

The output from your appraisal will also depend on the level of detail into which the appraisal goes, eg: whether it is a quick scoping exercise or a full detailed appraisal.

The common output from both of these processes will be summary documentation on your findings, based on the appraisal checklist.

The appraisal process will also help you to determine appropriate indicators for measuring performance over time and consider the resources (staff/time/cost) that may be required to undertake this work. Indicators may be locally, regionally or nationally defined, using for example Local Agenda 21, Action for Sustainability or National Quality of Life Indicators amongst others.

The main benefits of the appraisal will come out of the discussions arising from addressing the checklist questions, and from the opportunity of those involved to gain a broader perspective on the ways in which their efforts can contribute to wider regional objectives.

**The Integrated Appraisal Toolkit is simply designed as a starting point for these further activities.**

## 5. NEXT STEPS

The appraisal itself is really only the start of the process for making your initiative more sustainable. It provides documentary evidence of a transparent and inclusive decision-making process. The next challenge is to use this documentation to develop recommendations for improving the initiative and secure approval for those improvements.

### Recommendations

How you take the results of your appraisal forward will depend on your individual circumstances:

- If you have chosen to use appraisal as an integral element of your initiative development processes you should now be in a position to feed in your recommendations to the preparation of the final detail for the initiative.
- If you have undertaken the appraisal as a mechanism for reviewing the sustainability of an existing initiative, for developing from a draft to final stage initiative, or as part of a consultation exercise, you should now be in a position to identify specific amendments that are required to that initiative.
- Such recommendations should be fed through the channels appropriate to your circumstances eg: the Local Strategic Partnership; Community Strategy Working Group; Local Authority Planning Committee.

The toolkit should be used throughout the implementation and monitoring of the initiative you have appraised in order to ensure that it does in fact achieve what it intended, and should be built into subsequent reviews.

Using the toolkit in this way ensures that the initiative is being appraised using a consistent set of objectives. It is therefore possible to track the development of an initiative from an initial idea through to a sustainable reality.



## 6. CHECKLIST QUESTIONS

## 1. Will the initiative improve the competitiveness and productivity of businesses?

Scoping: Is the question relevant? Y/N

What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

### Additional guidance

Will it:

- a) Positively impact on existing businesses e.g. through procuring goods and services locally and developing supply chains?
- b) Prevent the displacement/loss of existing businesses?
- c) Increase the number of companies achieving business excellence standards e.g. ISO14001, Investors in People?
- d) Increase the number of businesses reporting corporate social responsibility?
- e) Consider the full life cycle costs of products/goods i.e. costs associated with production, lifespan and disposal?

### Supporting evidence

Impact [ ]

### Suggested improvements

## 2. Will the initiative exploit the growth potential of business sectors?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

### Additional guidance

Will it:

- a) Develop those business clusters identified in the Regional Economic Strategy/other local strategies to improve economic performance?
- b) Promote enterprise, innovation and business network development?
- c) Attract inward and/or indigenous investment or increase investment through spin-offs?
- d) Provide or contribute to the availability of a balanced portfolio of employment sites?

### Supporting evidence

Impact [ ]

### Suggested improvements

### 3. Will the initiative develop and exploit the region's knowledge base?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
Will it: a) Encourage investment in Research and Development, improving links with business needs? b) Encourage the development of emerging technologies?	Impact [ ]	

#### 4. Will the initiative deliver urban/rural renaissance?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Improve economic, social and environmental conditions particularly in the most deprived areas?</li> <li>b) Support rural diversification?</li> <li>c) Reclaim derelict land and buildings, optimising the use of “brownfield sites”?</li> <li>d) Broaden and strengthen the economic base?</li> <li>e) Improve the quality of the built environment through high standards of sustainable design and construction of new and existing buildings?</li> <li>f) Improved public spaces?</li> <li>g) Improve infrastructure e.g. utilities; ICT</li> </ul>	<p>Impact [ ]</p>	

## 5. Will the initiative secure economic inclusion?

Scoping: Is the question relevant? Y/N

What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

### Additional guidance

Will it::

- a) Meet the employment needs and aspirations of local people?
- b) Promote and/or support the development and operation of social enterprises, e.g. community businesses; Local Exchange Trading Schemes; co-operatives
- c) Encourage business start-ups particularly from women and black and minority ethnic groups?
- d) Seek to employ people from disadvantaged communities and groups through positive action programmes.
- e) Improve physical accessibility of jobs through the location of sites and transport links close to areas of high unemployment

### Supporting evidence

Impact [ ]

### Suggested improvements

## 6. Will the initiative develop and maintain a healthy labour market?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Improve vocational or academic qualifications?</li> <li>b) Increase opportunities for adult education?</li> <li>c) Increase numeracy and literacy levels?</li> <li>d) Address the skills gap and enable skills progression?</li> <li>f) Enable individuals to compete for job opportunities by equipping them with appropriate skills and addressing barriers to work?</li> </ul>	<p>Impact [ ]</p>	

## 7. Will the initiative alleviate poverty?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

### Additional guidance

Will it:

- a) Reduce unemployment levels?
- b) Lower dependence on welfare benefits?
- c) Increase wage levels for both men and women?

### Supporting evidence

Impact [ ]

### Suggested improvements

**8. Will the initiative reduce the need to travel and develop strategic transport, communication and economic infrastructure?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Encourage walking, cycling and the use of public transport?</li> <li>b) Reduce traffic congestion and improve safety for all road users?</li> <li>c) Increase the level of investment in and use of rail and water freight transport?</li> <li>d) Improve transport and communications to improve competitiveness e.g. by improving transport links: ICT: homeworking: production of green travel plans?</li> </ul>	<p>Impact [ ]</p>	

9. Will the initiative or strategy develop and market the region's image?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

**Additional guidance**

Will it::

- a) Dispel any negative perceptions and stereotypes of the area?
- b) Create a positive and strong regional identity?

**Supporting evidence**

Impact [ ]

**Suggested improvements**

## 10. Will the initiative improve health and reduce health inequalities?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Promote healthy lifestyles through exercise and access to good quality, affordable food?</li> <li>b) Reduce levels of stress, smoking and the misuse of drugs/alcohol/solvents?</li> <li>c) Provide and/or improve access to health and social care services?</li> <li>d) Reduce health inequalities among different groups in the community (e.g. young children, pregnant women, black and minority ethnic people; older people, people with disabilities; low income households)</li> <li>e) Minimise isolation for vulnerable people?</li> <li>f) Institute appropriate health and safety/food safety programmes?</li> </ul>	<p>Impact [ ]</p>	

**11. Will the initiative improve access to good quality, affordable and resource efficient housing?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Affect property rental or purchase prices?</li> <li>b) Improve housing conditions e.g. through upgrading, refurbishment or maintenance?</li> <li>c) Meet the housing needs and aspirations of the community?</li> <li>d) Reduce the number of vacant properties?</li> <li>e) Reduce the number of homeless people?</li> <li>f) Provide affordable and efficient heating of homes to reduce fuel poverty?</li> <li>g) Increase the provision of affordable housing?</li> </ul>	<p>Impact [ ]</p>	

**12. Will the initiative reduce crime, disorder and the fear of crime?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

**Additional guidance**

Will it:

- a) Affect the safety and security of communities, individuals and property?
- b) Improve security, policing or surveillance?
- c) Promote design that discourages crime e.g. by reducing hiding places or escape routes?
- d) Address anti social behaviour?

**Supporting evidence**

Impact [ ]

**Suggested improvements**

### 13. Will the initiative involve all stakeholders in decision making?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Involve stakeholders, including the community, during development, implementation and monitoring?</li> <li>b) Identify and engage with hard to reach stakeholders?</li> <li>c) Enable stakeholders to influence the outcome?</li> <li>d) Ensure openness, transparency and accountability in the decision making process?</li> </ul>	<p>Impact [ ]</p>	

**14. Will the initiative value diversity, improve equity and equality of opportunity?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Ensure fair access to and distribution of resources across the community?</li> <li>b) Assess and address the impacts upon diverse communities including cultural, racial, economic, generational, social (including disabilities) and religious mixes?</li> <li>c) Promote equality and diversity in the workplace?</li> </ul>	<p>Impact [ ]</p>	

**15. Will the initiative develop strong and positive relationships between people from different backgrounds and communities?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?  
 Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Create a sense of belonging and wellbeing for all members of the community?</li> <li>b) Support local community and voluntary action and volunteering?</li> <li>c) Support community development</li> <li>d) Promote citizenship?</li> </ul>	<p>Impact [ ]</p>	

**16. Will the initiative improve access to and use of basic goods, services and amenities?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Reduce numbers of people finding access to local food shops difficult?</li> <li>b) Provide or improve access to local health and social care services?</li> <li>c) Provide or improve access to financial services e.g. banks, post offices?</li> <li>d) Provide more local childcare opportunities?</li> <li>e) Provide physical access for people with disabilities?</li> <li>f) Provide information and advice to the community on the services and amenities available?</li> <li>g) Ensure local provision meets needs?</li> <li>h) Ensure the protection, creation and access to green spaces?</li> </ul>	<p>Impact [ ]</p>	

**17. Will the initiative protect places, landscapes and buildings of historic, cultural and archaeological value?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?  
 Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Use architectural design to enhance the local character and “sense of place” of development?</li> <li>b) Make full use of village/local design statements, parish plans, conservation area and countryside character appraisals?</li> <li>c) Help to conserve historic buildings through sensitive adaptation and re use?</li> <li>d) Encourage understanding of the heritage and cultures of the local community?</li> <li>e) Improve access to buildings and landscapes of historic/cultural value?</li> </ul>	<p>Impact [ ]</p>	

**18. Will the initiative protect and improve local environmental quality?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

**Additional guidance**

Will it:

- a) Reduce light and noise pollution?
- b) Minimise dust, odours, litter, graffiti?
- c) Attract vermin?

**Supporting evidence**

Impact [ ]

**Suggested improvements**

19. Will the initiative protect and enhance biodiversity?

Scoping: Is the question relevant? Y/N

What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

**Additional guidance**

Will it:

- a) Contribute to the delivery of local and national Biodiversity Action Plans?
- b) Protect and enhance endangered species, habitats and sites of geological importance?
- c) Protect and enhance existing wildlife and provide opportunities for new habitat creation?
- d) Increase tree cover and ensure the sustainable management of existing woodland?
- e) Minimise the fragmentation of nature corridors and networks?
- f) Protect and enhance existing wildlife/landscape designations e.g. Sites of Special Scientific Interest?

**Supporting evidence**

Impact [ ]

**Suggested improvements**

**20. Will the initiative protect and improve the quality of inland and coastal waters?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Conform to all relevant wastewater regulations?</li> <li>b) Make use of 'Sustainable Urban Drainage Systems'?</li> <li>c) Minimise the potential for flooding by controlling surface water management and floodplain management?</li> <li>d) Affect the quality of ground and surface water?</li> <li>e) Minimise the use of water, especially mains water that has been treated to a high standard?</li> </ul>	<p>Impact [ ]</p>	

## 21. Will the initiative protect and improve air quality?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

### Additional guidance

Will it:

- a) Comply with air quality process and regulation?
- b) Affect local air quality through traffic related emissions?

Impact [ ]

### Supporting evidence

### Suggested improvements

## 22. Will the initiative protect and improve land quality?

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Adhere to the brownfield/greenfield hierarchy of land use?</li> <li>b) Minimise and seek to reclaim derelict and contaminated land?</li> <li>c) Minimise releases of nutrients that contribute to enrichment of ground and surface waters (especially phosphates)?</li> <li>d) Protect soil structures and preserve fertility?</li> <li>e) Retain or enhance good quality soil on development sites?</li> </ul>	<p>Impact [ ]</p>	

**23. Will the initiative address the need to limit and adapt to climate change?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Minimise greenhouse gas emissions, particularly carbon dioxide and methane?</li> <li>b) Minimise the potential for flooding by controlling surface water management and floodplain management?</li> </ul>	<p>Impact [ ]</p>	

**24. Will the initiative ensure the prudent use of natural resources and the sustainable management of existing resources?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Raise awareness of resource use/depletion?</li> <li>b) Promote and support the research and development of products to increase their durability, use recycled materials or alternatives to oil based materials in their production?</li> <li>c) Reuse secondary materials?</li> </ul>	<p>Impact [ ]</p>	

**25. Will the initiative minimise the requirement for energy use, promote efficient energy use and increase the use of energy from renewable sources?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

**Additional guidance**

Will it:

- a) Maximise the production and use of renewable energy?
- b) Minimise the use of fossil fuels?
- c) Increase energy efficiency?
- d) Make use of new and clean technologies?
- e) Reduce the volume and impact of emissions from energy generation?

**Supporting evidence**

Impact [ ]

**Suggested improvements**

**26. Will the initiative ensure the sustainable management of waste, minimise its production and increase re-use, recycling and recovery rates?**

Scoping: Is the question relevant? Y/N  
 What is the likely impact of the initiative? Positive/Negative/Unknown or Uncertain?  
 If no impact, is there a gap? – Is further investigation/ detailed appraisal necessary?

Comments:

Additional guidance	Supporting evidence	Suggested improvements
<p>Will it:</p> <ul style="list-style-type: none"> <li>a) Employ waste reduction methods to minimise waste?</li> <li>b) Utilise waste as a resource?</li> <li>c) Promote the design of products and packaging that minimise the waste produced by the end user?</li> <li>d) Reduce the amount of residual waste to landfill?</li> <li>e) Apply the Best Practical Environmental Option?</li> </ul>	<p>Impact [ ]</p>	

# Appendix 1

## National Sustainable Development Context

The UK's Sustainable Development Strategy - A Better Quality of Life - was launched in May 1999. It identifies four themes:

- (1) Effective protection of the environment.
- (2) Prudent use of natural resources.
- (3) Maintenance of high and stable levels of economic growth and employment.
- (4) Social progress which recognises the needs of everyone.

In its Guidance to English Regions (Feb 2000) the Department of Environment, Transport and the Regions stated that all Regions should produce a Regional Sustainable Development Framework by December 2000 and that Regional Assemblies should acknowledge and preferably endorse their Frameworks.

## What is *Action for Sustainability*?

*Action for Sustainability* is the Regional Sustainable Development Framework for the North West. It identifies the priorities and targets for sustainable development in the North West.

The North West is unique amongst the English Regions in that it created its Framework – *Action for Sustainability* – significantly ahead of the government's guidance and went further by formally adopting it within the Regional Assembly, on behalf of partners on 7th April 2000.

*Action for Sustainability* represents a powerful framework for joining up regional agendas and agencies in a common approach to the sustainable development of our region and the delivery of an enhanced quality of life and well being for all its citizens.

## Management of the Regional Sustainable Development Framework

The sustainable development agenda for the Assembly and its work programme for Action for Sustainability (AfS) is set by the AfS Management Board (AMB). This board is comprised of representatives from economic, social, and environmental partners. It includes statutory and voluntary organisations, as well as representation from elected members. The Leader of the Assembly chairs the group.

## Work programme

The programme of work on AfS is divided into four key functional areas:

- (1) Marketing: raising awareness of AfS and sustainability.
- (2) Target development: ensuring that the Action Plan is relevant to the region.
- (3) Monitoring: measuring the region's performance.
- (4) Sustainability appraisal: developing and using tools for mainstreaming sustainable development into policy.

AfS has been undergoing a comprehensive review over the last 18 months. Engagement with a variety of sectors across the North West has enabled AfS to become more focussed on the key issues for the sustainable development of the region.

The engagement work has included work with community, voluntary, education, health, environment, construction, faith, and youth sectors in order to identify priority issues for the region.

The engagement work with Action for Sustainability aims to bring sustainable development into the mainstream of decision-making processes, and people's everyday lives. Work on engagement will continue with the current programme of consultation on the new AfS Action Plan 2003-2006.

## Appendix 2

Integrated Appraisal Toolkit: Development so far;

### 1. Aims of the IAT Group

The informal group, which has been developing the IAT approach in the North West, set out with the following aims:

- To build on experience of sustainability appraisal and derive and test a simple and straightforward integrated appraisal tool to help planners, investors and decision-makers in the North West to forecast, measure and scrutinise the contribution of their work against the Regional Sustainable Development Framework – Action for Sustainability.
- To enable the links between other appraisal methods and AfS to be identified and defined.
- To determine whether a single universal integrated tool, could be used in place of other specialised and more complex tools resulting in a more widespread use of sustainable criteria in regional decision-making.

### 2. Process for generating the questions in the North West

The Regional Assembly convened a two-day workshop in January 2002 for professionals actively involved in project and policy appraisal, in order to determine whether a common approach could be achieved.

Attendees were selected from the following sectors:

- Health
- Academia
- Local and Regional Government
- Regulatory bodies
- Voluntary

- Corporate
- Non-Governmental Organisations

The Integrated Appraisal Group wanted to create an environment in which the workshop attendees could share ideas and, if possible, create a practical appraisal tool that would benefit a range of applications. This aspiration meant that the outcome of the workshop was, to a certain extent, dependent on the collective will of the group. Accepting this, the organisers considered that some structure should be offered to the group, and consequently suggested the following outputs might be appropriate;

- A series of key questions that should be answered by the author/proposer of any policy or project.
- A number of detailed issues/additional guidance that may be relevant under each key question.
- An indication of the way the questions might be applied in each sector or type of proposal.
- A list of implementation routes and users.

Attendees were allocated to one of four sector groups representing the following perspective:

- Corporate
- Community
- Health
- Environment

Each of the four sector groups was advised to produce six questions each. In the event, the groups generated 23 sector specific and 4 cross-cutting questions.

### 3. Developing this Handbook

The original questions were refined and developed through a second workshop, and a series of pilot projects. The pilot projects included the appraisal of a number of community strategies, a transport plan, and a major NHS Private Finance Initiative proposal. A wide range of participants has contributed to these processes from across the region.

These processes have gathered together a diversity of interests. This is reflected in the spectrum of sustainable development issues which now form the basis of the checklists and questions contained in this handbook.

A consultative version of this handbook was sent out to 400 individuals and organisations within the North West, and to all Regional Assembly's across the UK in Autumn 2002. Views were collected from a wide selection of people involved in appraisal both in the region and elsewhere.

Recommendations from this consultation exercise have been used as the basis for the production of this current version of the Integrated Appraisal Toolkit. The toolkit received positive feed back from across the region, and testing the methodology has continued in a number of areas.

The development of the appraisal method is the easy part of the process. Achieving wide application will be the test of success.

#### 4. Action for Sustainability

One of the key recommendations from the consultation exercise was the need for the Integrated Appraisal Toolkit to be more explicitly linked to the Regional Sustainable Development Framework – Action for Sustainability.

Action for Sustainability is currently under review. The IAT reflects the most up-to-date version of the framework. As part of the ongoing development of the integrated appraisal method, the core questions will need to be systematically compared to the headline objectives of the reviewed framework. It is therefore anticipated that once the current consultation process on Action for Sustainability has been completed that an updated version of the toolkit will also be produced. This is planned for early spring 2004.

#### 5. Next steps

The Integrated Appraisal Toolkit project is managed by the Sustainable Development Policy Unit of the North West Regional Assembly. Development work on the toolkit is co-ordinated through a steering group comprised of representatives from;

- Cheshire County Council
- Environment Agency
- Government Office North West
- Health Development Agency
- North West Regional Assembly
- North West Development Agency
- Sustainability North West
- University of Liverpool
- Warrington Borough Council

It is intended that further advice and guidance will be made available through the Action For Sustainability website:  
[www.nwra.gov.uk/afs](http://www.nwra.gov.uk/afs).

This will include;

- An interactive version of the toolkit.
- More detailed guidance for specific uses of the toolkit.
- Case studies and real examples of how to use the toolkit.



## Appendix 3

### Other Appraisal Techniques

#### Rural Proofing

Rural proofing is a commitment by the Government to ensure that all its domestic policies take account of rural circumstances and needs (Rural White Paper, 2000). It is a mandatory part of the policy making process, which means that, as policies are developed, policy makers should systematically:

- consider whether their policy is likely to have a different impact in rural areas, because of particular rural circumstances or needs;
- make a proper assessment of those impacts, if they are likely to be significant;
- adjust the policy, where appropriate, with solutions to meet rural needs and circumstances.

Rural proofing applies to all policies, programmes and initiatives and it applies to both the design and delivery stages. It has a reporting requirement. Government Departments and Government Offices for the Regions are required to report annually on how their policies have been rural proofed. The Countryside Agency also publishes an annual assessment of the rural proofing of central Departments and Government Offices for the Regions.

*Rural Proofing – Policy makers' checklist*  
The Countryside Agency, 2002  
<http://www.countryside.gov.uk/ruralproofing>

### Environmental Impact Assessment

The term 'environmental impact assessment' (EIA) describes a procedure that must be followed for certain types of project before they can be given 'development consent'. The procedure is a means of drawing together, in a systematic way, an assessment of a project's likely significant environmental effects. This helps to ensure that the importance of the predicted effects, and the scope for reducing them, are properly understood by the public and the relevant competent authority before it makes its decision.

Environmental impact assessment enables environmental factors to be given due weight, along with economic or social factors, when planning applications are being considered. It helps to promote a sustainable pattern of physical development and land and property use in cities, towns and the countryside. If properly carried out, it benefits all those involved in the planning process.

*Environmental Impact Assessment: A Guide to Procedures*  
DTLR, 2001  
<http://www.planning.odpm.gov.uk/eia/guide/index.htm>



## Building Research Establishment Environmental Assessment Methodology

### How does BREEAM work?

BREEAM assesses the performance of buildings in the following areas:

- *management*: overall management policy, commissioning site management and procedural issues.
- *energy use*: operational energy and carbon dioxide (CO<sub>2</sub>) issues.
- *health and well-being*: indoor and external issues affecting health and well-being.
- *pollution*: air and water pollution issues
- *transport*: transport-related CO<sub>2</sub> and location-related factors
- *land use*: greenfield and brownfield sites.
- *ecology*: ecological value conservation and enhancement of the site.
- *materials*: environmental implication of building materials, including life-cycle impacts.
- *water*: consumption and water efficiency

Developers and designers are encouraged to consider these issues at the earliest opportunity to maximise their chances of achieving a high BREEAM rating.

Credits are awarded in each area according to performance. A set of environmental weightings then enables the credits to be added together to produce a single overall score. The building is then rated on a scale of PASS, GOOD, VERY GOOD or EXCELLENT, and a certificate awarded that can be used for promotional purposes.

*Building Research Establishment Environmental Assessment Methodology BRE, 2002*  
<http://www.products.bre.co.uk/breeam>

## Health Impact Assessment

Health Impact Assessment (HIA) is a practical approach that determines how a proposal will affect people's health. The assessment enables recommendations to be made that increase the positive aspects of a proposal and reduce the negative effects. This information is used to inform decision makers.

HIA draws upon a range of methods, techniques and skills that can be adapted to reflect individual circumstances. It can be integrated with other forms of impact assessment such as environmental impact assessment, economic impact assessment and social impact assessment.

A good HIA strives to ensure that evidence relating to actual or potential impacts on health are properly identified and considered, however it goes beyond examining the evidence to judge its significance. This judgement ideally involves a process of discussion and engagement with key stakeholders to ensure any recommendations developed are set within the context of different perspectives.

*Health Impact Assessment Gateway: Health Development Agency*  
<http://www.hiagateway.org.uk>



## Appendix 4

### Further Information Available

*Preparing Community Strategies: Government guidance to local authorities DETR, 2000.*

<http://www.local-regions.detr.gov.uk/pcs/guidance/index.htm>

*A Better Quality of Life: A strategy for sustainable development for the UK, DETR, May 1999.*

<http://www.defra.gov.uk/environment/sustainable/index.htm>

*Action for Sustainability: North West England's framework for a better quality of life, Government Office for the North West, July 2000.*

<http://www.nwra.gov.uk/afs>

*England's North West: A Strategy Towards 2020*  
North West Development Agency, 1999

<http://www.nwda.co.uk/inside/bookshop.asp#>

*Achieving a Better Quality of Life: review of progress towards sustainable development, Government Annual Report 2002, DEFRA 2003*

*Local Government Act: ODPM, 2000*

<http://www.local-regions.odpm.gov.uk/lgbill/>

*Strategic Environmental Assessment Directive, Draft Guidance: ODPM October 2002*

<http://www.planning.odpm.gov.uk/consult>

*Regional Economic Strategy: North West Development Agency, March 2003*

<http://www.nwda.co.uk>

*Accreditation Guidance for Local Strategic Partnerships: ODPM, November 2002*

<http://www.neighbourhood.gov.uk/partnerships.asp>

Town and Country Planning Regulations (England): ODPM, 1999

Planning Policy Guidance Note 12: ODPM, December 1999

<http://www.planning.odpm.gov.uk/ppg/index.htm>

Regional Planning Guidance for the North West: ODPM, March 2003

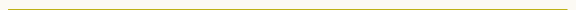
<http://www.go-nw.gov.uk/planning/rpgprocess.html>;

<http://www.nwra.gov.uk/rpg>

*New Environmental Strategy for the NHS: NHS Estates 2002 and Sustainable Development in the NHS: NHS Estates, June 2001*

<http://www.nhsestates.gov.uk/sustainable-development/index.asp>







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*Our biggest challenge in the new century is to take the idea that seems abstract – sustainable development – and turn it, too, into a daily reality for all the world's people....*

Kofi Annan 14 March 2001  
In: Achieving a Better Quality of Life:  
Government Annual Report 2001 (DEFRA  
2002)



# Action for Sustainability

