

# Darlington Borough Council Carbon Management Programme

## **Carbon Management Plan (CMP)**

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## Contents

<b>Foreword from the Chief Executive and Cabinet Member for Sustainable Environment and Climate Change</b>	<b>4</b>
<b>Foreword from the Carbon Trust</b>	<b>4</b>
<b>Executive Summary</b>	<b>5</b>
<b>1 Introduction</b>	<b>7</b>
1.2 Background to Carbon Management Plan	7
1.3 Our Achievements to date	8
<b>2 Carbon Management Strategy</b>	<b>9</b>
2.1 Context and drivers for Carbon Management	9
2.2 Our low carbon vision	10
2.3 Strategic themes	10
2.4 Targets and objectives	11
<b>3 Emissions Baseline and Projections</b>	
3.1 Scope	12
3.2 CO <sub>2</sub> Emissions	12
3.3 Baseline	13
3.4 Projections and Value at Stake	15
<b>4 Carbon Management Projects</b>	<b>16</b>
4.1 Existing projects	16
4.2 Planned / funded projects	16
4.3 Operational buildings	17
4.4 Potential carbon savings from schools	17
4.5 Projected achievement towards target	18
<b>5 Carbon Management Plan Financing</b>	
5.1 Assumptions	20
5.2 Benefits / savings – quantified	20
5.3 Benefits / savings - unquantified	20
5.4 Additional resources	21
5.5 Financial costs and sources of funding	21
<b>6 Actions to Embed Carbon Management in Your Organisation</b>	
6.1 Corporate Strategy – embedding CO <sub>2</sub> saving across your organisation	22
6.2 Programme Management – bringing it all together effectively	22
6.3 Responsibility – being clear that saving CO <sub>2</sub> is everyone's job	23
6.4 Data Management – measuring the difference, measuring the benefit	24
6.5 Communication and Training – ensuring everyone is aware	24
6.6 Finance and Investment – the money to match the commitment	25
6.7 Policy Alignment – saving CO <sub>2</sub> across your operations	25
6.8 Engagement of Schools – influencing Schools to reduce their carbon footprint	26
6.9 Engagement of your Suppliers – working with suppliers to reduce your carbon footprint	27
<b>7 Programme Management of the CM Programme</b>	
7.1 The Programme Board – strategic ownership and oversight	28
7.2 Terms of Reference for the Board	28

7.3	Governance for Implementation of CMP	29
7.4	Reporting and progress review mechanisms	30
7.5	The Carbon Management Team	31
7.6	Succession planning for key roles	31
7.7	Ongoing stakeholder Management	32
7.8	Risks and issues management	32
<b>Appendix A: Carbon Management Matrix - Embedding</b>		<b>33</b>
<b>Appendix B: Definition of Projects</b>		<b>35</b>

## Foreword from Councillor John Williams and Councillor Nick Wallis

Climate change is the most pressing challenge facing the planet today. In 2006 Darlington Borough Council demonstrated its commitment to tackling climate change by signing the Nottingham Declaration. By working with the Carbon Trust through the Carbon Management Programme, the Council has been able to calculate the 'carbon footprint' of its operations.

A challenging target of reducing our carbon emissions by 25% over the next 5 years has been set. This Carbon Management Plan focuses on the practical actions and changes to be undertaken to reduce the carbon footprint of the Council, but it is also recognition of the Council's responsibility to lead by example.

Carbon management is important to the Council as it represents the opportunity to tackle climate change and make cost savings through improved efficiencies which improve value for money for the Borough's residents.

Ada Burns  
Chief Executive

Councillor Nick Wallis  
Sustainable Environment and Climate Change

## Foreword from the Carbon Trust

Cutting carbon emissions as part of the fight against climate change should be a key priority for local authorities - it's all about getting your own house in order and leading by example. The UK government has identified the local authority sector as key to delivering carbon reduction across the UK inline with its Kyoto commitments and the Local Authority Carbon Management programme is designed in response to this. It assists councils in saving money on energy and putting it to good use in other areas, whilst making a positive contribution to the environment by lowering their carbon emissions.

Darlington Borough Council was selected in 2009, amidst strong competition, to take part in this ambitious programme. Darlington Council partnered with the Carbon Trust on this programme in order to realise vast carbon and cost savings. This Carbon Management Plan commits the council to a target of reducing CO<sub>2</sub> by 25% by 2014 and underpins potential financial savings to the Council.

There are those that can and those that do. Local authorities can contribute significantly to reducing CO<sub>2</sub> emissions. The Carbon Trust is very proud to support Darlington Borough Council in their ongoing implementation of carbon management.



Richard Rugg  
Head of Public Sector, Carbon Trust  
**Management Summary**



## Executive Summary

There are many international and national drivers putting increasing pressure on local authorities to reduce carbon emissions from their own operations. Government has established that avoid the potentially devastating effects of climate change, the UK needs to reduce emissions by 80% by 2050 against a 1990 baseline.

The Energy Performance of Buildings Directive has been introduced to promote the improvement of the energy performance of buildings. Display Energy Certificates are required to be displayed in all public buildings. Figure 1 shows the number of buildings in each category.

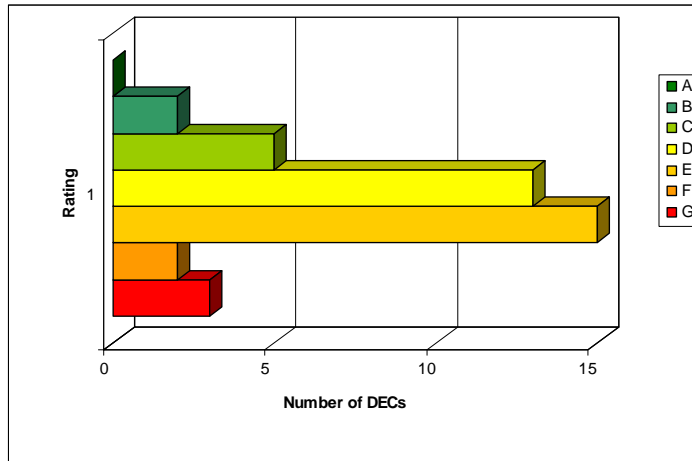


Figure 1 – Display Energy Certificates

Carbon Reduction Commitment (CRC) is a mandatory 'cap and trade' scheme for organisations with total electricity consumption greater than 6000MWh. From 2010 poorly performing local authorities will be penalised depending on their position in a CRC league table.

DEFRA, who are responsible for monitoring performance of Local Authorities, have created two national indicators specific to CO<sub>2</sub> reduction

**NI185** – percentage CO<sub>2</sub> reduction emissions from Local authority operations.

**NI186** – per capita emissions in the Local Authority area

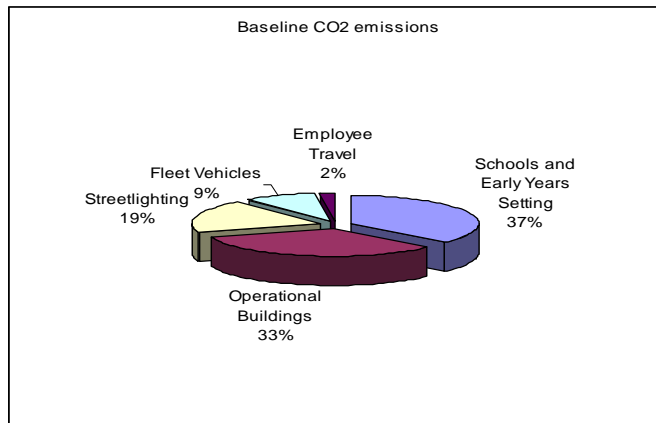
One Darlington: Perfectly Placed (OD:PP) is Darlington's Sustainable Community Strategy. It was developed in 2008 by the Darlington Partnership through consultation with Darlington's community and sets out a strategic vision for the Borough. Creating a 'Greener Darlington' represents a key theme of OD:PP and reducing the Council's carbon footprint will contribute significantly to tackling the cause and effect of climate change and achieving Borough-wide targets identified in the Local Area Agreement (LAA) under NI 186.

Darlington Borough Council's public commitment to tackling the causes and effects of climate change date from signing the Nottingham Declaration in 2005. Subsequently, Darlington's first Climate Change Action Plan was adopted in 2008, including an action for the Council to undertake the Carbon Trust's Local Authority Carbon Management (LACM) Programme. DBC joined phase 7 of LACM in May 2009 and has worked with the Carbon Trust over 10 months to develop this Carbon Management Plan (CMP). It sets out how the Council will aim to achieve a 25% reduction in carbon emissions from its own operations by March 2014.

The vision for the Carbon Management Plan is:

***DBC will review energy usage and carbon management in every aspect of its business and will then pursue identified priorities for carbon reduction in order to respond to the challenge of climate change and provide local leadership with partners in becoming a low carbon Borough.***

The Council's carbon emissions baseline is 17,939 tonnes per annum, which includes carbon emissions from buildings, schools, street lighting, the Council's vehicle fleet and employee business miles. Figure 2 shows the composition of the baseline.



**Figure 2 – Baseline CO<sub>2</sub> emissions**

This Carbon Management Plan indicates a target of 25% reduction in carbon emissions over the next 5 years. If the Council achieves this target it could result in significant financial savings over the next 5 years by offsetting the potential increase in energy costs.

Initial work has identified 19 projects, including broad figures from schools, to deliver the reduction target. The key projects are Voltage Optimisation in the Dolphin Centre and Combined Heat and Power development within the Town Centre Fringe, energy efficiency improvements to operational buildings, controlling CO<sub>2</sub> emissions from Building Schools for the Future projects and awareness raising and behaviour change.

### **Finance and Resources**

The financial benefits to the Council arising from implementing the Plan are significant. The current investment required to deliver the projects identified in this Plan is £911,000.

External funding options are being explored to accelerate the programme. It is expected that the projects with the shortest payback periods are implemented early in the programme so that the savings generated from them can be re-invested into the longer term projects.

### **Embedding Carbon Management**

Implementing physical projects to reduce carbon emissions is important but to ensure that savings are sustainable in the long term, carbon management must become part of the culture of the Council. Measures to enable this include: including CO<sub>2</sub> reduction targets in the Corporate Plan and all Service Plan areas, ensuring that Carbon Management is everyone's responsibility, developing a successful communications strategy, aligning policies across the organisation to ensure that actions in one service area do not undermine savings in another area.

### **Management, Reporting and Evaluation**

The Carbon Management Programme will be managed in accordance with the Council's Corporate Capital Projects process.

The Carbon Management Board will meet at least every two months to review progress towards the target. The Carbon Team will be responsible for the specific projects they are involved with to the relevant project manager.

Progress will be reported to the Capital Programme Review Board.

## 1 Introduction

Local Authorities are in a key position to take the lead on tackling climate change directly through mitigation actions to reduce carbon emissions from their own operations and buildings and indirectly through encouraging the community to reduce carbon emissions.

Darlington Borough Council was selected in 2009 to take part in Phase 7 of the Carbon Trust's Local Authority Carbon Management (LACM) Programme. The Carbon Management Programme has provided the opportunity for the Council to embed carbon management across all of its activities. The Carbon Management Plan (CMP) is the main output of the 10-month Carbon Trust's Local Authority Carbon Management Programme.

The CMP establishes a baseline for carbon emissions against which the effects of actions taken can be measured. The plan outlines the actions already being undertaken and quantifies the impact of taking no further action, both in terms of future carbon emissions and future costs.

The CMP also sets out the Council's approach to energy and carbon management and identifies key actions that can be taken to cut emissions over the next 5 years. The Plan will be monitored and reviewed annually to assess progress and consider future actions.

### The benefits of the Council's CMP:

- **Contribute to tackling climate change**
- **Provide leadership**
- **Reduce the cost of energy use**
- **Comply with legislation**

### 1.1 Background to the Carbon Management Programme

Darlington Borough Council is committed to tackling the causes and effects of climate change. In November 2005, the Council and the Darlington Partnership signed the Nottingham Declaration, committing to address the causes of climate change and prepare the community for the impacts. In February 2009, DBC signed the EU Covenant of Mayors on energy management, which requires localities to exceed the EU targets on carbon emissions through the development of a Sustainable Energy Action Plan (SEAP).

The Darlington Climate Change Strategy, adopted in 2006, aims 'To reduce Darlington's contribution to climate change and to minimise the adverse impacts of climate change on Darlington's community'. In the associated Climate Change Action Plan (2008), participation in the Carbon Trust's Local Authority Carbon Management Programme was identified as a way of systematically tackling emissions from the Council's own operations.

The Carbon Management Programme has taken the Council through a 5-step process over 10 months between May 2009 and March 2010. These steps are outlined in Figure 3.

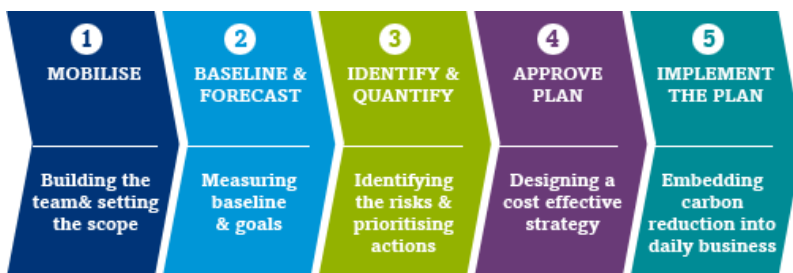


Figure 3 Carbon Trust's 5-step process in the Carbon Management Programme

## 1.2 Our Achievements to date

Over the last few years, many climate change related activities have been undertaken which have informed the LACM process and the development of the CMP.

- Corporate Energy Review aligned with objectives set in the Energy White Paper
- The Council fleet switched to 5% biodiesel in 2005
- Design of New Development Supplementary Planning Document
- Primary Capital Programme in schools
- Refurbishment of the Dolphin Centre
- 3 schools now have 'Green Flag' Eco School status
- Review of the Council Travel Plan
- Building Schools for the Future
- Green energy procurement
- New waste recycling contract



## 2. Carbon Management Strategy

This section sets out the policy context for carbon management within Darlington Borough Council together with the vision and strategy for achieving carbon reduction targets.

### 2.1 Context and drivers for Carbon Management

The Darlington Carbon Management Programme has arisen from a number of political, legislative, financial and environmental drivers. Climate Change is now a priority internationally, nationally and locally. The Carbon Management Plan has been developed against a background of increasing emphasis on tackling climate change and reducing energy demand. Internationally, targets have been set to reduce global emissions.

#### International Context

There are a number of International drivers and legislation, which will impact upon local authorities for carbon management. The Kyoto Protocol was the first international agreement on action to tackle climate change and was adopted in 1997.

In December 2009 the Copenhagen Accord was 'noted' by the UN conference on climate change, it was neither accepted or rejected. Compared to ambitions prior to the summit, it is a relatively weak agreement which did not meet the key expectation to increase global ambitions to reduce greenhouse gas emissions.

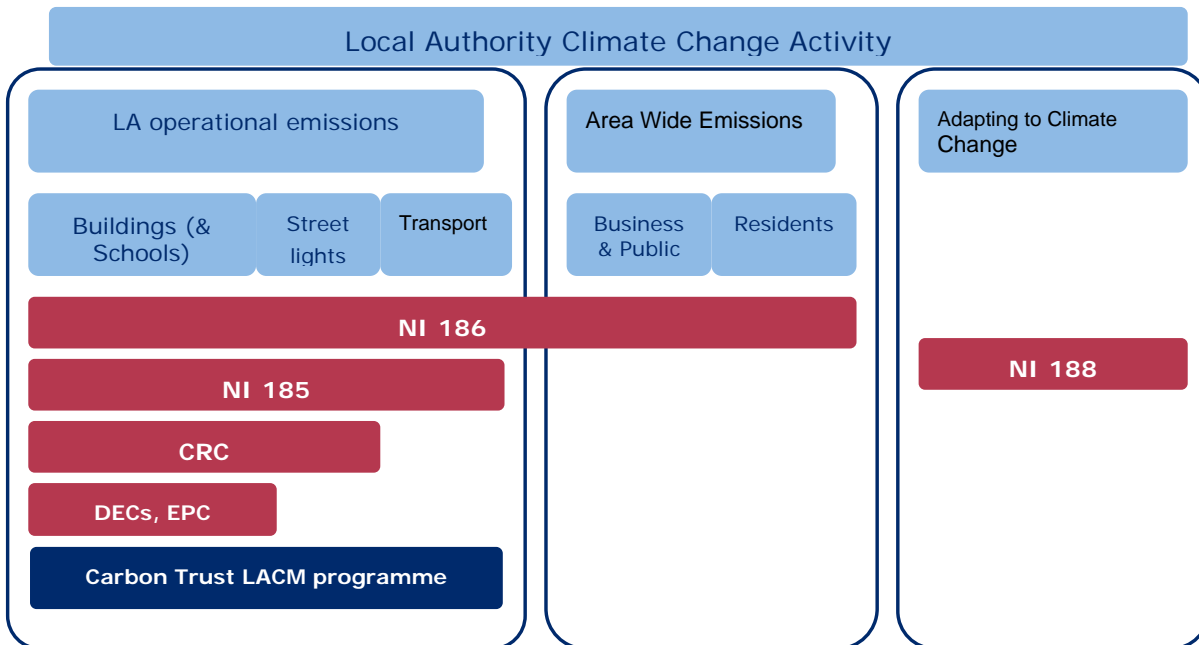
The EU Energy Performance of Buildings Directive requires that all public buildings have a Display Energy Certificate providing public information on the energy performance of the building.

#### National Context

UK action on climate change falls under the Climate Change Act 2008. This Act means that the UK is the first country in the world to introduce a legally binding framework to cut greenhouse gas emissions. The Government has set a reduction target of 80% by 2050 against 1990 baseline.

The Carbon Reduction Commitment is a mandatory UK scheme that covers large business and public sector organisations. Legally binding carbon reduction targets are set through the scheme where carbon is given a financial value and is traded using allowances. The Council qualifies for the Carbon Reduction Commitment.

Other national drivers and specific legislation include, the Energy White Paper, Sustainable Energy Act, Planning White Paper and the Home Energy Conservation Act.



## Figure 4: National drivers

### Local Context

The Sustainable Community Strategy, One Darlington: Perfectly Placed, A Vision for Darlington 2008 – 2021, Darlington's Sustainable Community Strategy was launched in 2008. There are 5 delivery themes within the SCS. Within the Greener Darlington theme there is the aim to achieve 'A low carbon Borough tackling climate change'.

The introduction of the Climate Change Act has resulted in several new statutory duties for local authorities in monitoring progress on tackling climate change including:

- Comprehensive Area Assessment – The Audit Commission's Key Line of Enquiry 3.1 requires the Council to make effective use of natural resources, which includes reducing carbon emissions. The Carbon Trust's Carbon Management Programme has ensured that this has happened in a co-ordinated way.
- National Indicator 185 – CARBON emissions from the Council's own operations are now to be reported upon as part of the national indicator set.
- National Indicator 186 – CO<sub>2</sub> emissions per capita has been included in the Sustainable Community Strategy, One Darlington: Perfectly Placed and the Local Area Agreement. NI 185 feeds into NI186, therefore reducing carbon emissions from the Council's operations will directly contribute to achieving LAA targets set for NI186.

### 2.2 Our low carbon vision

The vision we have for Carbon management within Darlington Borough Council is:

***DBC will review energy usage and carbon management in every aspect of its business and will then pursue identified priorities for carbon reduction in order to respond to the challenge of climate change and provide local leadership with partners in becoming a low carbon Borough.***

### 2.3 Strategic Themes

The Vision will be realised by the Strategic Themes:

1. Adopting carbon management as a key corporate priority and ensuring that carbon management best practice is embedded across all operations
2. Allocating budget funds and resources to implement projects that will reduce carbon emissions
3. Introducing policies and standards to reduce carbon dioxide emissions within key areas such as:-
  - Energy – electricity and gas consumption in Council buildings to be reduced
  - Schools and Early Year's settings – a corporate approach to carbon management in schools to be developed
  - Fleet vehicles – 5 year low carbon vehicle replacement programmes and move towards alternative fuel types
  - Business travel – reduce employee travel by car through the promotion of more sustainable forms of transport
  - Water and waste – water and waste from Council operations to be benchmarked and reduced through minimisation, reuse and recycling
  - Renewable energy – investigate the potential for renewable and low carbon technologies within the Council estate
4. Policy – development of an integrated approach to carbon management
5. Continued staff communication and training on carbon management – creating a 'low carbon culture' by raising awareness, providing training and gaining support from staff and senior management;
6. Monitoring and review of the Carbon Management Plan.

## **2.4 Targets and objectives**

A carbon emissions baseline has been established for 2008/09, which includes emissions from energy use in buildings including schools, energy use from streetlighting, fuel use from business travel and fleet vehicles.

After considerable discussion with the Carbon Management Team, the Carbon Management Board and the Carbon Trust, an aspirational target has been set for the Council.

**Darlington Borough Council will reduce CO<sub>2</sub> emissions from Council operations by 25% by 2013/14 from 2008/09 levels.**

By reducing emissions from council operations and generating positive publicity, DBC will influence the wider community and contribute significantly to NI186: Carbon emissions from the local authority area. Reducing energy consumption will generate significant cost savings and ensure consistent service delivery to the community.

### 3. Emissions Baseline and Projections

In this section the baseline emissions, costs, and breakdown by activity for carbon emissions arising from the Council's operations are presented. To be consistent with the NI185 baseline and target setting, the baseline for LACM has been set as the financial year 2008/09.

The emissions baseline data has been derived from a number of different sources from across services and departments within the Council. Whilst some of the data is considered accurate with a high degree of confidence, some is less so.

Emissions for the Council were calculated using a spreadsheet tool provided by the Carbon Trust which is similar in scope as the NI185 spreadsheet but also includes additional CO<sub>2</sub> emissions sources which can be included if necessary.

#### 3.1 Scope

The scope of the baseline includes emissions from:

- Operational buildings; including offices
- Schools, Early Years Settings, Youth Centres
- Cultural facilities; including Dolphin Centre, Civic Theatre
- Street lighting;
- Fleet vehicle fuel;
- Business travel (excluding commuting)

These emissions correspond with the scope of NI185.

Additional emissions have been collected but as they are not directly under the control of the Council and therefore do not have a direct monetary value attributed to them, they have been included as part of a wider emissions baseline but are not covered in the Plan. These emissions include:

- DBC owned housing
- Waste

#### 3.2 CO<sub>2</sub> emissions

The quantity of carbon dioxide emitted from an activity depends on the carbon content of the particular fuel being used. Table 2 shows the amount (kg) of CO<sub>2</sub> produced for each MWh of a particular fuel.

Energy Type	Conversion Factor
Electricity (grid)	0.523
Electricity - CHP	0.295
Electricity (onsite renewables)	0.000
Natural gas	0.185
Gas oil	0.251
Burning oil	0.245
LPG	0.214
Wood	0.000
Coal	0.329

**Table 1: CO<sub>2</sub> conversion factors (kgCO<sub>2</sub>/kWh)**

### 3.3 Baseline

#### 3.3.1 Putting the baseline in context

The financial year 2008/09 has been selected as the baseline year. The baseline CO<sub>2</sub> emissions are presented below in Table 2. It includes emissions from housing and waste to give a full picture of the total emissions of DBC, which is 81,195 tonnes. Putting this into the wider context for Darlington Borough as a whole, the total for the Borough, based on the DEFRA national statistics for 2005, is 787,000 tonnes of CO<sub>2</sub>.

However, emissions from housing and waste will not fall within the remit of the actions identified within the CMP or account towards the 25% reduction target, this is to ensure that actions within this plan support the emissions captured in the Carbon Reduction Commitment and NI185.

	Total CO <sub>2</sub> Emission (tonnes)	Buildings and Streetlights	Transport	Housing	Further scope (emissions from waste in tonnes)
Baseline CO <sub>2</sub> emissions	81,195	15,888	2,051	42,000	21,256

**Table 2 Summary of emissions for baseline year 2008/09 and associated costs**

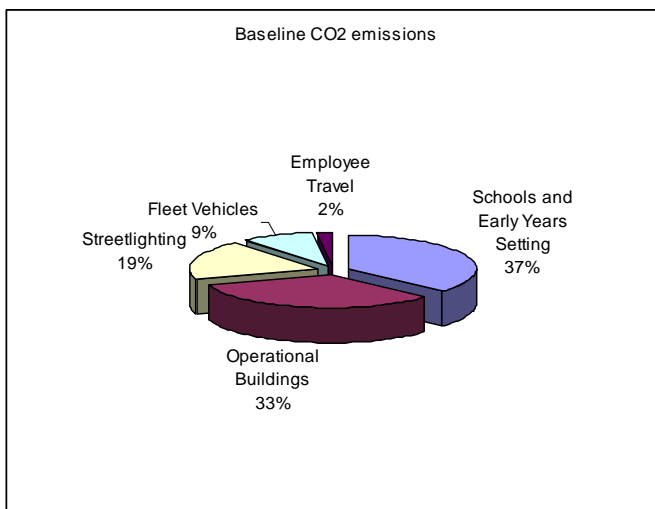
#### 3.3.2 Scope of the emissions included in the Carbon Management Plan

Excluding waste and housing, the total carbon footprint of DBC is 17,939 tonnes of CO<sub>2</sub>. With associated costs of £3,898,547. (Table 3)

	Total CO <sub>2</sub> emissions (tonnes)	Transport	Buildings and streetlights
Baseline CO <sub>2</sub> emissions	17,939	2,051	15,888
Baseline cost (£)	£3,898,547	£916,227	£2,982,320

**Table 3 Summary of emissions for baseline year 2008/09 and associated costs**

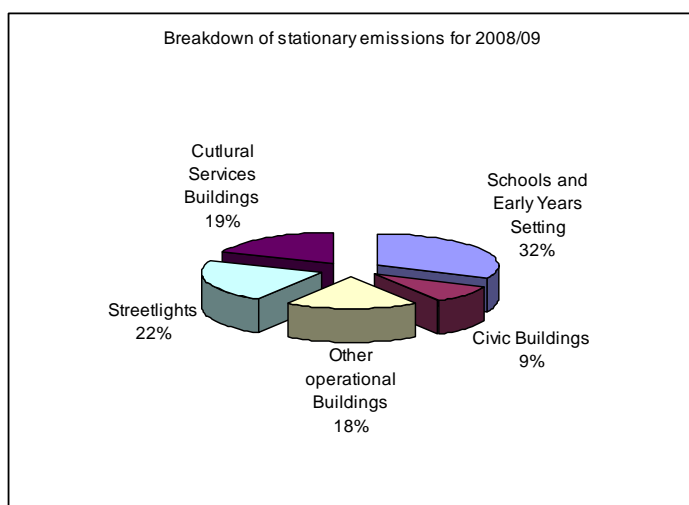
**The Council's carbon footprint is 17939 tonnes**



**Figure 5: Emissions by source (excluding housing and waste)**

Figure 2 shows the breakdown of the sources of emissions targeted in the CMP, excluding housing and waste. This demonstrates that the 89% of emissions are from stationary sources, including streetlighting, with 11% from transport (9% from fleet vehicles, 2% from employee travel).

Of the total CO<sub>2</sub> emissions for stationary sources, schools account for the greatest proportion, followed by Council operated buildings (Figure 3).



**Figure 6 Breakdown of emissions from stationary sources**

### 3.3.3 Data sources and assumptions

Overall data quality and availability for the baseline year is reasonable. A number of assumptions have had to be made as outlined in Section 4.1. Significant improvements are required within data collection, monitoring and analysis to ensure better quality data is available in the future for carbon management and submissions for NI185. These issues are discussed in more detail in Section 6.

Category	Source	Owner	Accuracy
Buildings	Billing data	Kelvin McDade	Good
Schools	Billing data	Kelvin McDade	Good
Streetlighting	Insight, Symology	Tom Russell	Good
Fleet vehicles	Fuel data	Roger Scott	Fair
Business mileage	Payroll/Finance	Xentrall	Fair
Business travel - public transport and air	Agresso codes	Procurement	Fair
Waste	Internal audit	Phillippa Scrafton	Fair

**Table 3 Data sources**

### 3.4 Projections and Value at Stake (VAS)

In order for DBC to achieve the 25% carbon reduction commitment, it is important to know the predicted long term future trends for energy consumption and carbon emissions by establishing a ‘business as usual’ scenario so that a comparison can be made.

2 scenarios are considered in the Carbon Management Plan:

‘**Business as Usual**’ (BAU) where current trends of energy use are projected to 2014. The BAU scenario has been generated using assumptions on future energy use. Factors provided by DTI/BERR have been used to calculate the figures used in the VAS. The factors are 0.7% increase in demand for all stationary sources and 0.7% for fleet vehicles.

**Reduced Emissions Scenario**’ (RES) where a 25% reduction in energy use is projected to 2014.

To give an indication of the potential carbon and financial savings of implementing the CMP, it is useful to calculate the value at Stake (VAS). The Value at Stake is the aggregated difference between the predicted energy spend under a Business as Usual (BAU) scenario where no significant actions on carbon management are undertaken and the energy spend in the Reduced Emissions scenario (RES) where carbon management measures are implemented.

Taking the BAU scenario into account and breaking down the 25% reduction target over 5 years, the Council will be required to reduce emissions by the levels shown in Figure 7 and Table 4.

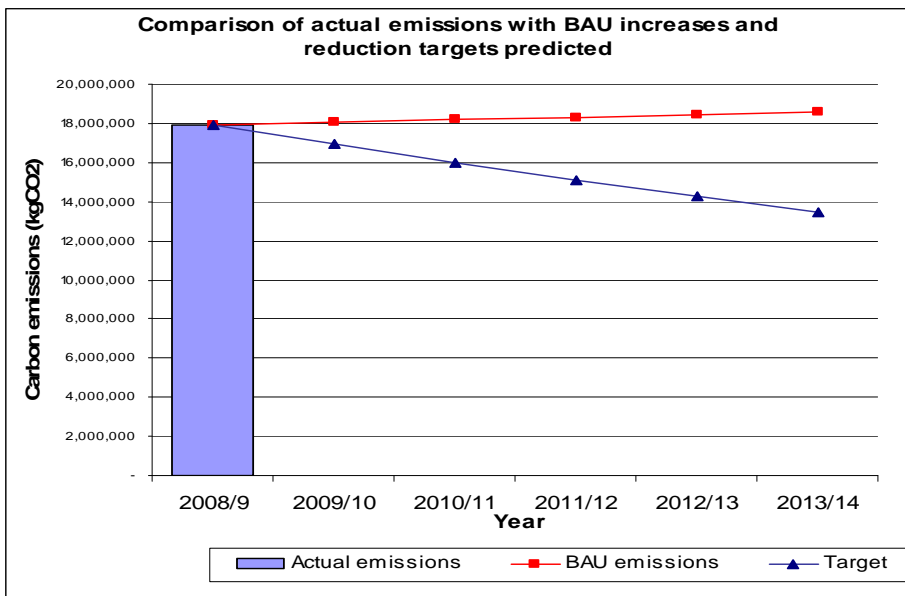


Figure 7- Carbon Value at Stake

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/2014
<b>Business as Usual (tonnes)</b>	17939	18064	18190	18319	18446	18576
<b>Reduced Emissions (tonnes)</b>	17939	16936	15989	15095	14251	13454
<b>Carbon VAS (tonnes)</b>	0	1128	2201	3224	4195	5122

Table 4 - Carbon Value at Stake

#### 4. Carbon Management Projects

The projects listed in the tables below have been identified from a number of sources, including existing work programmes within Children’s Services and Corporate Services and opportunities identified as part of the LACM process.

A number of projects have been raised and discussed by the Carbon Management Team and a number of the significant projects have been quantified. Many other projects have been discussed but have not been included in the tables below as they have not yet been quantified accurately enough for inclusion. The project list remains flexible, therefore when new projects are identified and quantified they will be included below.

##### 4.1 Existing projects

There is already a significant amount of work being undertaken that will contribute significantly to our carbon reduction target and our overall objective of embedding carbon into the every day operations of the Council. These projects, such as a driver training programme for all fleet drivers and the new Council travel Plan will significantly reduce our carbon emissions. Some projects in the plan have been under development as a result of other workstreams such as the Leading Edge Energy Efficiency project and the Carbon Reduction Commitment. Automatic Meter Reading (AMR) for electricity is being installed which will improve the quality and monitoring of energy consumption data within all of our buildings.

Ref	Project	Lead	Cost	Annual Savings		Payback (years)	% of CMP target	Year
				Financial	CO <sub>2</sub>			
1	Automatic Meter Reading – Electricity	KM	13,000	22,083	263.5	0.6	5.88	2010
2	Travel Plan	LN	10,000	7,550	17	1.3	0.38	2010
3	Voltage Optimisation in the Dolphin Centre	KM/PB/ND	0	10,425	124.4	0	2.77	2010
4	Driver Training	IT	25,000	6,778	15.5	3.7	0.35	2011
<b>Total</b>			<b>48,000</b>	<b>46,836</b>	<b>420.4</b>	<b>1.8</b>	<b>9.38</b>	

##### 4.2 Planned/Funded projects

Voltage Optimisation has been installed in the Dolphin Centre as a result of funding from TADEA. The savings made from this project will be used to fund an Energy post. There have been many projects identified by Xentrall within IT, such as server virtualisation and printer rationalisation will make significant contributions to the carbon reduction targets. The Council was successful in gaining Building Schools for the Future (BSF) funding. As this programme progresses, older school buildings will be replaced by new, purpose built buildings. The newer buildings will be excellent in terms of heating emissions but with increased modern technology, there is the risk that emissions from electricity use will increase. This must be accounted for early in the process through innovative design.

Ref	Project	Lead	Cost	Annual Savings		Payback (years)	% of CMP target	Year
				Financial	CO <sub>2</sub>			
5	Server Virtualisation	AL	50,000	13,960	166.6	3.6	3.71	2012
6	Printer Consolidation	AL	20,000	3,763	44.9	5.3	1	2012
7	Property rationalisation	BB		7,995	68.3	0	1.52	2013
8	Energy Manager	BB						2010
9	Awareness Raising – Schools		10,000	54,153	459	0.3	10.23	2010
10	Awareness Raising - Offices		10,000	70,206	661.8	0.1	14.76	2010



11	Refurbishment of CHP in the Dolphin Centre	PB/ND	200,000	21,345	239.1	9.3	5.33	?
<b>Total</b>			<b>290,000</b>	<b>500,422</b>	<b>1,639.7</b>	<b>3.1</b>	<b>36.55</b>	

### 4.3 Operational Buildings Quantified projects

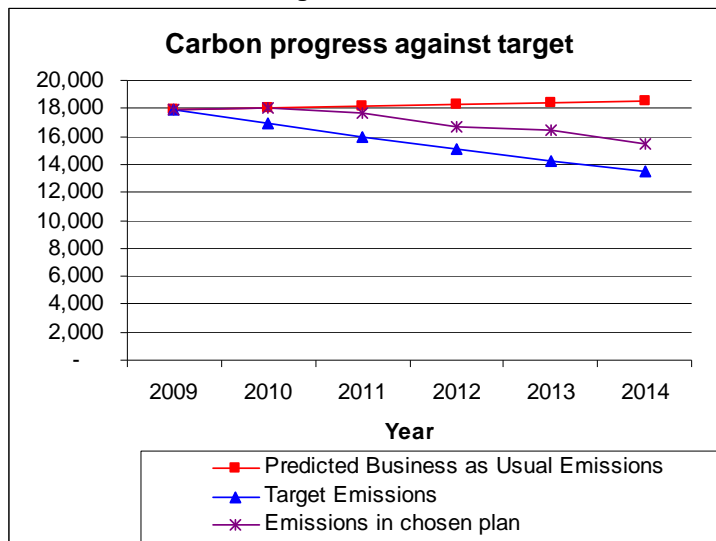
The Carbon Trust advocate that there are certain actions that Council's should be taking as a minimum to reduce carbon emissions. These measures are represented in section 4.3 as quantified projects and are also reflected in the figure collated for buildings from the TADEA reports of 1700 tonnes. These projects can make significant, quick savings.

Ref	Project	Lead	Cost	Annual Savings		Payback (years)	% of target	Year
				Financial	CO <sub>2</sub>			
12	Draught proofing offices	KM	10,000	4,063	25.1	2.5	0.56	2011
13	Upgrade to condensing boilers	KM	200,000	12,839	79.2	Does not payback	1.77	2011
14	Heating control systems	KM	25,000	11,826	72.9	2.1	1.63	2011
15	Pipework insulation in offices	KM	8,000	6,460	39.8	1.2	0.89	2011
16	Automatic lighting controls	KM	110,000	17,263	205.7	6.4	4.59%	2011
17	Retrofit/replace lighting to low energy alternatives	KM	100,000	5,515	65.8	Does not payback	1.47	2012
18	Voltage optimisation in offices	KM	120,000	5,575	66.5	Does not payback	1.48	2012
<b>Total</b>			<b>573,000</b>	<b>63,541</b>	<b>555</b>	<b>9</b>	<b>12.39</b>	

### 4.4 Potential carbon savings from schools (based on initial estimates)

Ref	Project	Lead	Cost	Annual Savings		Payback (years)	% of target	Year
19	Projected savings from schools	JB/MP		£126,287	785.6		17.5	

#### 4.5 Projected achievement towards target



**Figure 8 – Projected progress against the 25% target**

Figure 8 shows the projected savings from 2008/09 to 2013/14 from the Carbon Management Plan projects.

The implemented and quantified projects, if implemented suggest that we would achieve 83% of the target within the plan period. A large proportion of the projected savings will be achieved from low cost projects around awareness raising and promoting good housekeeping.

However, there are other projects, which have been identified and not yet quantified. These projects, if implemented would contribute substantially towards achieving the 25% target.

##### Streetlighting

It is recognised that street lighting is a significant contributor to the overall carbon baseline. A streetlighting carbon and energy management plan is being developed that will allow consideration of adopting particular strategies for the assets. Thus allowing objective and best use of resources to achieve maximum benefit and value for money in terms of energy and carbon management. The action plan will be developed in 2010 and build into the CMP. It will consider a range of areas including: energy supply, trimming, dimming/dynamic lighting strategies, central management systems, advances in streetlighting technology, and policy to embed carbon management.

##### Schools and Early Years settings

Building Schools for the Future Schools – the Council was successful in securing BSF money for 3 of the comprehensive schools. The refurbishment and rebuilding of these schools will meet BREEAM standards, which will contribute to carbon reduction targets. It is not possible to quantify the exact potential carbon savings at this stage.

TADEA reports have been completed for each of the schools. It is expected that, where feasible and where PCP, BSF projects are not underway that the recommendations of these reports be implemented. Initial analysis shows that if the measure were undertaken for each school, approximately 515 tonnes of carbon could be saved. Further analysis is required to determine which of these recommendations will not be implemented as part of the PCP and BSF programmes.

It is also not clear at this stage about the level of funding which will be available to deliver capital projects within schools.

##### Operational Buildings

TADEA reports have been completed for each of the Council owned buildings. It is expected that where feasible the recommendations in the reports will be undertaken for each building. Initial analysis has

shown that if each of the measures were implemented, savings of up to 1700 tonnes of carbon could be achieved. Further analysis is required to determine which measures identified in the TADEA reports have not already been implemented or been identified in this Plan to avoid double carbon counting.

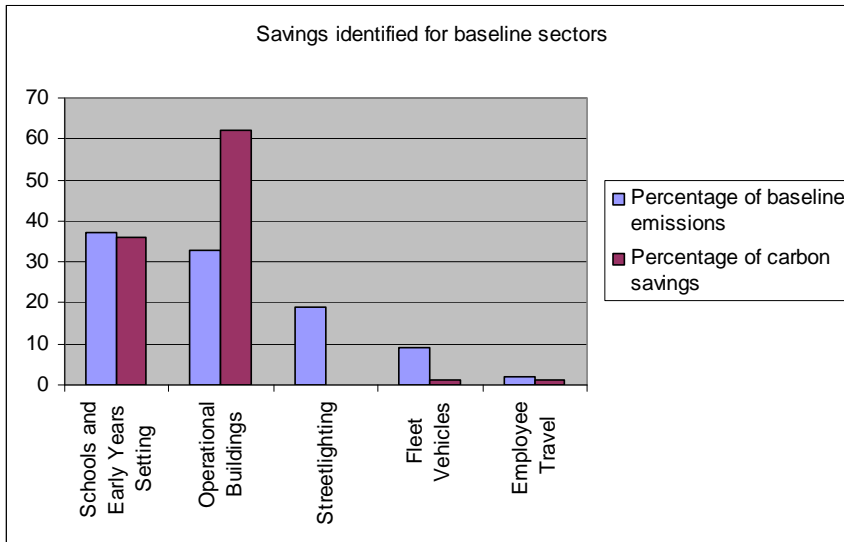
In addition to this, each of the buildings, including schools have Display Energy Certificates (DECs) and associated Advisory reports making recommendations for reducing energy consumption to improve the DEC rating.

The new Energy post being created to work with Building Managers in implementing measures highlighted in the both the TADEA reports and DEC Advisory reports.

Longer term projects

Town Centre Fringe Combined Heat and Power – a feasibility study has been completed for a CHP district heating network as part of the Town Centre Fringe development. The Town Hall, Dolphin Centre and Covered Market would be part of the district heating network, which will contribute significantly to reducing carbon emissions from these buildings.

Figure 9 shows the contribution projects within each sector of the baseline make to the overall savings identified in the tables above.



**Figure 9 savings identified for baseline sectors**

The CMP is based on the best available data, in some areas assumptions about savings resulting from particular measures are generic and rudimentary, so are very unlikely to prove completely accurate in every case.

## 5 Carbon Management Plan Financing

This section considers the costs, benefits and funding arrangements for the Carbon Management Plan. The financial benefits to the Council from implementing the Carbon Management Plan are significant. Energy costs are predicted to rise dramatically over the next few years and in view of the financial pressures expected on the Council this is an important area of the Council's saving and efficiencies programme. The figures in the CMP take into account the increase in energy costs if the Council does not achieve the savings and potential energy price increases.

As all of the energy saving measures have not yet been determined the financing plan is only partial. However, it demonstrates a principle of getting the savings early on and creating financial capacity to fund the more capital intensive projects later in the plan. Savings will be paid into an Energy fund which will fund savings initiatives and staff capacity to move the project forward.

The current investment required stands at £0.911m but it is anticipated this will be considerably more once all schemes are fully worked up. The Energy fund on early predictions will show a good surplus (reaching approximately £0.15m in 2013/14) which will provide capacity to fund capital schemes.

External funding is being explored to accelerate the programme, for example through Salix Funding and as part of the regional bid for funding through the European Investment Bank (EIB). Some projects already have finance in place, such as IT projects, Primary Capital Programme and BSF.

Most of the projects have a payback period of under 5 years. Projects will be implemented based upon their potential carbon savings and their cost payback. Those schemes that provide the most efficient yields in terms of payback/future savings will be implemented first. The savings from these projects can then be re-invested into the longer term schemes.

### 5.1 Assumptions

- Assumption 1 - the project costings and energy savings are based on best estimates as advised by the Carbon Trust and exact details will need to be verified before projects are implemented.
- Assumption 2 – the project can be self-funding, however, external funds will be sought to accelerate progress in the short term.
- Assumption 3 – Capital expenditure will need to be released by Cabinet, however, consideration is being given to a global release and delegated authorisation for officers so as to expedite schemes.

### 5.2 Benefits / savings – quantified

	2010	2011	2012	2013	2014
<b>Cumulative Annual cost saving</b>	£0	£51,145	£178,835	£207,756	£345,994
<b>Cumulative Annual CO<sub>2</sub> saving</b>	0.00	503.47	1682.46	1951.30	3157.90
<b>% of target achieved</b>	0%	11%	38%	44%	70%

Table 5

### 5.3 Benefits / Savings - unquantified:

- Delivery of emission reductions reported under NI185 – carbon emissions from Local Authority operations.
- To lead by example to the community of Darlington and be in a better position to approach key stakeholders when revising the Darlington Climate Change Action Plan.
- Improved service delivery and working conditions for employees.
- Actions to embed carbon management have not been quantified but will contribute to the overall target and objective of the CMP.

#### 5.4 Additional resources

£000s	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
<b>Estates</b>			32	32	32	
<b>Programme/Project Manager</b>			X	Y	Y	Y

A temporary post has been created within the Estates team to assist with the energy saving measures in the Council's operational buildings.

This Plan may require the creation of a Project Manager post, funded through the programme, to be both manager of the implementation of the programme and project manage specific projects in accordance with the Council's Capital Projects Processes, if and when larger projects such as CHP are brought forward. Initially projects can be managed through existing resources and the Energy Officer but this will be kept under review.

#### Financial costs and sources of funding

figures in £ 1000's	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
<b>Annual costs:</b>						
<b>Total annual capital cost</b>				50	445	320
<b>Total annual revenue cost</b>			43	53		
<b>Total costs</b>			43	103	445	320
<b>Committed funding:</b>						
<b>Committed annual capital</b>						
<b>Committed annual revenue</b>						
<b>Total funded</b>						
<b>Unallocated funding</b>						
<b>Unallocated annual capital</b>				50	445	320
<b>Unallocated annual revenue</b>			43	53		
<b>Total unfunded</b>			43	103	445	320

The table at 5.2 above shows that quantified savings in 2011 and 2012 will total approximately £230,000 which are in excess of the estimated revenue and capital costs required to deliver the initial schemes in these years by £84,000. These savings will be used to build up a fund to cover future schemes and the required additional resources such as the Energy Post. At the same time funding streams will be explored (such as Salix) to bring forward some of the more costly capital schemes. Notwithstanding any additional funding (subject to an approved business case) it may be possible to bring forward some capital schemes to be funded from revenue surpluses.

## 6. Actions to Embed Carbon Management

As part of the LACM7 process, the Project Sponsor and Project Lead undertook a self-assessment of the Carbon Management Embedding Matrix (Appendix 1 in CMP). At the launch event in June 2009, this matrix was discussed by the Carbon Management Board and Team further to determine which level DBC is currently at and where it should be realistically aspiring to be by 2014.

### 6.1 Corporate Strategy – embedding CO<sub>2</sub> saving across your organisation

Carbon Reduction Area	Level at March 2009	Target level March 2014
Corporate Strategy	2-3	5

By 2014, the aspiration is to ensure that carbon management is allocated as a top-level target with CO<sub>2</sub> reduction targets in Service Plans and regular review mechanisms in place.

Actions to do this include:-

- SMN Carbon Management – Feb 2010.
- CMT and Cabinet endorsement of the Carbon Management Plan and the 25% reduction target. March–May 2010
- Inclusion of the 25% target in the Corporate Plan with corresponding targets allocated across all Service Plans – March 2011
- Annual review of the CMP with input from SMN or CMN.

Outcome	Action	Owner	By When
Top level target allocated across organisation	Carbon Management Plan to CMT/Cabinet	Assistant Chief Executive – Regeneration (ACE (R))	March 2010
CO <sub>2</sub> reduction targets in Service Plans	Include carbon management in Corporate Plan and LAA refresh		2011
	SMN on Climate Change	ACE (R)	Feb 2010
Action plans in place to embed strategy. Progress routinely reviewed	Review process through LACM governance arrangements (Ch7)  Update Corporate Energy Policy Develop Corporate Environmental Policy	Sustainable Development and Climate Change Officer (SDCCO)  Estates Technician/Energy Manager SDCCO	Ongoing

### 6.2 Programme Management – bringing it all together effectively

Carbon Reduction Area	Level at March 2009	Target level March 2014
Programme Management	2	5

A governance structure for managing the LACM process has been set up, the future direction of this structure is discussed in Chapter 7.

### 6.3 Responsibility – being clear that saving CO<sub>2</sub> is everyone’s job

Carbon Reduction Area	Level at March 2009	Target level March 2014
Responsibility	2-3	5

Currently carbon management is the responsibility of the Sustainable Development and Climate Change Officer, with support from the Assistant Chief Executive (Regeneration) and the carbon management team. During the 5-year life of the CMP, it is expected that carbon management will become the responsibility of every employee within DBC. This is essential if the 25% reduction target is to be realised.

Actions to ensure that carbon management becomes the responsibility of everyone within the organisation include:

- Expansion of the Green Champions network to ensure representation from across the Council. Recruitment of Senior level and Elected Member Green Champions.
- Carbon Management needs to become integrated within the responsibilities of senior managers. This will signify to all staff that carbon management and energy savings are a corporate priority.
- Carbon Management responsibilities should also be incorporated within the job descriptions of the Carbon Management Team to ensure resources are available beyond the 10 month LACM programme.
- Include carbon management on team meeting agendas.
- SMN and CMN to be briefed on the importance of considering the carbon implications of decisions taken.
- Cabinet report summary sheet and Capital Projects CP1 to include carbon management/climate change box to ensure carbon implications are considered in decisions made by the Council.

Outcome	Action	Owner	By When
CM integrated in responsibilities of senior managers	Training programme for SMN and team leaders – ensure CM on team meeting agendas  Every Service area to have CO <sub>2</sub> reduction targets	Human Resources/SDO  Policy Unit	2011
CM part of job descriptions	CM to be in job descriptions and backed up by training	Human Resources	2014
Central CO <sub>2</sub> reduction advice available	CM advice to be available on intranet	SDCCO/Communications Unit	2010
Green Champions leading local action groups	Strengthen the role of Green Champions	ACE (R)/SDCCO	2010

#### 6.4 Data Management – measuring the difference, measuring the benefit

Carbon Reduction Area	Level at March 2009	Target level March 2014
Data Management	2-3	4-5

The 10 month LACM process has enabled the carbon footprint in respect of buildings, fleet and business travel to be calculated for the Council. This data needs to be compiled annually, to report to DECC on NI185 and built upon to include areas such as waste, water and outsourced Council activities. Actions to improve data management include:

- Automated Meter Reading technology is to be installed in 2010, which will improve the quality of the data available.
- A new Energy post has been created and will be filled in 2010. This post will provide technical support to the Estates Team and ensure closer monitoring of energy use and delivery of actions in the CMP.
- In 2010, new fleet management systems will be put in place, which will improve the data quality available.
- Data will be collected on all emissions included in the CMP on a regular basis by the SDCCO to monitor the performance of actions included in the CMP. This information will be communicated to staff to promote awareness and ownership.

Outcome	Action	Owner	By When
Annual collation of CO <sub>2</sub> emissions	Identify roles and responsibilities for NI185 database	SDO	May 2010
	AMR to be installed	Estates	2010
	Improve data quality and collection in relation to fleet vehicles	Assistant Director - Environmental Services	2010
	Improve data quality and collection in relation to business mileage	Xentrall	2010
	Energy Manager post created	Assistant Director - Resources	2012
	Corporate landlord	Assistant Director - Resources	
Data internally reviewed	Data will be regularly reviewed through LACM governance structure	Carbon Management Programme Board/SDCCO	Quarterly

#### 6.5 Communication and Training – ensuring everyone is aware



Carbon Reduction Area	Level at March 2009	Target level March 2014
Communication and Training	2-3	4

As part of the Leading Edge Energy Review, an awareness campaign was launched in the Flyer in 2008. Each month there is an Energy Stop article that is linked with the Green Champions network.

Actions to ensure communications and training on carbon reduction reach all staff include:

- Development of a Communications Strategy:
  - Key objectives
    - Raise and maintain awareness of the importance of carbon management and energy savings within DBC.
    - To develop the whole-organisation approach to ensure that carbon management is a corporate objective within DBC.
    - To report on progress in achieving the carbon and cost savings set out in the CMP
    - To deliver training to staff, Elected Members on carbon management practices and policy alignment in the future.
    - To be able to provide practical guidance and support to other stakeholders in developing their own carbon baseline and opportunities for reduction
- All Scrutiny Committees, particularly E&E, Resources and CYP to oversee delivery of the CMP.
- Regular item on schools meetings (ie Joint Head Teacher's meeting, Schools forum) agendas.

Outcome	Action	Owner	By When
All staff are given CO <sub>2</sub> reduction: <ul style="list-style-type: none"> <li>• Induction</li> <li>• Communications</li> </ul>	Discuss with HR Induction training/Induction pack Employee code of conduct Budget for communications	HR/SDCCO	2011
CM matters communicated to external community	Links with Darlington Partnership – wider than the GTG	SDCCO	Ongoing
Communications Strategy	Development of a Communications Strategy	SDCCO	May 2010

## 6.6 Finance and Investment – the money to match the commitment

Carbon Reduction Area	Level at March 2009	Target level March 2014
Finance and Investment	3	4-5

This factor of embedding Carbon Management is covered in section five of this Plan.

## 6.7 Policy Alignment – saving CO<sub>2</sub> across your operations

Carbon Reduction Area	Level at March 2009	Target level March 2014
Policy Alignment	2	4

If carbon management is to be embedded within the operations of DBC, there is the need to align policies and procedures. At present the Council has no strategy for aligning policies influencing, both positively and negatively, carbon management. Actions to ensure policy alignment include:

There needs to be a comprehensive review of key policies, such as procurement, HR, Capital Projects, travel planning etc to ensure that the overall carbon management potential is not reduced by decisions that have a direct or indirect influence.

The suggested approach to policy alignment is as follows:

Section	Action	Who	When
Procurement	Develop Sustainable Procurement Policy	Procurement Team	2011
HR	Business travel Worksmart	HR	2010/2011
Democratic Services	Cabinet and Committee reports to include CO <sub>2</sub> impacts	Democratic Services	2010
Environmental Services	Park Management – reduced grass cutting for more natural use of green spaces	Streetscene	2010/2011
Housing	Advice to tenants Encourage the adoption of sustainable design Delivery of LA new build programme	Housing	Ongoing
Planning	Local Development Framework	Planning and Environmental Policy	Ongoing
Capital Projects Team	Ensuring carbon management considered in all capital projects	Capital Projects Team	Ongoing
Policy Unit	Performance Management Framework to include carbon reductions and in service plans Carbon Impact Appraisals Build into CAA self assessment Review and refresh SCS Engage with partners and share best practice	Policy Unit	2011
Children's Services	BSF programme Carbon management to be included in CYPP	Schools Improvement Team	2011

#### 6.8 Engagement of Schools – influencing Schools to reduce their carbon footprint

Carbon Reduction Area	Level at March 2009	Target level March 2014
Engagement of Schools	2	4

Actions to ensure maximum carbon savings within schools include:

- Develop a comprehensive and co-ordinated approach to carbon management within schools, linked to the Eco Schools programme and Sustainable Schools framework. Ensure that all key stakeholders engaging with schools consider the carbon management implications of their work.
- Sustainability/energy management to be a priority in new build and retrofit of schools.
- Design briefs for Capital projects agreed by Schools and the Local Authority through the local asset management process shall, wherever possible, include requirements to consider and implement measures to help meet the prevailing emissions reduction target that has been established by the Council.

Outcome	Action	Owner	By When
A clear emphasis on energy/CO <sub>2</sub> reduction in schools	Attend Head Teacher and cluster meetings. Introduce CRC requirements	Assistant Director – Planning and Resources	2010
Council activities fully co-ordinated	Corporate approach to work with schools	SDCCO	2010
Broad set of education stakeholders engaged	Partnership approach to work with schools	SDCCO	2010
Funding in place	Work with external funding team to identify potential funding streams	SDCCO	2011
Energy Advisor for Schools	Work up a case for an Energy post to work directly with schools on carbon management	New Energy Manager	2011

## 6.9 Engagement of Suppliers – working with suppliers to reduce the carbon footprint

Development of Sustainable Procurement Policy

## **7. Programme Management of the CM Programme**

This section describes how the Carbon Management Plan will be governed, owned and managed to ensure that the carbon reduction potential of DBC is realised. It is essential that this programme remains high on the Council's agenda. The governance and staffing arrangements have been reviewed and amended to move them from being appropriate for plan preparation to being appropriate for plan implementation.

### **7.1 The Programme Board – strategic ownership and oversight**

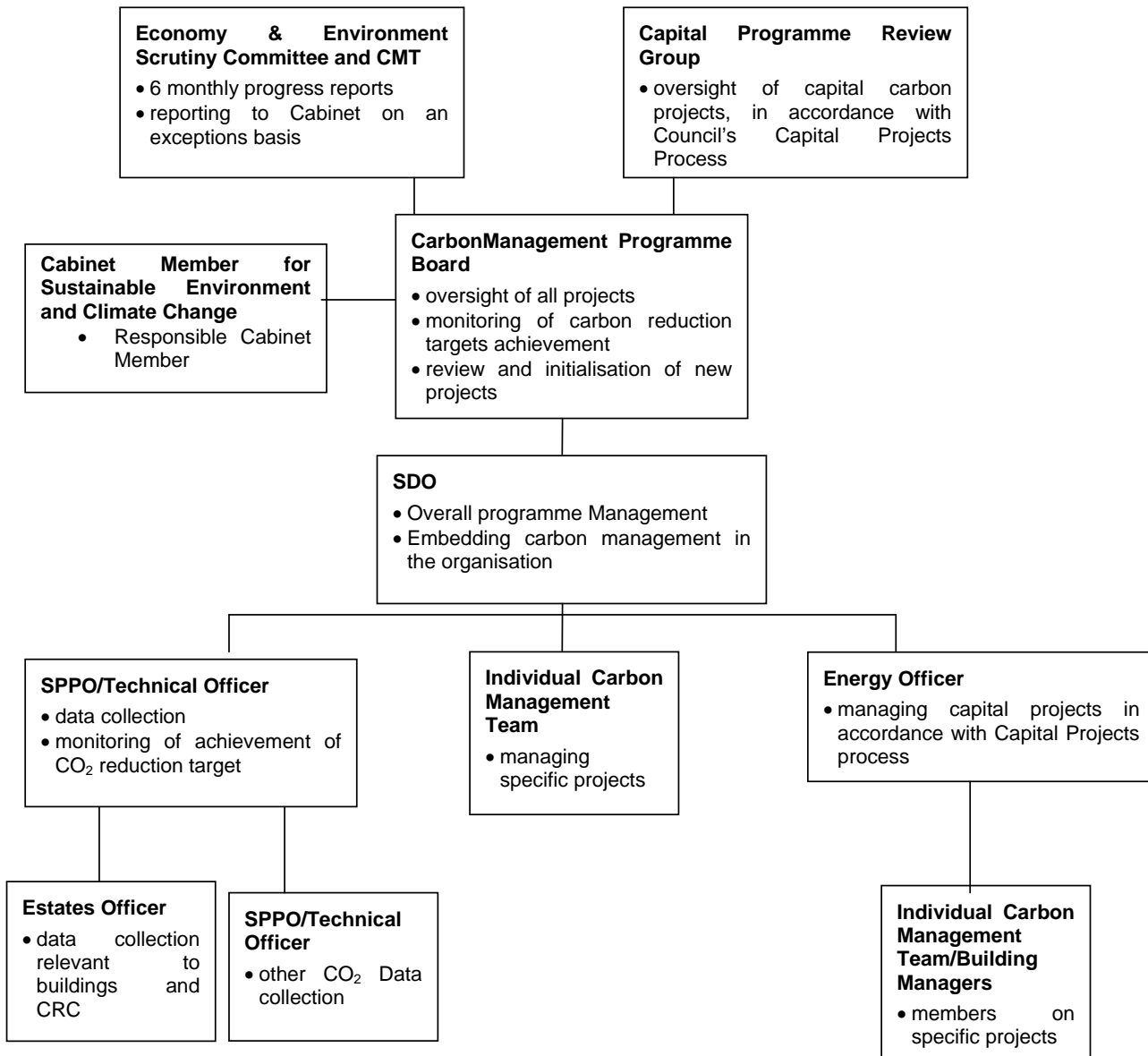
The Carbon Management Programme Board will be made up of the following:-

- Richard Alty, Assistant Chief Executive (Regeneration) (Programme Sponsor)
- Ian Thompson, Assistant Director – Environmental Services
- Brian Boggon, Assistant Director – Resources
- George McQueen, Assistant Director – Planning and Resources
- Dave Winstanley, Assistant Director – Highways and Engineering
- Councillor Wallis, Councillor Sponsor
- Steve Petch, Strategy Manager
- Paula Jamieson, Sustainable Development Officer (Project Leader)
- Brett Neilson, Finance Manager

### **7.2 Terms of Reference of the Board**

- To champion and provide leadership on Carbon Management (CM)
- To set and review strategic direction and targets
- To own the scope of the CM Programme and prioritise carbon reduction projects
- To monitor progress towards objectives and targets
- To remove obstacles to successful completion of CM projects
- To review and champion plans for financial provision
- To ensure there is a framework to co-ordinate projects in CM Programme
- Capital Projects managed in accordance with corporate Capital Projects methodologies

### 7.3 Strategic position of Carbon Management Board



**SDCCO – Sustainable Development and Climate Change Officer**

SPPO – Sustainable Policy and Projects Officer

**Figure 10 - Governance for Implementation of Carbon Management Plan**

#### **7.4 Reporting and progress review mechanisms**

The Carbon Management Programme will be managed in accordance with the Council's Corporate Capital Projects process.

The Carbon Management Board will meet at least every two months to review progress towards the target. The Carbon Team will be responsible for the specific projects they are involved with to the relevant project manager.

Progress on Capital projects will be reported on a regular basis in accordance with the Capital Projects Process.

As explained in sections 5 and 6 a new post may be created, funded through the Programme to be both overall Programme manager and Project Manager for the Capital Projects.

The Carbon Management Board will report 6-monthly to CMT (or Financial Management and Efficiency Board) and to Economy and Environment Scrutiny Committee with the opportunity for exception reporting to Cabinet as required.

The Programme Sponsor will report monthly to the Cabinet Member for Sustainable Environment and Climate Change.

The Carbon Management Plan will be reviewed and updated annually by the Board and Team to assess progress on targets and implementation progress. The review will cover the costs and all benefits from the Programme including:

- Financial savings
- CO<sub>2</sub> savings against the target
- Align with NI185 and NI186
- Qualitative benefits eg engaging the community and delivering against NI186
- New Projects.

### 7.5 The Carbon Management Team – delivering the projects

The Carbon management Team is the core team responsible for the delivery of projects within the CMP. Each named person has a responsibility for delivery of the relevant carbon management activity.

Role	Name and position in the LA	Contact details
Programme Manager	tbc	tbc
Capital Projects Manager	tbc	tbc
Project Leader	Paula Jamieson Sustainable Development Officer	(01325) 388920 paula.jamieson@darlington.gov.uk
Carbon Management Team members	Kelvin McDade Estates and Property Technician	(01325) 388790 Kelvin.mcdade@darlington.gov.uk
	John Bell Capital Projects Manager, Children's Services	(10325) 388870 john.bell@darlington.gov.uk
	Andrew Langley ICT Technology Architect	(01642) 526331 Andrew.langley@xentrall.org.uk
	Louise Neale Transport Policy Officer	(01325) 388716 louise.neale@darlington.gov.uk
	Deborah Spence Project Manager, Leading Edge Energy Review	(01325) 388902 Deborah.Spence@darlington.gov.uk
	Susan White Head of Strategic Procurement	(01325) 388019 susan.white@darlington.gov.uk
	Paul Branch Building Operations Manager	(01325) 388117 paul.branch@darlington.gov.uk
	Neil Drew Leisure and Arts Manager	(01325) 388438 neil.drew@darlington.gov.uk
	Roger Scott Transport Services Manager	(01325) 347475 roger.scott@darlington.gov.uk
	Valerie Adams Principal Planning Policy Officer	(01325) 388477 Valerie.adams@darlington.gov.uk
	Tom Russell Street Lighting Engineer	(01325) 388754 tom.russell@darlington.gov.uk
	Michelle Parkes Communications Officer	(01325) 388025 Michelle.parkes@darlington.gov.uk
	Ian Wilson Performance Management, Corporate Service	(01325) 388394 ian.wilson@darlington.gov.uk

### 7.6 Succession planning for key roles

Project Lead will pass on to future Sustainable Development and Climate Change Officer roles.  
Project Sponsor will be the Assistant Chief Executive (Regeneration).

Member Sponsor will be the Sustainable Environment and Climate Change portfolio holder.  
Should a member of the Carbon Management Team leave the Council then a suitable replacement will be appointed.

### 7.7 Ongoing stakeholder management

Stakeholder	Interest (H/M/L)	Influence (H/M/L)	Current view of project (1=strongly favour... ..5=strongly oppose)					Purpose of Communication (Inform/Influence/Maintain buy-in)
			1	2	3	4	5	
Corporate Management Team	H	H	*					Maintain
CMN	H	H	*					Maintain
Elected Members	H	H	*					Maintain
Staff	M	H			*			Inform and Influence
LSP	M	L	*					Maintain
Community	M	L		*				Inform
Developers		L		*				Inform
Building Managers	H	H				*		Influence
Other Partners	M							Inform and Influence
NEPO	M	L	*					Maintain
Transport Review	H	H	*					Maintain
EST	H	H	*					Maintain
Carbon Management Team	H	H			*			Maintain

### 7.8 Risks and issues management

Major problems with the CMP will be brought to the attention of the Board to help mitigate the situation. Senior personnel from each Department are represented on the Board, therefore this is the best arena by which to address major personnel, technological or financial issues.

A risk log has been included within the suite of project management documents. The risk log will be reviewed at Board meetings.

Comment [j1]:





	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT *	ENGAGEMENT OF SCHOOLS
<b>5 BEST</b>	<ul style="list-style-type: none"> <li>Top level target allocated across organisation</li> <li>CO<sub>2</sub> reduction targets in Directorate Business Plans</li> <li>Action plans in place to embed strategy. Progress routinely reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Cabinet / SMT review progress against targets on quarterly basis</li> <li>Regular diagnostic reports provided to Directorates</li> <li>Progress against target published externally</li> </ul>	<ul style="list-style-type: none"> <li>CM integrated in responsibilities of senior managers</li> <li>CM part of all contracts / T's&amp;C's</li> <li>Central CO<sub>2</sub> reduction advice available</li> <li>Green Champions leading local action groups</li> </ul>	<ul style="list-style-type: none"> <li>Regular collation of CO<sub>2</sub> emissions for all sources</li> <li>Data externally verified</li> <li>Monitoring &amp; Targeting in place for:                             <ul style="list-style-type: none"> <li>buildings</li> <li>street lighting</li> <li>transport/travel</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>All staff given formalised CO<sub>2</sub>:                             <ul style="list-style-type: none"> <li>induction and training</li> <li>communications</li> </ul> </li> <li>Joint CM communications with key partners</li> <li>Staff awareness tested through surveys</li> </ul>	<ul style="list-style-type: none"> <li>Finance committed for 2+ yrs of Programme</li> <li>External funding being routinely obtained</li> <li>Ring-fenced fund for carbon reduction initiatives</li> </ul>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> friendly operating procedure in place</li> <li>Central team provide advice and review, when requested</li> <li>Barriers to CO<sub>2</sub> reduction routinely considered and removed</li> </ul>	<ul style="list-style-type: none"> <li>A 'whole school approach' including curriculum</li> <li>Mature programme of engagement in place</li> <li>CO<sub>2</sub> saving in schools having a wider community impact</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> reduction commitment in Corporate Strategy</li> <li>Top level targets set for CO<sub>2</sub> reduction</li> <li>Climate Change Strategy reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor reviews progress and removes blockages through regular Programme Boards</li> <li>Progress against targets routinely reported to Senior Mgt Team</li> </ul>	<ul style="list-style-type: none"> <li>CM integrated in to responsibilities of department heads</li> <li>Cabinet / SMT regularly updated</li> <li>Staff engaged through Green Champion network</li> </ul>	<ul style="list-style-type: none"> <li>Annual collation of CO<sub>2</sub> emissions for:                             <ul style="list-style-type: none"> <li>buildings</li> <li>street lighting</li> <li>transport/travel</li> </ul> </li> <li>Data internally reviewed</li> </ul>	<ul style="list-style-type: none"> <li>All staff given CO<sub>2</sub> reduction:                             <ul style="list-style-type: none"> <li>induction</li> <li>communications</li> <li>CM matters communicated to external community</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Coordinated financing for CO<sub>2</sub> reduction projects via Programme Board</li> <li>Funding principles and processes agreed</li> <li>Finances committed 1yr ahead</li> <li>Some external financing</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive review of policies complete</li> <li>Lower level policies reviewed locally</li> <li>Unpopular changes being considered</li> </ul>	<ul style="list-style-type: none"> <li>A clear emphasis on energy / CO<sub>2</sub> reduction in schools</li> <li>Council activities fully coordinated</li> <li>Broad set of education stakeholders engaged</li> <li>Funding in place</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> reduction vision clearly stated and published</li> <li>Climate Change Strategy endorsed by Cabinet and publicised with staff</li> </ul>	<ul style="list-style-type: none"> <li>Core team regularly review CM progress:                             <ul style="list-style-type: none"> <li>actions</li> <li>profile &amp; targets</li> <li>new opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>An individual provides full time focus for CO<sub>2</sub> reduction</li> <li>Key individuals have accountability for carbon reduction</li> <li>Senior Sponsor actively engaged</li> </ul>	<ul style="list-style-type: none"> <li>Collation of CO<sub>2</sub> emissions for limited scope i.e. buildings only</li> </ul>	<ul style="list-style-type: none"> <li>Environmental / energy group(s) given ad hoc:                             <ul style="list-style-type: none"> <li>training</li> <li>communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>A view of the cost of CO<sub>2</sub> reduction is developing, but finance remains ad-hoc</li> <li>Some centralised resource allocated</li> <li>Finance representation on CM Team</li> </ul>	<ul style="list-style-type: none"> <li>All high level and some mid level policies reviewed, irregularly</li> <li>Substantial changes made, showing CO<sub>2</sub> savings</li> </ul>	<ul style="list-style-type: none"> <li>A person has responsibility for Schools CO<sub>2</sub> reduction</li> <li>Schools CO<sub>2</sub> reduction projects coordinated</li> <li>Ad-hoc funding</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>Draft Climate Change Policy</li> <li>Climate Change references in other strategies</li> </ul>	<ul style="list-style-type: none"> <li>Ad hoc reviews of CM actions progress</li> </ul>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> reduction a part-time responsibility of a few department champions</li> </ul>	<ul style="list-style-type: none"> <li>No CO<sub>2</sub> emissions data compiled</li> <li>Energy data compiled on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>Regular awareness campaigns</li> <li>Staff given CM information on ad-hoc basis</li> </ul>	<ul style="list-style-type: none"> <li>Ad hoc financing for CO<sub>2</sub> reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>Partial review of key, high level policies</li> <li>Some financial quick wins made</li> </ul>	<ul style="list-style-type: none"> <li>Ad-hoc schools projects to specifically reduce energy / CO<sub>2</sub></li> </ul>
<b>1</b>	<ul style="list-style-type: none"> <li>No policy</li> <li>No Climate Change reference</li> </ul>	<ul style="list-style-type: none"> <li>No CM monitoring</li> </ul>	<ul style="list-style-type: none"> <li>No recognised CO<sub>2</sub> reduction responsibility</li> </ul>	<ul style="list-style-type: none"> <li>No CO<sub>2</sub> emissions data compiled</li> <li>Estimated billing</li> </ul>	<ul style="list-style-type: none"> <li>No communication or training</li> </ul>	<ul style="list-style-type: none"> <li>No specific funding for CO<sub>2</sub> reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>No alignment of policies for CO<sub>2</sub> reduction</li> </ul>	<ul style="list-style-type: none"> <li>No CO<sub>2</sub> / energy reduction policy for schools</li> </ul>

\* Major operational policies and procedures, e.g. Capital Projects, Through Life Costing, Procurement, HR, Business Travel  
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