

East Devon District Council

Carbon Management Programme

Carbon Management Plan (CMP)

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Foreword from Councillor Graham Liverton and Mark Williams, Chief Executive EDDC



East Devon District Council's vision is for an 'Outstanding and sustainable quality of life for everyone in East Devon'. This Carbon Management Plan is an important step in putting sustainability at the heart of the Council's activities and service delivery. In so doing the Plan reflects our Corporate values: the courage to lead, the wisdom to listen, a passion for people, places and performance and champions of improvement and challenge.

Cllr Graham Liverton
Environment Portfolio Holder
(Picture of Mark Williams required also)

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 in line with its Kyoto commitments and the Local Authority Carbon Management programme is 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 by lowering their carbon emissions.

East Devon District Council was selected in 2008, amidst strong competition, to take part in this ambitious programme. East Devon District Council partnered with the Carbon Trust on this programme in order to realise vast carbon and costs savings. This Carbon Management Plan commits the council to a target of reducing CO₂ by 45% by 2014 and underpins potential financial savings to the council of around £***.

There are those that can and those that do. Local authorities can contribute significantly to reducing CO₂ emissions. The Carbon Trust is very proud to support East Devon District Council in their ongoing implementation of carbon management.



Richard Rugg
Head of Public Sector, Carbon Trust



CARBON
TRUST

Management Summary *(this summary will be updated as the remainder of the CMP is completed in detail and it is recognised that some of the information below does not yet appear elsewhere in this draft)*

East Devon District Council adopted its Climate Change Strategy in March 2008. One of the priority actions within the Strategy is to: 'Carry out a carbon management programme with the Carbon Trust to establish the carbon footprint for East Devon District Council and to establish a detailed action plan for energy savings'.

At the County level, the Carbon Management Plan is East Devon District Council's response to the Local Area Agreement target to reduce carbon dioxide emissions. At the National level, the same target is embedded within National Indicator 185 and within the Comprehensive Area Assessments.

The Carbon Management Plan focusses mainly on two different scope areas: Scope 1 covers those areas of activity where carbon saving would result in a relative financial saving to East Devon District Council. Data gathered so far suggests emissions from these sources are around 2,678 tonnes of carbon dioxide per annum. Scope 2 covers those areas of activity where carbon saving would result in a relative financial saving to another party – either Council house tenants, Leisure East Devon or staff who commute by car. Data gathered so far suggests emissions from these sources are around 22,724 tonnes of carbon dioxide per annum. East Devon District Council's target is for a reduction in emissions of 45% by 2014 from both scope 1 and scope 2 areas, representing a total of 11,431 tonnes of carbon dioxide per annum.

Due to the scope of this Carbon Management Plan being wide, including areas over which East Devon District Council has no financial control, there is a relatively low financial value at stake for East Devon District Council. However, there is a substantial value at stake for our Council house tenants and thus the Carbon Management Plan should reduce the number of tenants in, or close to, fuel poverty. Many of the measures would also increase comfort levels and therefore be of benefit to health.

The main target for investment will be Council owned housing stock. It is recognised that a substantial proportion of this housing will still be in use in 2050, so measures taken now to improve its efficiency will have long term benefits. The second target for East Devon District Council is to reduce emissions from travel, both business and commuting. This is seen as hard to achieve because it is more about behavioural change than technical fixes. It is recognised that reducing travel can bring added benefit besides a reduction in emissions, such as improving the health of staff, providing a more efficient service to customers and having more cross departmental links. The third area for reduction is buildings. This is currently a difficult area to take forward due the impending Local Government Reorganisation but there are many potential projects involving those buildings that are unlikely to be affected by any boundary changes such as Leisure East Devon facilities, public conveniences etc.

Introduction

The Carbon Management Plan represents East Devon District Council's vision for carbon management over the next 5 years, from 2009 until 2014.

East Devon District Council has set a target of a 45% reduction in carbon dioxide emissions by 2014 in comparison to the 2007/08 baseline.

This is an ambitious target as it is challenging both quantitatively and in terms of the scope of the Carbon Management Plan. East Devon District Council has included areas which are outside its direct managerial control, such as its housing stock, commuting mileage and some outsourced services as these are significant contributors to local carbon dioxide emissions.

East Devon District Council embarked on the Carbon Management Programme in April 2008 as one of the actions contained within its Climate Change Strategy. The programme can be seen as a 5 step process:

Step 1: Mobilising the organisation

This included appointment of a Carbon Management Programme Leader, identifying Councillor and Corporate Sponsors and officers who would support and deliver the programme. Additionally providers of outsourced services were informed of the existence of the Programme and their role within it.

Step 2: Set baseline, forecast and targets

Prior to the Carbon Management Programme there had been little gathering and analysis of energy consumption data. The need to be able to accurately assess East Devon District Council's carbon footprint meant that new processes needed to be implemented. The first measure of East Devon District Council's carbon footprint will be approximate due to both the method of data collection and the use of a mathematical model to estimate emissions from the housing stock. It is expected that data collection methods will improve over time which will result in more accurate data in the future.

Step 3: Identify and quantify options

The Carbon Management Plan lists ideas for projects that could contribute towards the target of a 45% reduction in carbon dioxide emissions by 2014. There is some attempt at quantifying costs and potential savings, but it is recognised that the financial projections will improve after the experience of the first year of implementation. Projects to reduce carbon emissions have been identified from a variety of sources – including service plans, staff awareness sessions, the Green Team, the Climate Change Strategy, other local authorities and the Carbon Trust.

Step 4: Finalise Carbon Management Plan

It is envisaged that the Carbon Management Plan will go for approval by Executive Board in April 2009.

Step 5: Implement Carbon Management Plan

The Carbon Management Plan is a 5 year programme so its implementation will be managed and monitored up until 2014 by the appropriate officers and Councillors. Some of the projects in the early years are experimental and the experience gained from them will influence choice of later projects.

1 Carbon Management Strategy

Carbon Management is a rapidly changing and developing area of work. Over the 5 years of the Carbon Management Plan, it is predicted that drivers stemming from EU directives and Government policy will get progressively more challenging. Indeed, immediately following the formation of the Department of Energy and Climate Change in October 2008 the Government increased its CO₂ reduction target from 60% to 80% by 2050, relative to the 1990 baseline. This is a major change and will only be achievable at the local authority level with substantial changes to the way that services are delivered.

It is known that the Carbon Reduction Commitment, a system of trading in carbon credits, will be in force by 2011. In its current position, East Devon District Council's expenditure on energy is too low to be part of the first wave of carbon trading local authorities. If local government reorganisation results in unitary status then the projects within the Carbon Management Plan could feature in the new authority's carbon trading strategy. Alternatively, it could be that by 2014 the threshold for joining the carbon trading scheme will have been lowered and East Devon District Council would then be obliged to take part.

2.1 Context and drivers for carbon management

The UK Government has placed an emphasis on local authorities setting a leading example on Climate Change. Action by local authorities will be critical to the achievement of the Government's climate change objectives. This has created a number of legislative drivers for local authorities:

- **Energy Performance of Buildings Directive and Display Energy Certificates:** From 1 October 2008 there is a legal requirement for all public sector buildings with a total useful floor area of over 1,000m², to show a Display Energy Certificate in a prominent place, clearly visible to the public.¹ This applies to eight Council owned buildings.
- **NI185 – percentage CO₂ reduction from LA operations:** the public sector is in a key position to lead on efforts to reduce CO₂ emissions by setting a behavioural and strategic example to the private sector and communities. Measurement against this indicator requires each local authority to calculate its CO₂ emissions from analysis of the energy and fuel use in their relevant buildings and transport, including where these services have been outsourced.²
- **NI186 – per capita CO₂ emissions in the LA area:** local authorities are uniquely placed to provide vision and leadership to local communities by raising awareness and to influence behaviour change. The percentage reduction in CO₂ per capita in each LA will be reported annually. This will be produced by central Government based on CO₂ emissions in the local area from business and public sector, domestic housing and road transport.
- **NI187 – tackling fuel poverty:** this indicator measures the proportion of households on income related benefits for whom an energy assessment of their housing has been carried out, to produce a measure of their home's energy efficiency. It applies to all households in both private and social sectors. This indicator therefore identifies where it is likely that energy saving measures would be most effective. Any energy saving measures carried out as a result would impact directly on NI186, above.

• ¹ more information on DEC can be found at www.communities.gov.uk/planningandbuilding/theenvironment/energyperformance/certificates/displayenergycertificates

• ² more information on National Indicators can be found at: www.defra.gov.uk/environment/localgovindicators/indicators.htm

- **NI194 – Air quality – reduction in NO_x and primary PM₁₀ emissions through local authority’s estate and operations:** the aim of this indicator is to identify LAs that are proactive in minimising air pollution emissions from their estate and operations. Each LA will calculate their PM₁₀ (particulate matter) and NO_x (nitrous oxides) emissions from analysis of the energy and fuel used in their buildings and transport, including where services have been outsourced. Efforts to reduce energy consumption will, in general terms, improve both this indicator and NI 185.

Non-legislative drivers include:

- **Devon Sustainable Community Strategy and Local Area Agreement** The Local Area Agreement is a three year plan towards achieving the 10 year targets of the Devon Sustainable Community Strategy. This includes targets to reduce carbon dioxide emissions, ‘green’ public sector procurement, improve energy efficiency of housing stock and to support businesses involved in renewable energy.
- **Rising energy costs:** although opinions are somewhat divided, the world is close to, if not past, the tipping point for peak oil. This means that oil supplies will be reduced whilst demand continues to increase and, what oil there is, will be more expensive to extract. This will result in further increases in the price of oil. Additionally, as the UK becomes a net importer of energy, so the security of energy supply can no longer be guaranteed.
- **Stern Review:** the important outcome of the Stern Review was the realisation that it is much better to mitigate against climate change now (by reducing carbon dioxide emissions) than to carry on with business as usual and then try to adapt to the new climate. However, we are already locked in to some degree of climate change due to the inertia in the climate system.
- **Demographic changes in East Devon:** there is a general movement of people towards the south west and the population of East Devon is expected to grow by 30,000 people by 2050 from a population of 135,000 in 2005. In addition, there is a trend for people to live in smaller numbers per household.
- **Public pressure:** there is considerable enthusiasm amongst the local community for environmental issues. Ottery St Mary, Seaton, Sidmouth and Exmouth are all either working towards, or actively considering, Transition Town status whereby their community works to build resilience in an oil restricted economy.

2.2 Our low carbon vision

East Devon District Council's vision is to deliver our services effectively and efficiently with the minimum impact on the environment. The target of a 45% reduction in carbon dioxide emissions by 2014 (from the 2007/08 baseline) is challenging, but reflects the Council's desire to show leadership in our local community.

2.3 Strategic themes

Council owned housing stock The main target for investment will be Council owned housing stock. It is recognised that a substantial proportion of this housing will still be in use in 2050, so measures taken now to improve its efficiency will have long term benefits. Additionally, there is a substantial value at stake for our Council house tenants and thus the Carbon Management Plan should reduce the number of tenants in, or close to, fuel poverty and should help to increase the disposable income of tenants, hopefully boosting the local economy. Besides reducing discomfort and risks to health due to cold in winter, improvements to housing stock could also reduce heat stress during summer heat waves.

Green travel plan Reducing emissions from transport is seen as a difficult but vital part of the Carbon Management Plan. The challenge is great because it is more about behavioural change than technical fixes. It is recognised that establishing and maintaining the momentum of the Green Travel plan will require consistent effort, but it is hoped that behavioural change in the work place could well lead to behavioural change outside of the work place. It is also recognised that there are other benefits to reducing car travel such as improved health, providing a more efficient service to customers and having more cross departmental links.

Buildings This is currently a difficult area to take forward due the impending Local Government Reorganisation but there are many potential projects involving those buildings that are unlikely to be affected by any boundary changes such as Leisure East Devon facilities, public conveniences etc.

Embedding Embedding consideration of the carbon impact of any decision, process or action across all of East Devon District Council's activities is an essential part of getting carbon established as a 'bottom line'. The Carbon Management Plan includes steps to move towards the more challenging levels of the embedding matrix (Appendix A).

Towards Transition status? A number of local towns (Sidmouth, Seaton, Exmouth and Ottery St Mary) are working towards Transition Town status. In the widest scope of the Carbon Management Plan, it makes sense for East Devon District Council to work with community groups who have carbon reduction as one of their key guiding principles. East Devon District Council may like to consider identifying itself as a Transition District during the lifetime of the Carbon Management Plan.

2.4 Targets and objectives

East Devon District Council will reduce carbon dioxide emissions from Council operations by 45% by April 2014 from the 2007/08 baseline.

3 Emissions Baseline and Projections

3.1 Scope

Three levels of scope for the baseline and projects have been identified:

Level 1: Areas of work in which reducing carbon emissions would result in a financial benefit to East Devon District Council. Due to the predicted rises in energy costs, this may not necessarily mean a reduction in energy costs but it would mean that energy costs would not be as high as they would have been had we done nothing.

Scope level 1 includes:

- Council owned buildings energy use
- Council owned fleet fuel use
- Council owned business travel
- Refuse and recycling fleet fuel use
- Energy used in communal areas of Council owned housing
- Water used in Council buildings and operations
- Carbon embedded within procurement (no attempt has been made to quantify this carbon in the 2007/08 financial year, but over the lifetime of the Carbon Management Plan it is hoped that a Green Procurement policy can be put in place).

Level 2: Areas of work in which reducing carbon emissions would result in a financial benefit to another party such as Council owned housing tenants, Leisure East Devon and staff. Measures to reduce carbon emissions within the level 2 scope will have a definite and measurable affect.

Scope level 2 adds:

- Energy used in council owned housing
- Energy used by Leisure East Devon in delivering swimming pools and leisure centres
- Council employees commuting

Level 3: Areas of work in which East Devon District Council's role is to encourage and guide people within the community and business sector to reduce their carbon emissions. Data collected regionally suggests that East Devon ranks 29th out of 45 local authorities in the south west with carbon dioxide emissions at 8.5 tonnes per capita. For comparison, West Wiltshire ranks 1st (worst) at nearly 14 tonnes and Weymouth and Portland ranks 45th (best) at 4.5 tonnes per capita.

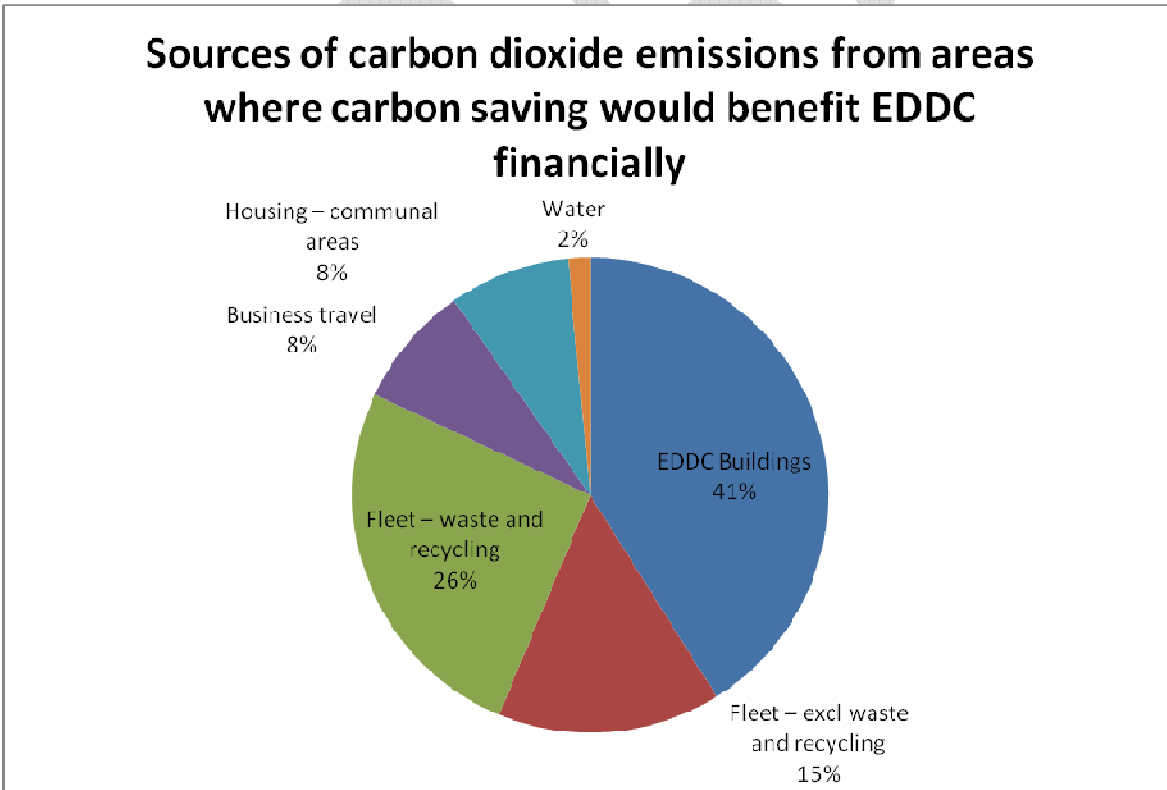
3.2 Baseline

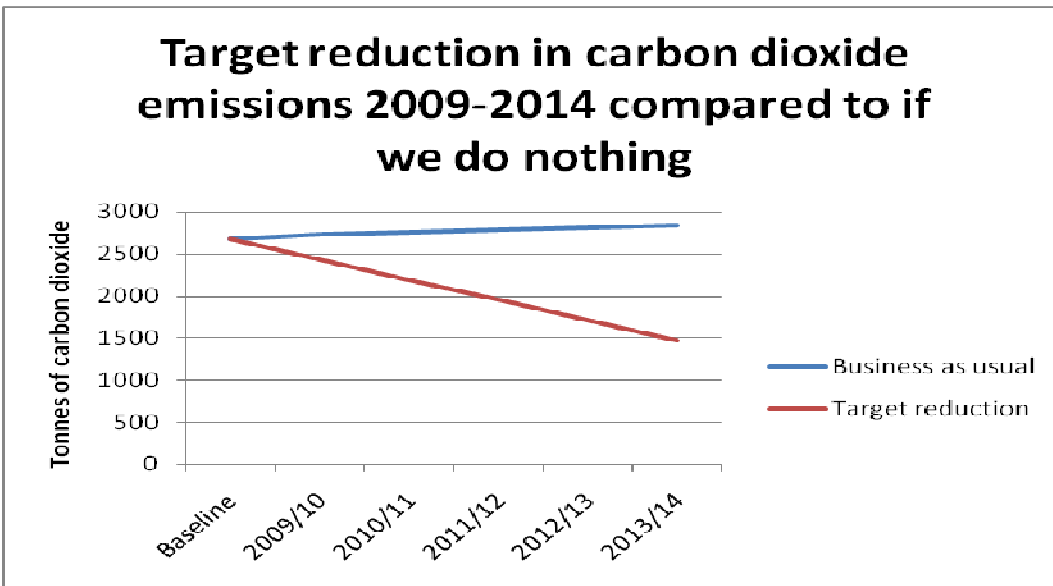
Baseline data for scope area 1 was gathered from information on the Cedar financial system for the financial year 2007/08. The financial cost was converted to kWh using an average rate of 3.3p per kWh for gas, 10p per kWh for electricity and 5.0p per kWh for oil. No attempt was made to check whether bills were estimated. For 2008/09 a system has been put in place to ensure that the amount of energy the invoice is for, and whether or not the bill is estimated, will be recorded. Any large bills based on estimates will then be investigated for accuracy.

The baseline data for scope area 2 was gathered from meter readings from Leisure East Devon, a staff survey for commuting data and the Building Research Establishment's Domestic Energy Model for the energy use of Council owned housing. The data used in the Standard Assessment Procedure ratings would have been preferred but was not available at the time of compilation. The data used was compared with a sample of housing types on the Government's 'Act on CO2' calculator which suggested that the baseline data is at, or below, actual emissions. Ideally, a tenants' participation group could be recruited to provide an accurate sample of energy use, this would improve the accuracy of the baseline for the future.

3.3 Sources and baseline measurement of carbon dioxide emissions for Scope 1: Areas in which carbon saving would result in a relative financial saving to EDDC

Source	C02 emissions (tonnes)	% of total emissions	Cost to EDDC (£)	% of total cost
EDDC Buildings	1,100	41	246,000	31
Fleet – excl waste and recycling	407	15	50,000	6
Fleet – waste and recycling	688	26	tbc	
Housing – communal areas	220	8	40,000	5
Water	40	2	219,000	27
Business travel	223	8	250,000	31
TOTAL	2678	100	tbc	





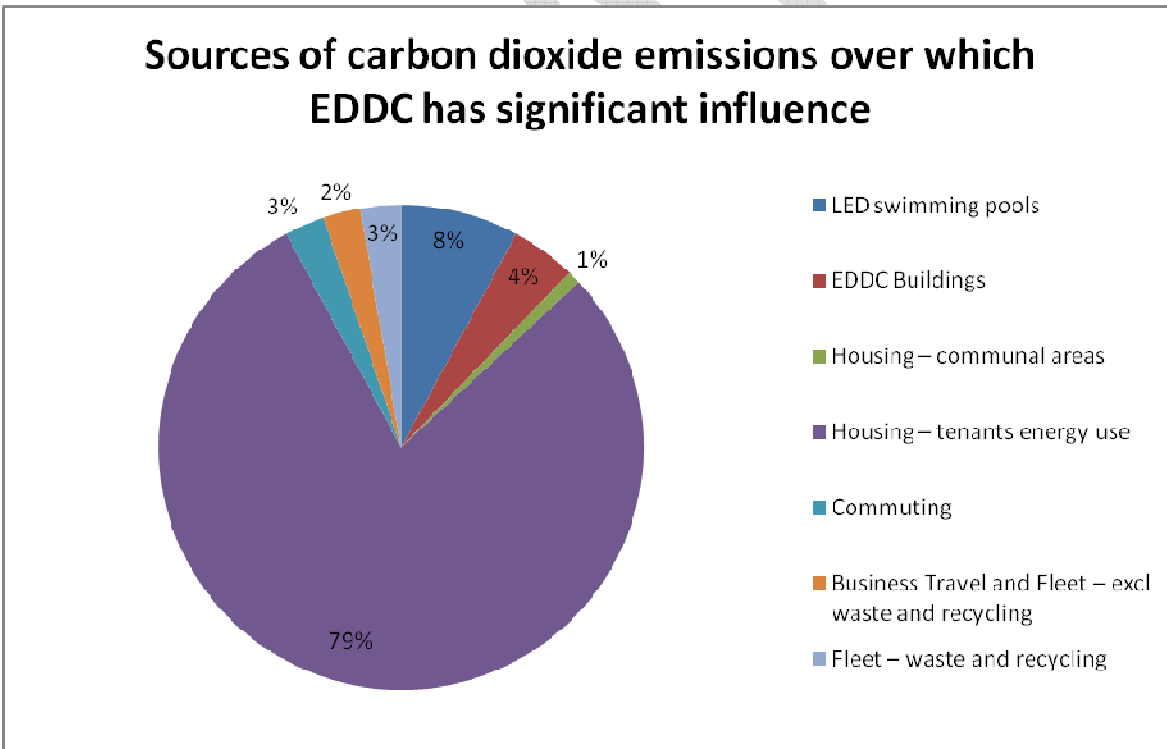
The above chart shows that by 2014 East Devon District Council could be responsible for 1,366 fewer tonnes of carbon dioxide than if it carries on with 'business as usual'. This saving in carbon is known as the 'Carbon at Stake'. The average amount of carbon dioxide reduction required to achieve this is 241 tonnes per annum.

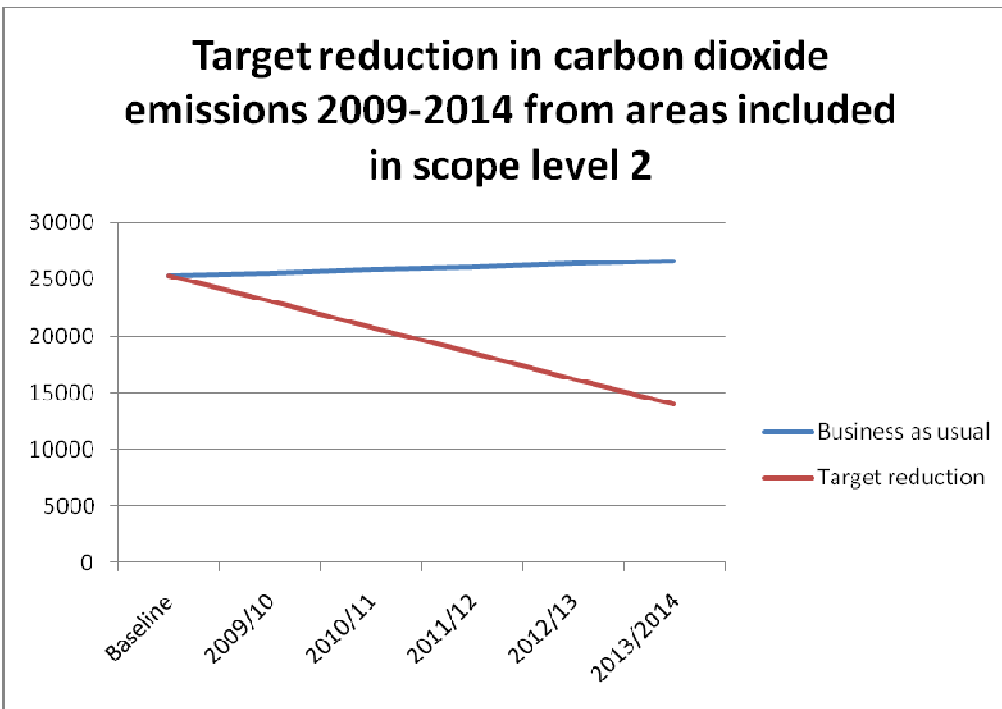
To calculate the 'Financial Value at Stake' some assumptions about the increasing cost of fuel over the 5 year period have to be made. Oil prices have been fluctuating significantly and are dependent on global markets – peaking at \$160 (check!) a barrel in October before falling to \$45 a barrel in December (data source here). Research commissioned by the National Housing Federation suggests a 55% rise in gas prices between 2007 and 2010 and a 25% rise in electricity prices over the same 3 years. Therefore for the purposes of this report a 40% rise in fuel prices over the period from the 2007/08 baseline to 2014 will be assumed. This figure will be revised if deemed necessary at the Carbon Management Plan's annual review.

Financial value at stake graph to go in here

Sources and baseline measurement of carbon dioxide emissions for Scope 2: Areas in which carbon saving would result in a relative financial saving to another party

Source	Carbon dioxide emissions (tonnes)	Financial beneficiary	Contribution to total emissions in scope 2
LED swimming pools	1,185	Leisure East Devon	5%
LED dry leisure centres	810	Leisure East Devon	4%
Housing – tenants energy use	20,055	Housing tenants	88%
Commuting	674	Staff	3%
TOTAL	22724		100%





The above chart shows that the 'Carbon at Stake' for the areas covered by Scope 2 is 12,701 tonnes of carbon dioxide over the 5 year period. This is the difference between doing nothing and reaching our 45% reduction target over the 5 years. The average amount of carbon dioxide reduction required per annum is 2,286 tonnes.

Any financial savings arising from the areas covered in scope 2 cannot be 'ring fenced' for investment in other carbon saving measures as can those made from scope 1. Particularly for housing tenants and staff there is a risk that any financial saving made could just be spent on a carbon intensive activity – such as purchasing a holiday involving a flight, buying a high fuel consumption car or a plasma screen TV – resulting in little or no carbon saving overall. The challenge for East Devon District Council is to promote those areas covered by scope 3 in order to channel any financial saving into local, low carbon activities such as visits to local tourist destinations or buying local organic produce.

4 Carbon Management Projects

4.1 Existing projects

Ref	Project	Lead	Cost - Capital	Cost - Revenue	Cost - Resources	Annual saving - financial	Annual saving – CO2	Pay back	% of Target	Year
	Fuel monitoring (buildings)	SA								
	Compact fluorescent lighting	SA								
	Variable speed drives	AR								
	Server virtualisation	CP								
	Printer rationalisation	CP								
	Photocell control streetlights/bollards	D								
	Mobile working – provision of tablets	CP								
	Reduction in paper document production	Org Dev								
	Green printing strategy	CP								

4.2 Planned / funded projects

Ref	Project	Lead	Cost - Capital	Cost - Revenue	Cost - Resources	Annual saving - financial	Annual saving – CO2	Pay back	% of Target	Year
	Energy Policy	KH	-	-						
	Training in energy awareness	DB	-	-						
	Ring fencing savings	KH								
	Lighting improvements – Manor Pavilion	SA								
	Green wardens	DB								
	Green Travel Plan – Commuting	JP								
	Green Travel Plan – Fleet and business	JP								
	Green induction training	DB								
	Green training programme	DB								

4.3 Near term projects

Ref	Project	Lead	Cost - Capital	Cost - Revenue	Cost - Resources	Annual saving - financial	Annual saving – CO2	Pay back	% of Target	Year
	Green procurement	DP								
	Sub metering catering areas	SA								
	Council housing – loft insulation	SA								
	Council housing – efficient boiler replacement	SA								
	Renewable energy installation at	AR								

East Devon District Council Carbon Management Programme
Carbon Management Plan

	Sidmouth swimming pool									
	Use of wood waste for boilers	SA								
	Lighting improvements at Leisure Centres	AR								
	Pool covers at Swimming Pools	AR								
	Renewable energy project on Council owned housing – trial									
	Staff bus from Exmouth									

4.4 Medium to long term projects

Ref	Project	Lead	Cost - Capital	Cost - Revenue	Cost - Resources	Annual saving - financial	Annual saving – CO2	Pay back	% of Target	Year
	Council housing – alternative to solid fuel	SA								
	Council housing – alternative to electric storage heating	SA								
	Council housing – solar thermal installations	SA								
	Renewable energy installation/CHP at Exmouth Leisure Centre	AR								
	Renewable energy installation at Seaton Visitor Centre	TG								
	Relocation of head office	KH								

4.5 Projected achievements towards target (to be completed)

5 Carbon Management Plan Financing

To be completed

6 Actions to Embed Carbon Management in EDDC

The Embedding Matrix appears as Appendix A. It shows where EDDC is now and where it aspires to be by 2014. No insurmountable barriers are perceived for achieving level 5 across areas of Corporate Strategy, Programme Management, Responsibility, Data Management, Communication & Training and Policy Alignment. There are barriers such as limited staff resources, cost and the impact of Local Government Reorganisation to achieving level 5 for Finance & Investment, Boilers, Insulation, Heating, Lighting and Travel.

6.1 Corporate Strategy – embedding CO2 saving across EDDC

East Devon District Council Carbon Management Programme
Carbon Management Plan

The Corporate Strategy has a vision for an 'outstanding and sustainable quality of life for everyone in East Devon'. When the Corporate Plan is reviewed (?date) the 45% reduction in carbon dioxide emissions from the 2007/08 baseline will be added. Specific targets for buildings, housing and travel will be included in appropriate Service Plans at their next review (Autumn 2009).

6.2 Programme Management – bringing it all together effectively

Carbon management will only be effective if the carbon impact of every decision made and every action taken is considered. It is hoped that the CMP will drive the development of a carbon accounting system over the 5 year plan, such that by 2014 carbon is considered automatically in the same way that finance is considered now. An important aspect of this is the early development of 'branding' for the CMP whilst avoiding the tendency to see carbon considerations as an add-on.

6.3 Responsibility – being clear that saving CO2 is everyone's job

Target group	How delivered	Who will lead
All staff	Green Champions	CMP Project leader
Individual services	Service planning	Heads of Service
All staff	Green team	CMP Project leader
All staff	Job descriptions	Human resources
All staff	Performance review	Line managers
Staff with procurement responsibility	Procurement policy	Procurement officer when in post Heads of Service in meantime

6.4 Data Management – measuring the difference, measuring the benefit

Category	How data will be collected	Frequency of data collection	Who is responsible for data collection
Buildings – Council occupied	Invoices	Monthly	Sue Hodges (Finance)
Buildings – LED occupied	Meter readings	Monthly	Andy Reay (LED)
Transport - commuting	Staff questionnaire	Annual	Green Team
Transport - business	Mileage claims, fuel purchase	Monthly	Jonathan Parsons (payroll); Pauline Druce (Streetscene)
Housing – Council paid energy bills	Invoices	Monthly	?
Housing – tenant paid energy bills	?Tenant liaison groups or estimation	6 monthly	Tenant liaison officer

6.5 Communication and training – ensuring everyone is aware

Medium	Audience	Frequency
Induction training	New staff	As appropriate
The Knowledge (newsletter)	Staff, Councillors and public	Weekly

Team Brief	Staff and Councillors	Monthly
Green Wardens	All staff	Weekly
Workshops, film events	All staff	6 monthly
Meetings, workshops, film events	Local interested groups, public	As appropriate
Energy consumption graphs	Members of the public, staff	Quarterly
Display Energy Certificates	Members of the public, staff	Annually

6.6 Finance and investment – the money to match the commitment

The current economic downturn and the many unknowns due to Local Government Reorganisation mean that the emphasis will be on low cost projects during 2009/10. High investment projects are being held back to later in the 5 year plan. However, it has been noted and accepted that carbon management investment at a rate of £500 per tonne of carbon saved would be an appropriate figure for future financial planning.

6.7 Policy alignment – saving CO2 across operations

Policy/activity	Relevance to carbon management	Planned review	Owner
Procurement	Embedded carbon, waste and recycling, social and environmental responsibility	2009 (post of Procurement Officer currently vacant and recruitment frozen)	Heads of Service
Human Resources	Job descriptions, training, business travel, essential car users allowance, salary sacrifice schemes for cycling and bus transport	On-going	Various HR and payroll staff
Service Planning	Carbon management part of every service plan	Service plans reviewed annually. CM aspect of each to be reviewed by CMP leader	Head of appropriate Service

7 Programme Management of the Carbon Management Programme

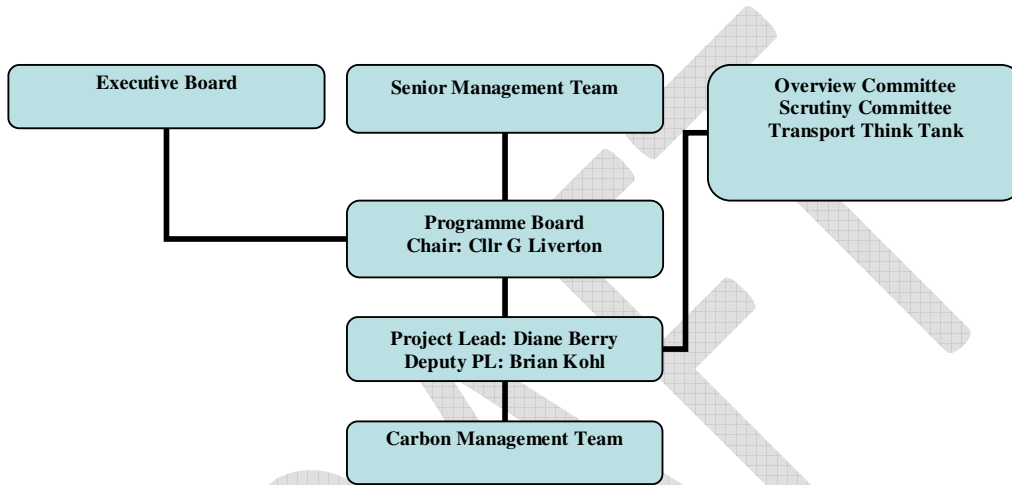
Good Programme Governance will be achieved by:

- ownership of CMP by senior members of Council eg Environment Portfolio Holder, Sustainability Champion, Chairs of appropriate Task and Finish Fora
- ownership of CMP by senior members of EDDC eg Chief Executive, All Directors, All Heads of Service
- ownership and involvement in CMP by all staff
- regular reporting via the weekly Knowledge (a public newsletter) and Team Brief (a monthly internal newsletter) to demonstrate progress and coherence of CMP

7.1 The Programme Board – strategic ownership

The Programme Board will comprise:

- Chair: Councillor Graham Liverton, Portfolio Holder – Environment, Sponsor
- Karime Hassan, Corporate Director – Environment, Sponsor
- Councillor Frances Newth, Sustainability Champion, Co-Sponsor
- Mark Williams, Chief Executive, Co-Sponsor
- Simon Davey, Head of Finance



The Programme Board will meet twice a year to:

- Review progress of projects
- Monitor the direction and progress of the CMP as a whole
- Consider what it will report to SMT/Executive Board

7.2 The Carbon Management Team – delivering the projects

The Carbon Management Team will operate as three groups:

CMT group	Chaired by	Terms of reference	Frequency of meetings
Housing	Andy Grigg	Delivery of carbon saving projects for tenants in Council owned housing	3 monthly
Transport	Jonathan Parsons	15% reduction in commuting and business travel over 5 years	3 monthly
Buildings	Simon Allchurch	Delivery of carbon saving projects for Council owned buildings, including those used for outsourced services	3 monthly

7.3 Succession planning for key roles

Local Government Reorganisation is currently underway in Devon. It is hoped that a clearer picture of future staffing will be available by the time this Carbon Management Plan is formally adopted

7.4 Ongoing stakeholder management

Stakeholder	Area of interest	How engaged	Frequency
Staff	All of CMP	Workshops, films, other events	6 monthly
Green Team	All of CMP	Meetings	3 monthly
Programme Board	All of CMP	Meetings	6 monthly
Carbon Management Team	All of CMP	Meetings, workshops	3 monthly
Various Task and Finish Forums (eg transport, sustainable construction)	Relevant aspects of CMP	Meetings	Ad hoc
Leisure East Devon	Buildings	Meetings	As required
SITA Trust	Waste and recycling	Meetings	As required
Other contractors	Buildings, housing	Meetings	As required
Community	All of CMP	Transition Town groups	As required

7.5 Annual Progress Review

Progress of the Carbon Management Plan will be reviewed as follows:

- annual review by Corporate Overview Committee
- annual review by Programme Board
- annual review by Carbon Management Team

These reviews will include:

- delivered carbon savings against cost for most recent accounting period
- projected carbon savings against cost for next accounting period
- any financial savings to EDDC or other parties (eg tenants, outsourced service providers)
- other less quantifiable benefits of projects
- alignment of carbon management plan with NI185, NI186 reporting