



Winchester City Council's Carbon Management Programme

Strategy and Draft Implementation Plan

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1 Introduction

Over the last 10 months, the City Council has been working with the Carbon Trust to develop a Carbon Management Programme. This work has involved collecting baseline data on Council carbon dioxide emissions, developing a vision and strategic objectives and investigating opportunities to reduce emissions.

Our involvement with the Carbon Trust has provided a structured process to work through and free consultancy support from Energy for Sustainable Development (ESD) and ImpactPlus, a strategic communications consultancy.

This Strategy and Draft Implementation Plan brings together the results of the work so far, and discusses the potential routes for taking this work forward.

2 Carbon Management Strategy

2.1 Context and drivers

The Sustainability Strategy, agreed by Cabinet in December 2004, includes ambitions for more energy efficient buildings, the use of renewable energy, and more sustainable ways of travelling. The Carbon Management Programme is seen as an integral part of this work. It also builds on and reinforces the Energy Management work that has been progressing in the Estates division for a number of years.

This work also relates to the Corporate Strategy, acting on the value 'acts in a sustainable way and encourages others to do likewise' and linking to the priority 'Green Agenda: to minimise pollution and to make efficient use of resources'.

There are a number of benefits that the Council's Carbon Management Programme will bring:

Gershon efficiency/Cost savings

Measures to increase energy efficiency will also reduce energy costs, which is particularly important for the future given the predicted increases in gas and electricity prices.

Community Leadership

The early focus of the programme is the management of carbon emissions that the council is most directly responsible for. By reducing emissions from our activities we can provide an example to others, enabling us to act as community leaders and fulfil the aims of the Corporate Strategy.

Climate Change Response

The issue of climate change is growing in importance and is a focus for action in national and regional strategies. There is an increasing expectation for Councils to take action on this issue and the Carbon Management Programme forms the first part of the Council's response to Climate Change.

EU Energy Performance of Buildings Directive

Under this directive, buildings over 1000m² with public access must carry an energy label, and all leased buildings require energy certification at change of tenancy. The energy performance of our buildings will therefore be more visible by all users. Implementation should begin this year and may be in phases, but details are yet to be released.



Healthy and Comfortable Working Environment

Carbon Management initiatives can include better insulation, ventilation and other energy efficiency measures that will create a better working environment and create conditions for improved productivity.

2.2 Vision

As stated within the Sustainability Strategy, the Council has the following vision:

Our vision is of a Winchester City Council where sustainability is understood, valued and pursued by everyone.

In all that we do, positive benefits, to the environment, to society and to the economy, are achieved and adverse impacts minimised.

The culture of sustainability within the Council is obvious in the fabric of our buildings, the way our staff and members work, the materials we use and the way we travel.

Through this, Winchester City Council provides an example to others of the way we can work, and live, more sustainably.

2.3 Objectives

To work towards the above vision, the strategic objectives agreed by Cabinet for the Council's Carbon Management Programme are as follows.

- Reduce carbon emissions from our buildings through both the use of technology and behaviour change.
- Identify opportunities for making carbon savings in future contracts and procedures, including sourcing energy requirements from renewable sources where possible.
- Reduce carbon emissions from commuting and business travel, by promoting walking, cycling, public transport and car sharing; by investigating ways of reducing the need to travel; and taking account of carbon emissions in future vehicle contracts.
- Continuously improve the Council's Carbon Management Programme by further developing monitoring systems to capture robust and accurate emissions data, and widening the scope to cover indirect emissions such as those arising through contracts.
- Learn from other organisations' experience of carbon management and from our own experiences as we progress through the programme.
- Inspire staff and member participation and integrate the Council's Carbon Management Programme into mainstream council activities, council policy and the performance management system.
- Lead the community to understand and act to protect the environment by raising awareness of the Council's Carbon Management Programme and our successes.

2.4 Target

The aim for this programme is an ambitious target of a 50% reduction on the baseline by 2012, which stretches beyond the reductions arising from the planned projects (see 4.1 below). This is in line with national targets. The implementation plan should be developed in order to meet this target.

3 Emissions baseline and projections

3.1 Scope

Baseline data was collected on:

- Operational Buildings – Council Offices, Guildhall, Mayor’s Residence, Museums
- Car Parks owned by the Council
- Public conveniences
- Leisure centres
- Corporate vehicles – vans for the parking attendants, dog wardens, neighbourhood wardens, the courier and a pool car for planning officers.
- Business travel
- Staff commuting

Figures on this baseline were reported to Cabinet in November 2005 (CAB1143). More accurate figures have since been obtained for the museums buildings and staff commuting. The revised figures are included in the baseline and forecasts below.

3.2 Baseline

Figure 1: CO₂ Emissions split by type

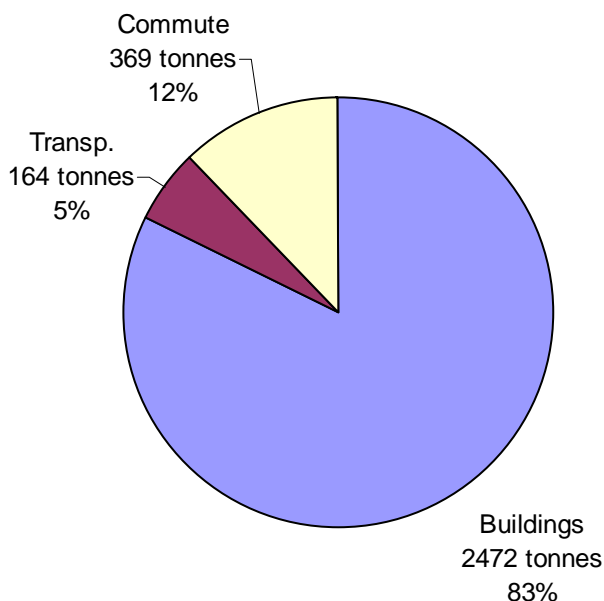
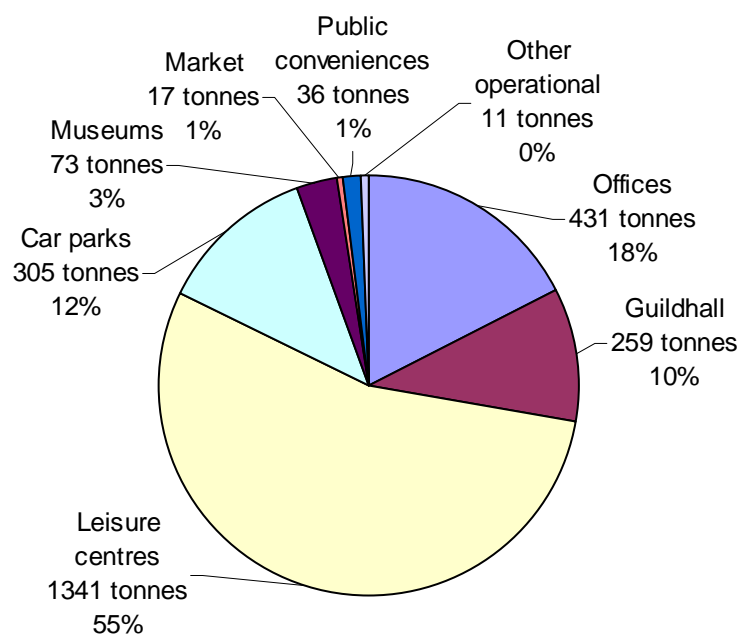
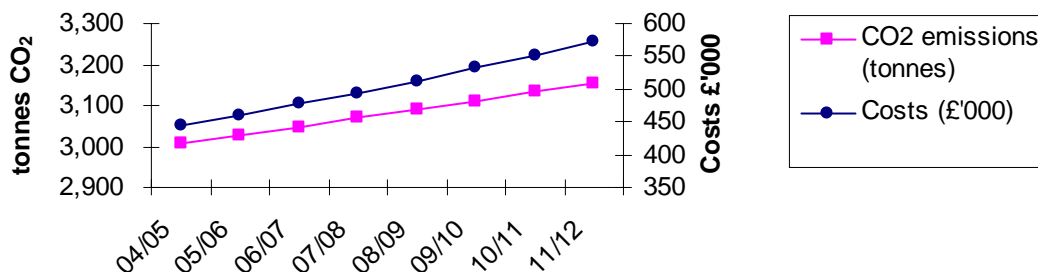


Figure 2: Buildings CO₂ Emissions



3.3 Projections (business as usual)

**Figure 3: Business as usual forecasts:
CO₂ emissions and costs**



3.4 Past actions and achievements

Carbon management has not been a specific focus for work before now. However, a number of ad hoc initiatives have resulted in positive benefits. These include the introduction of lower parking charges for low CO₂ emission vehicles, expansion of park and ride, emissions reductions of Winchester buses, energy efficiency advice and promotion to households, solar powered parking meters and office energy efficiency work, including awareness campaigns.

In addition, the vacation of Athelstan House provides a reduction in carbon dioxide emissions and is therefore included in the projections below.

4 Draft Implementation Plan

4.1 Short-listed projects and emission reduction opportunities

A workshop held in January generated a list of actions and projects that could reduce CO₂ emissions. These were grouped and categorised according to their ease of implementation and their effectiveness of emissions reduction. A number of these actions are due to take place within existing or planned work. These are:

- Automatic power-down of computers
- Reduce energy use of River Park Leisure Centre – planned refurbishment
- New offices – potential for zero emissions building (currently investigating low energy rather than zero emissions building)
- Staff and Member Energy Awareness Campaign
- Embed Carbon Management in decision-making
- Include carbon management in Contract Criteria

There are also planned actions that have a potential contribution to emissions reduction and could therefore be tailored to include Carbon Management. These are:

- Lease car review
- Flexible working proof of concept

Other potential projects could further reduce CO₂ emissions, but are not yet part of planned work. They need further investigative work to determine accurate costing, cost savings and

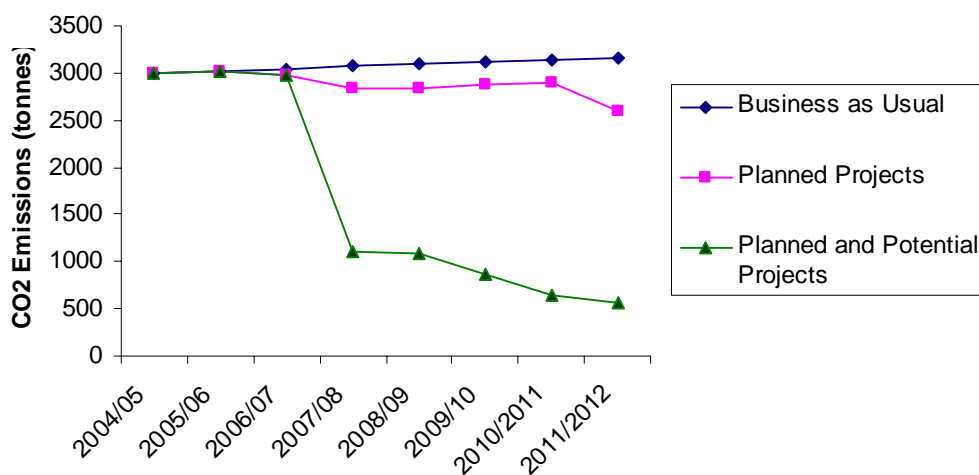
CO₂ savings and to check the feasibility of integration with existing systems. The easiest and most effective of these are thought to be:

- Further reduce energy use of River Park Leisure Centre – additional actions
- Move to green energy contracts
- Improve heating controls in offices
- Improve lighting controls in offices
- Building management system for offices
- (Biomass) combined heat and power unit for offices/guildhall
- Vending machines
- Reduce energy use of car parks
- Travel Plan actions (business travel policies, sustainable staff commuting, sustainable car use, travel awareness campaign)

Many other actions were suggested and would be worth further investigation as the programme develops. These include actions that are outside the current scope and are listed in Appendix 1. We will also have access to ideas from other participants the Carbon Trust is working with, and be able to learn from their experiences.

Although accurate figures need to be obtained as we progress through the programme, CO₂ emissions reduction has been estimated, using the baseline data and information from previous energy audits. This allows us to compare indicative emissions from three scenarios: the business as usual forecast, the emissions resulting from undertaking the planned projects, and the emissions resulting from both the planned and potential projects.

Comparison of Carbon Dioxide Emission Scenarios



This graph clearly shows the potential for a significant reduction in carbon dioxide emissions. However, the largest reductions require further work beyond that currently planned, and therefore need resources, particularly staff time to be allocated for this.

The work includes commissioning site surveys and feasibility studies, gathering more accurate CO₂ reduction figures researching costing and potential suppliers, applying for funding where appropriate, developing contracts, overseeing implementation and dealing with change management issues.

It is anticipated that much of the site survey and feasibility work could be undertaken by the free consultancy service offered by the Carbon Trust.

4.2 Financing

A detailed financing plan will be developed following the necessary feasibility and costing work.

It should be noted that all actions put forward in previous site surveys were shown to have payback periods of less than 5 years, so we can reasonably assume this would be the case for the majority of the proposed actions.

External sources of funding must be explored during this programme. These include grants from the DTI's forthcoming low carbon buildings programme, the DfT's potential low carbon vehicles programme and participation in the Carbon Trust's Local Authority Energy Financing Scheme.

5 Ownership, Management and Reporting

5.1 Main roles and responsibilities

Central to the successful implementation of the Council's Carbon Management Programme is the need for clear ownership of the overall plan and the activities necessary to keep the plan operational. Corporate Management Team and Senior Manager's Group have key roles in managing the Council's Carbon Management Programme as a whole and driving it forward.

It is envisaged that Senior Managers' Group will have responsibility for embedding sustainability. This will include responsibility for overall management of this programme, including reporting annual progress and emissions figures and developing the programme for the future to broaden the scope and initiate further actions.

Actions will then be taken forward by the appropriate officer, included in business plans and where necessary project teams can be set up by Senior Managers' Group. Corporate Management Team is responsible for setting the overall direction for the programme.

A process for bringing together ideas for furthering sustainability is also being developed. This will provide the means to feed in ideas for new carbon management initiatives. These will then be considered by Senior Managers' Group for inclusion into the programme.

5.2 Risks and issues management

Corporate Management Team and Senior Managers Group, have responsibility for risk management as part of their responsibilities for the programme. These will be managed in accordance with the agreed corporate risk management processes.

5.3 Reporting and evaluation

Individual actions within the plan are included in Business Plans. The monitoring of these actions is therefore embedded within the quarterly monitoring process. The new Performance Management software system, once operational, will enable these to be grouped to show overall progress.



The baseline will be updated annually to show our progress in reducing emissions. This can be included as a local PI within the corporate systems. Responsibility for collection of data lies with the Head of Estates and the Exchequer Services Manager for building emissions and transport emissions respectively.

Annual progress reports will be made to Principal Scrutiny and sent to the Carbon Trust as part of our partnership agreement with them.

6 Stakeholder management and communications

6.1 Stakeholder management

A number of managers, officers and members are involved in the management of the programme as detailed above. In addition, a number of other groups will have involvement in the programme. These include:

- The staff who will be involved in the specific projects
- Staff generally
- Members generally
- Partners
- The Community
- Contractors
- Business Tenants

Involvement of these stakeholders includes communication using a number of channels (see below); discussion at the appropriate points to explore how to expand the programme in the future; and integration into the Council's project planning, business planning, and scrutiny processes.

6.2 Communications Plan

The aim for communications is to explain the programme; the reasons for its implementation; our experience, progress and successes; and how the various stakeholder groups can be involved.

These communications will use a variety of channels, such as:

- 'City Voice'
- 'Briefing Note'
- Intranet Pages
- Internet Pages
- Reports to meetings
- 'Perspectives'
- Awareness Campaign
- Sustainability Training

Stakeholder Communications are an essential part of the Council's Carbon Management Programme and progress will be reviewed as part of the annual update.

Appendix 1: Further Actions for Future Development

These actions, projects and areas of work were put forward at the workshop held in January. Some are taking place already, but are outside the current scope of the council's Carbon Management Programme. Their contribution will be calculated as the programme develops to a broader scope in the future.

- Silver Hill development
- Planning policies for CO₂ reduction
- Community awareness campaign on climate change and how everyone can do their bit
- Council housing stock
- Council commercial stock
- Community buildings
- Encourage energy efficiency in businesses
- Eco-driving training for Waste collection vehicles
- Transport's contribution to CO₂ reduction (for the community)
- Use of council tax in promoting energy efficiency
- E-governance to reduce the need to travel

These ideas will be added to over time as new potential projects are put forward from staff, members and from other councils and organisations who are working with the Carbon Trust.