

ANGUS COUNCIL

STRATEGIC POLICY COMMITTEE 30 APRIL 2013
CORPORATE CARBON MANAGEMENT ACTION PLAN
REPORT BY THE STRATEGIC DIRECTOR - COMMUNITIES

ABSTRACT: This report seeks approval of the Carbon Management Action Plan adopted to assist delivery of Angus Council's legislative carbon reduction obligations; the recommended development of new aggregated management arrangements which better enable Angus Council to deliver its current and future legislative obligations and actions recommended by the Carbon Management Path to 2020.

1. RECOMMENDATION

It is recommended that the Committee:-

- (i.) note the contents of this report;
- (ii.) approve the Carbon Management Action Plan detailed in Appendix 1;
- (iii.) approve the recommendation to establish aggregated management arrangements which better enable Angus Council to deliver its current and future carbon management legislative obligations;
- (iv.) instruct that a further report be submitted to the Committee detailing these new arrangements, including a reconfigured Member/Officer Group with a revised and more comprehensive remit, once the management arrangements for the new Communities department have been established;
- (v.) approve the actions recommended by the Carbon Management Path to 2020

2. BACKGROUND

The Carbon Reduction Member/Officer Steering Group noted, at its meeting of 14th December 2011, the recommendations detailed in three reports:-

- Improving Energy Efficiency – Audit Scotland Follow Up Report;
- the Carbon Management Revisited CMAT Workshop Report
- Report no: 610/11, Review of the Carbon Management Plan.

The Member/Officer Steering Group agreed:-

- (i) to note the contents of the paper;
- (ii) to instruct the Director of Corporate Services to:
 - review current strategies and action plans
 - prepare a revised strategy and associated action plan for energy efficiency within the strategy and associated action plan for reducing carbon dioxide emissions by Angus Council
 - incorporate areas for improvement identified in the Carbon Assessment report

- ensure that these proposals complemented and contributed to the strategy and action plan being developed by the Director of Infrastructure Services to fulfil the new obligations introduced by the Climate Change (Scotland) Act 2009 and the areas for improvement identified by the Local Authority Carbon Management Plan assessment for Angus Council managed by the Head of Planning and Transport using their Carbon Management Assessment Tool; and

(iii) that the Director of Corporate Services reviews these reports with a view to the submission of a report to the Strategic Policy Committee.

A further report, Carbon Management Action Plan, was considered by the Carbon Reduction Member/Officer Steering Group at its meeting of 20th August 2012, fulfilling actions (i) and (ii) [bullets 1, 2 and 4).

A separate report is being prepared to fulfil action (ii) bullet 3.

The Member/Officer Steering Group, at its meeting of 20th August 2012, agreed to:-

- adopt the actions in this document as the Corporate Management Action Plan
- note the contents of this report and the progress achieved
- note the actions still to be completed
- instruct the Director of Corporate Services to submit regular progress reports

This report is submitted to fulfil the undertaking to the Member/Officer Steering Group, at its meeting of 14th December 2011,

(iii) that the Director of Corporate Services reviews these reports with a view to the submission of a report to the Strategic Policy Committee.

3. CURRENT POSITION

PROGRESS ACHIEVED

Significant progress has been achieved in delivering the legislative obligations introduced by the UK and Scottish Governments.

CURRENT MANAGEMENT ARRANGEMENTS

Management arrangements, as detailed in Report No: 668/10, have been established to deal with the CRC Energy Efficiency Scheme Order 2010 through the Carbon Reduction Member/Officer Steering Group and the Carbon Reduction Working Group.

These arrangements are well established and operational, with Director of Corporate Services and Head of Property being responsible for delivery. The delivery of effective CRC scheme performance is a major, but not only, contributor to delivering the Climate Change (Scotland) Act 2009 duties.

Management arrangements have been established to deal with the Climate Change (Scotland) Act 2009 through a Climate Change Working Group chaired by the Head of Planning and Transport on behalf of the Director of Infrastructure Services.

The Director of Infrastructure Services and the Head of Planning and Transport are also members of the Carbon Reduction Member/Officer Steering Group.

Figure 1 Historical carbon management performance

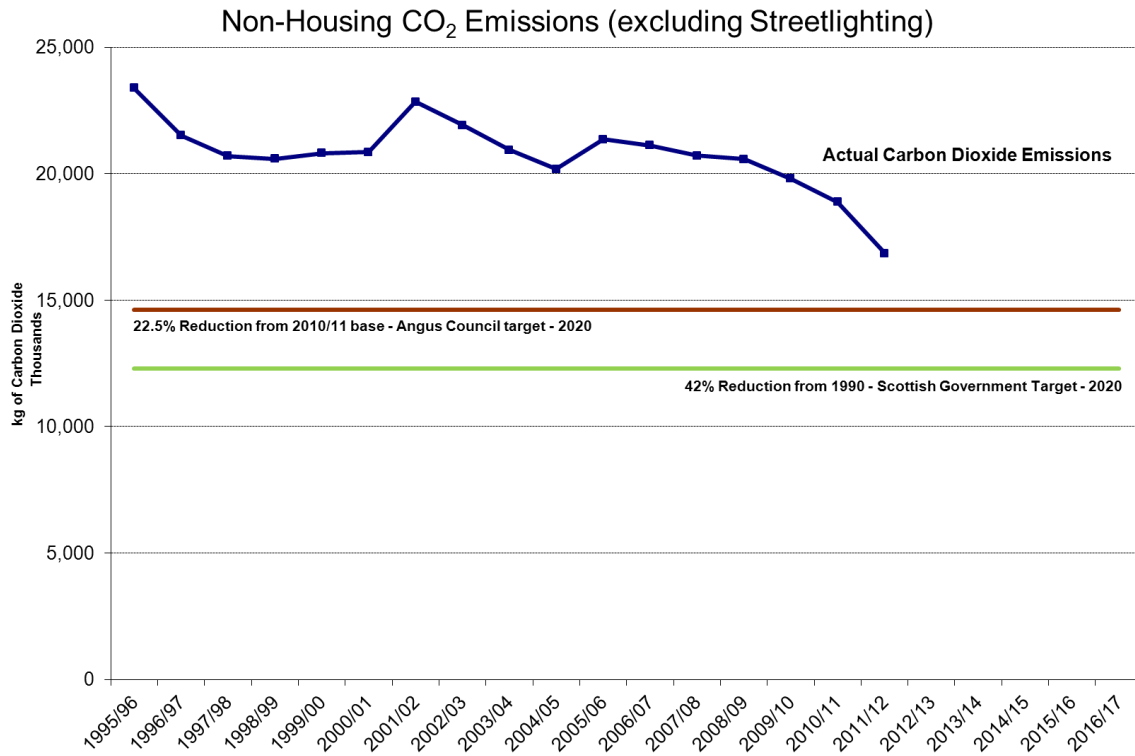


Figure 2 Current CRC energy consumption performance

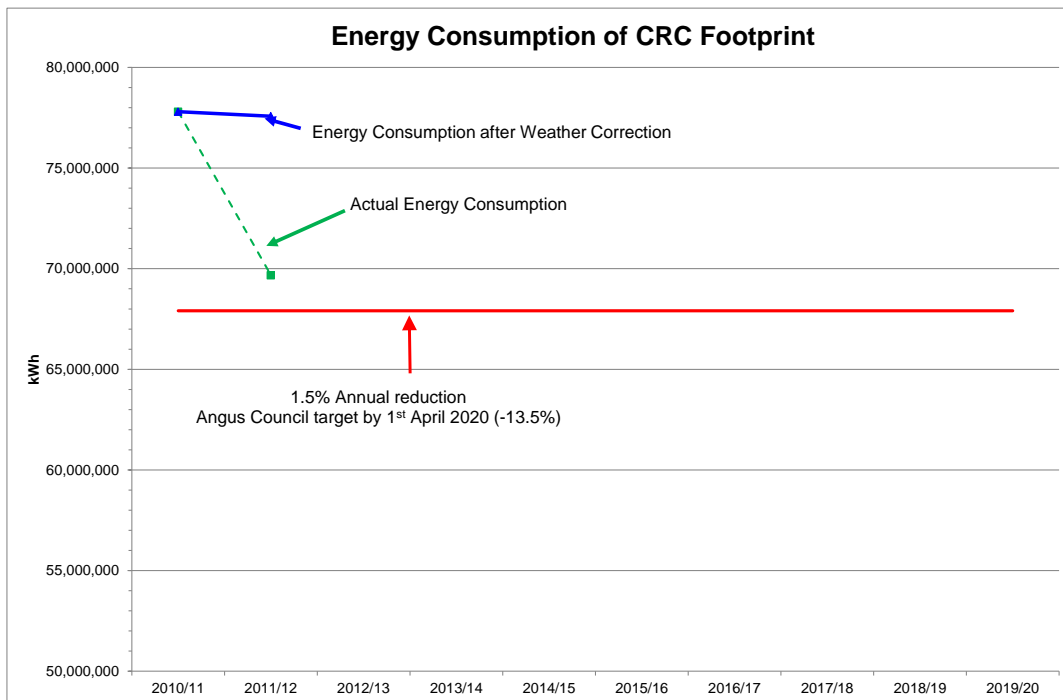
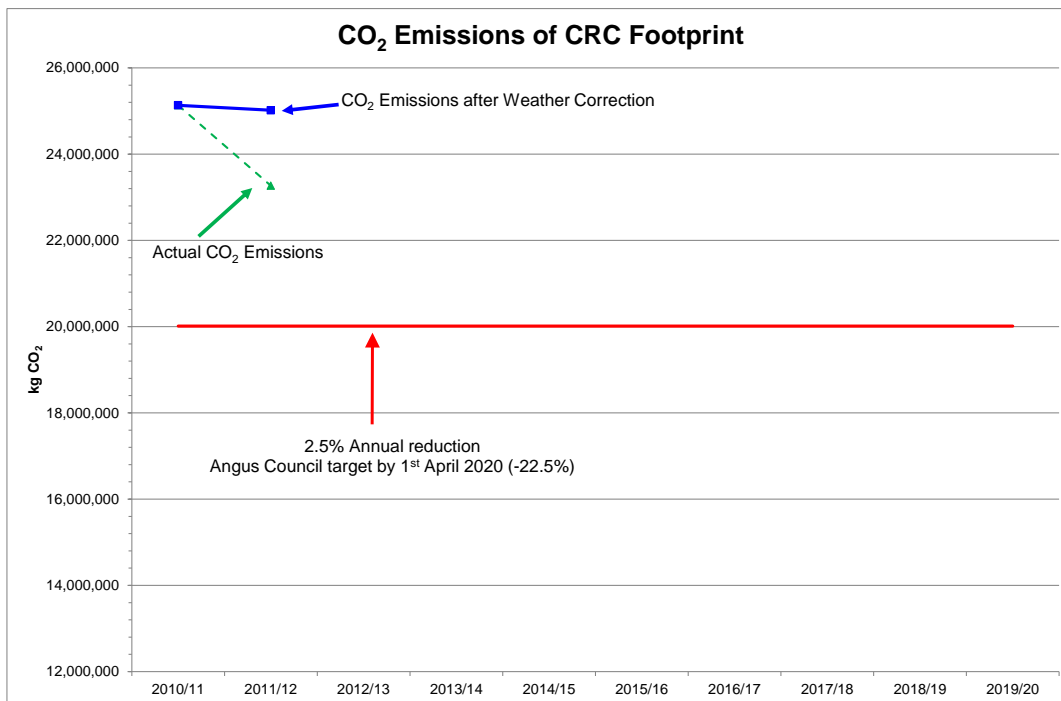


Figure 3 Current CRC carbon dioxide emissions performance



CRC ENERGY EFFICIENCY SCHEME ORDER 2010

Currently being progressed:-

- Carbon Management Action Plan
- Education and Awareness training
- Carbon Reduction Action Plan (in draft)

Established management arrangements; targets and reporting:-

- Report No: 487/12 - Carbon Reduction Commitment - Carbon Allowances Purchase for 2011/12
- Report No: 484/12 - Energy Consumption and Carbon Dioxide Emissions (CRC) End of Year Report - 2011/12
- Report No: 488/12 - Implications of continuing increase of energy costs for Angus Council
- Report No: 611/11 - Corporate Energy Consumption and Carbon Dioxide Emissions Reduction Targets
- Report No: 311/11 - Introduction of electronic billing for main utility services
- Report No: 310/11 - Carbon Reduction Commitment – Financial management arrangements and delegations
- Report No: 668/10 - The establishment of management arrangements to fulfil the requirements of the Carbon Reduction Commitment Energy Efficiency Order 2010
- Report No: 69/10 - Carbon Trust Standard Accreditation
- Report No: 856/08 - Introduction of the Carbon Reduction Commitment Obligation - Infrastructure Services
- Report No: 568/11 - Electricity street lighting
- Report No: 291/11 - Reducing the energy consumption of street lighting

- Report No: 194/10 - Reducing the energy consumption of street lighting
- Report No: 186/09 - Reducing the energy consumption of street lighting

CLIMATE CHANGE (SCOTLAND) ACT 2009

- Report No: 823/11 - Climate Change Strategy & Action Plan 2012-2016
- Report No: 442/11 - Scotland's Climate Change Declaration Annual Update Report

ENERGY PERFORMANCE OF BUILDINGS

- Report No: 857/08 - Energy Performance of Buildings - Implementation

LEGISLATIVE CHANGE

There is however legislative change which affects Angus Council and its carbon management strategy and arrangements.

CRC ENERGY EFFICIENCY SCHEME ORDER 2010

The UK Government has embarked on a simplification process that is reducing the benefits of the duty down to solely a carbon tax based upon emissions

This includes:-

- the exclusion of schools from the scheme in England, predominately because these schools manage their own budgets independently from the Local Education Authority, with obvious implications for Scotland
- the introduction of two allowance sales, one in advance and the other in arrears with the latter being more expensive this is intended to encourage participants to purchase allowances in advance without paying a premium for purchasing allowance in arrears. This is intended to encourage participants to manage their energy consumption.
- reducing the energy sources covered by the scheme to only Electricity and Gas, removing the scale of the carbon footprint to be managed.

It is understood that the Environment Agency Performance League Table arrangements, with the potential reputational implications for good and bad performance will be withdrawn.

Following extensive delays by the Environment Agency since October 2011, Angus Council has now been notified of its 2011/12 performance and this has been reported to the Corporate Services Committee at its meeting of 25 April 2013.

Conclusion

Effectively the CRC Scheme will become more of a carbon tax income generator for the Chancellor of the Exchequer and less of a tool for driving carbon dioxide emissions and energy consumption reduction performance improvement.

CLIMATE CHANGE (SCOTLAND) ACT 2009

There has been no notification of further sectoral or individual public body's sectoral targets

Conclusion

Notwithstanding the lack of further guidance this legislation alone sets a specific energy consumption reduction target for Angus Council which has influenced the Council's adopted energy consumption and carbon dioxide emissions reduction targets as detailed in Report No: 611/11.

It is anticipated that this legislation will continue to direct the performance expected to be delivered by Angus Council.

ENERGY PERFORMANCE OF BUILDINGS

The Scottish Government 2012 Amendments:-

- require public bodies to publish Energy Performance Certificates (EPC) in each building between 1,000 and 251 m² in two phases.
- require EPC management recommendations to be implemented within the life of an EPC.
- removes the threshold of 1,000 m² for renovated buildings increases the likelihood of the need for energy performance to be comprehensively improved across the legacy non-Housing estate.
- Requires a percentage of low/zero carbon buildings [already being progressed through adopted sustainable property standards being implemented, predominately by new build projects. Limited General Fund property improvement projects will limit delivery]
- Require Local Government to lead the way in enforcing the EPC legislation.

It is understood that there will be a further Energy Efficiency Directive (EED) in 2014 which will bring together EPBD and the Climate Change (Scotland) Act 2009 and:-

- introduce wider and more ambitious reduction targets and
- enforce the recommendations contained in the EPC's.

Conclusion

It is questionable whether this legislation has been effective given the limited impact on Angus Council's reputation or on the disposal of surplus properties. The current economic climate has had a much more serious impact in the latter regard.

The introduction of additional duties conflicts with the reality of restricted funding to implement improvement of the legacy non-Housing estate. It is unlikely that Angus Council will be able to afford to comply with these new duties.

4. PROPOSALS

RATIONALISATION

Given the implications of the current Council restructure and the changing nature of legislative duties it is appropriate to review the current management arrangements adopted by Angus Council.

It is appropriate to reconsider the current management arrangements and the benefits of amalgamating them as appropriate within the new Communities department.

It is recommended that a further report be submitted detailing the new aggregated management arrangements which better enable Angus Council to deliver its current and future legislative obligations. Given the best practice detailed in Appendix 1 it is recommended that a revised Member/Officer Group be established with a revised and more comprehensive remit.

CARBON MANAGEMENT PATH TO 2020

It is recommended that the following actions be progressed.

2013/14

Corporate Services Committee - 25/04/13

- Carbon Reduction Action Plan

Strategic Policy Committee - 30/04/13

- Carbon Management Action Plan (CRC and Climate Change)

Carbon Reduction Member/Officer Steering Group – June 2013

- Carbon Reduction Action Plan
- Proposed Renewable Energy Tariff Projects Programme

Corporate Services Committee? - ~September 2013

- Carbon Reduction Commitment -Carbon Allowances Purchase for 2012/13

- Energy Consumption and Carbon Dioxide Emissions (CRC) End of Year Report – 2012/13

Strategic Policy Committee? - ~November 2013

- Revised management arrangements to fulfil the requirements of the Carbon Reduction Commitment Energy Efficiency Order 2010 and the Climate Change (Scotland) Act 2009

WHAT NEEDS TO BE DONE IN THE NEXT 7 YEARS?

- Recognise that Carbon Management is a corporate priority and a higher priority
- Harvest the benefits of Office Rationalisation
- Capitalise on the benefits of Agile Working
- Ensure every Council initiative considers the carbon footprint implications and endeavours to effect reductions
- Deliver and maintain effective good housekeeping across the Council non-Housing estate
- Implement an optimum Carbon Reduction programme of improvements with limited funding
- Take best advantage of Renewable Energy Tariff opportunities through UK Government revenue funding

5. RISK

This report does not require any specific risk issues to be addressed.

5. FINANCIAL IMPLICATIONS

There are no direct financial implications resulting from this report.

6. HUMAN RIGHTS IMPLICATIONS

There are no Human Rights Act implications specific to this report.

7. EQUALITIES IMPLICATIONS

The issues dealt with in this report have been subject of consideration from an equalities perspective. An [equalities impact assessment](#) is not required.

8. ANGUS COMMUNITY PLAN AND SINGLE OUTCOME AGREEMENT

This report contributes to the following local outcome contained within the Angus Community Plan and Single Outcome Agreement 2011-14:-

- The carbon and ecological footprints of Angus are reduced.
- Angus natural environment is protected and enhanced.
- Angus built environment is protected and enhanced.

9. CONSULTATION

The Chief Executive, Head of Planning and Transport; Head of Law and Administration and the Head of Finance have been consulted in the preparation of this report.

Aspects of this report have been subject to discussion and approval by the Carbon Reduction Member/Officer Steering Group at its meeting of 20th August 2012.

10. CONCLUSION

It is recommended that the Committee, note the contents of this report; approve the proposed renewable generation policy and associated individual recommendations detailed in Appendix 1 of this report and note that the Head of Property will continue to monitor the development and evolution of renewable

energy generation technologies to enable the Director of Corporate Services to report back to the Committee when a change in policy is considered appropriate.

REFERENCES

Committee	Date	Report No	Subject
Strategic Policy	06 September 2011	610/11	Review of the Carbon Management Plan 2011-2016
Strategic Policy	19 March 2013	194/13	Scotland's Climate Change Declaration Annual Update Report

Appendix 1 Corporate Carbon Management Action Plan

Alan McKeown
STRATEGIC DIRECTOR - COMMUNITIES







NOTE: The background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing the above report are:




- Carbon Reduction Member/Officer Steering Group 14th December 2011
Item 8 Improving Energy Efficiency – Audit Scotland Follow Up Report;
- Carbon Reduction Member/Officer Steering Group 14th December 2011
Item 9 Carbon Management Revisited CMAT Workshop Report
- Carbon Reduction Member/Officer Steering Group 20th August 2012.
Item 5 Corporate Carbon Management Action Plan




Property/JP


Appendix 1 Corporate Carbon Management Action Plan




CMAT 1 : VISION & STRATEGIC DIRECTION

	Current CMAT Level					Aspirational CMAT Level
1.1: Reduction Targets	1 - Organisation has 5 year carbon reduction target but has not considered how it will deliver its share of national reduction targets					4 - Organisation has a clear view of its desired long term (2050) and interim (2020 & 2030) carbon foot print, and how it will deliver its share of national reduction targets through strategic decision making.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT1_001.1.1 Put together a working group to identify targets & actions (Carbon Action Plan or Climate Change Action Plan)	30-Sep-2011	John Pearson		100%	Complete. Carbon Reduction Member/Officer Steering Group and Carbon Reduction Working Group established.	
CMAT1_001.1.2 Set targets to 2020 & 2050 that align with Scottish Government targets	30-Sep-2011	John Pearson		100%	Complete. Targets set to 2020 in conformance with the Climate Change (Scotland) Act 2009. Report no: 611/11, corporate energy consumption and carbon dioxide emissions reduction targets, noted and approved by the Strategic Policy Committee at its meeting of 06 September 2011.	
CMAT1_001.1.3 Publish carbon reduction target & have strategy to implement (funded & supported).	30-Jun-2013	Ian Lingard		10%	2020 target published. Revised strategy under development.	
CMAT1_001.1.4 Implement a 10-year action plan	30-Jun-2013	Ian Lingard		5%	Current strategy ongoing and delivering progress. Revised action plan to be progressed when available.	
CMAT1_001.1.5 Assign Carbon Reduction Manager who coordinates the task & targets, assisted by additional staff to monitor & record statistics & improvements.	30-Sep-2010	John Pearson		100%	Complete. Senior Energy and Maintenance Manager and the Energy Management Unit.	
CMAT1_001.1.6 Recycle savings made on CO2 reduction projects to fund Carbon Reduction Management team.	31-Mar-2013	John Pearson		0%	Unnecessary. Resources otherwise financed.	



	Current CMAT Level					Aspirational CMAT Level
1.2: Management Plans	1 - Organisation has a long term building asset management plan without quantified carbon reduction implications / opportunities.					2 - Organisation has a long term asset management plan that quantifies and schedules carbon reduction implications / opportunities arising from renewal and refurbishment of buildings.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT1_001.2.1 Revised Carbon Management Plan to set reduction targets that align with Scottish Government 2020 targets.	31-Dec-2012	John Pearson		80%	Targets operational. Revised strategy under development.	
CMAT1_001.2.2 Quantify carbon targets in departmental asset management plans & identify actions and projects for improvement.	30-Jun-2013	John Pearson		30%	01: Overall departmental targets established within the 2011/12 and 2012/13 Final Budget Volumes. Implementation of the CAMG action plans will rationalise the estate, particularly for offices. Reduction strategy and projects programme under development.	
CMAT1_001.2.3 Implement a 10-year action plan.	30-Sep-2013	Ian Lingard		3%	Revised action plan to be progressed when available.	



	Current CMAT Level					Aspirational CMAT Level
1.3: Carbon Reduction Contributions	2 - Organisation understands the relative contribution of energy efficiency & on-site renewables but has not calculated the carbon reduction potential from each to meet interim and long term carbon reduction targets.					3 - Organisation understands the relative contribution of energy efficiency & on-site renewables and has calculated the carbon reduction gains potential from each to meet interim and long term carbon reduction targets.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT1_001.3.1 Survey estate for potential retrofit of renewable technology, & fund & implement identified improvements.	30-Jun-2013	Ian Lingard		10%	Generation of Renewable Energy policy review report considered by the Corporate Services Committee 30 August 2012. Renewable Energy (RHI and FIT) Projects report to be submitted to CRC MOG.	
CMAT1_001.3.2 Plot usage versus savings & savings on costs for renewable energy systems.	31-Mar-2013	Ian Lingard		50%	Combined heat and power system at Arbroath Sports Centre and photovoltaic (PV) system at Inverkeillor Primary School currently monitored. Solar heating and PV systems being provided at Montrose Swimming Pool and Kinloch Care Centre are to be monitored once they are fully operational.	
CMAT1_001.3.3 With responsible Carbon Reduction Manager & staff, put in place monitoring equipment to record data usages, etc. for renewable energy systems.	31-Mar-2014	Ian Lingard		0%	To be implemented in accordance with an agreed programme of FIT and RHI projects	



	Current CMAT Level					Aspirational CMAT Level
1.4: Near Term Planning	0 – Organisation’s short term plan has insufficient projects to meet 50% of stated target.					2 - Organisation has quantified and funded short term plan (4 -5 years) that has sufficient projects to deliver over 75% of the stated reduction target.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT1_001.4.1 With Carbon Reduction Manager & staff compile details & quantify sufficient short term projects.	30-Jun-2013	Ian Lingard		10%	Ongoing	



	Current CMAT Level					Aspirational CMAT Level
1.5: Communications Strategy	1 - Organisation communicates carbon reduction issues to employees but this is done on an ad hoc basis.					2 - Organisation has a robust carbon reduction communications strategy but no formal measure of effectiveness is undertaken
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT1_001.5.1 Carbon Reduction Management & staff report via council Intranet. Also communications via Internet, press releases, local press & advertising on council vehicles.	30-Nov-2012	Ian Lingard		20%	1st phase of Education and Awareness training for the CRC Scheme footprint 80% complete, staff at Invertay House to receive training in February 2013 . Sustainability and energy management website operational. Articles to Angus Matters. Empower e-learning package being developed as part of a Scottish Consortium.	
CMAT1_001.5.2 Private contractors asked for their carbon statement, etc & these made available on their tendering documents.	31-Mar-2013	John Pearson		0%	Not an adopted Council practice.	
CMAT1_001.5.3 Develop template carbon management commitment that includes performance indicators for each service area.	31-Mar-2013	John Pearson		0%	Not an adopted Council practice. CRC Scheme focus is on footprint performance rather than service provision. Monitoring undertaken at departmental; divisional and building levels as appropriate.	



CMAT 2 : PERFORMANCE MANAGEMENT & IMPROVEMENT

	Current CMAT Level					Aspirational CMAT Level
2.1: Emissions Data Collection	1 - Organisation has data collection regime that allows quarterly collation of 75% of organisation's in scope carbon emissions.					2 - Organisation has data collection regime that allows quarterly collation of 75% of organisation's in scope carbon emissions on a monthly basis.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT2_002.1.1 Central collection point for all travel details to & from offices, seminars, sites visits, etc. including road/ rail/ public transport/ plane. To be collected monthly & reported quarterly.	30-Sep-2013	George Chree		50%	Not an adopted Council practice. CRC Scheme focus is on footprint performance rather than overall carbon performance by the Council. The Climate Change Working Group undertaking broader monitoring which will inform future Carbon Trust Standard re-accreditation submissions.	
CMAT2_002.1.2 Develop data management system so that data from each service is fed monthly to a data responsible person.	30-Sep-2013	George Chree		70%	02: AMR data gathered for 72% of the CRC Scheme footprint supplemented by bill information and end-of-year meter reads. Appropriate information made available at each level. Quarterly performance reports established and operational in 2012/13.	


	Current CMAT Level					Aspirational CMAT Level
2.2: Emissions Reporting	0 - Detailed monitoring report issued annually					4 - Organisation issues detailed individual monitoring reports covering 100% (energy, waste and transport) of carbon footprint to all Departments and Lead Carbon Sources on a monthly basis.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT2_002.2.1 Management & staff to set up reporting templates & communications procedures for each category (waste, transport, housing, IT, etc).	30-Sep-2013	George Chree		30%	(See 02 above.)	
CMAT2_002.2.2 Use structures, staffing & procedures already in place to record & monitor carbon emissions to meet performance indicators.	30-Sep-2013	George Chree		50%	(See 02 above.)	




	Current CMAT Level					Aspirational CMAT Level
2.3: Operational Management	1 - Organisation has a documented energy reduction target.					4 - Service Directors and Operational Managers have designated carbon reduction targets relating to their operational area as one of their key performance indicators with documented evidence of ongoing actions being taken to ensure short term carbon reduction targets are met.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT2_002.3.1 Management & staff to set up reporting templates & communications procedures for each category (waste, transport, housing, IT, etc)	30-Sep-2013	George Chree		30%	(See 01 and 02 above).	
CMAT2_002.3.2 Use structures, staffing & procedures already in place to record & monitor carbon emissions to meet performance indicators	30-Sep-2013	George Chree		50%	03: Carbon Reduction Working Group established Carbon Champions and EARs to be finalised. Reports operational.	


	Current CMAT Level					Aspirational CMAT Level
2.4: Performance Reporting	1 - Carbon Management performance report with emission data and project updates reported to on an ad hoc basis.					4 - Carbon Management performance report with detailed emission data and project updates reported to: Full Council: Annually Staff/Stakeholders: Half Yearly SMT: Quarterly
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT2_002.4.1 Management & staff to set up reporting templates & communications procedures for each category (waste, transport, housing, IT, etc)	30-Sep-2013	George Chree		30%	04: Detailed performance reporting has been actioned during 2011/12 at mid-year and end-of-year for the CRC Scheme footprint only using as a base the finalised energy consumption, carbon dioxide emissions and financial budgets for 2011/12.	
CMAT2_002.4.2 Use structures, staffing & procedures already in place to record & monitor carbon emissions to meet performance indicators	30-Sep-2013	George Chree		50%	(See 01 and 02 above.)	



	Current CMAT Level					Aspirational CMAT Level
2.5: Improvement	0 - No review of performance against targets take place					4 - Carbon Manager or equivalent reviews carbon performance against CO2 reduction targets and following consultation with specialist agencies develops a carbon management improvement programme of actions supported and signed off by Corporate Management Team.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT2_002.5.1 Management & staff to set up reporting templates & communications procedures for each category (waste, transport, housing, IT, etc)	30-Sep-2013	George Chree		30%	(See 04 above.)	
CMAT2_002.5.2 Use structures, staffing & procedures already in place to record & monitor carbon emissions to meet performance indicators	30-Sep-2013	George Chree		50%	(See 03 above.)	


CMAT 3 : GOVERNANCE & ACCOUNTABILITY

	Current CMAT Level					Aspirational CMAT Level
3.1: Political Commitment	1 - Elected Members have placed emission reduction at the core of the organisations key objectives.					2 - Elected Members have placed emission reduction at the core of the organisations key objectives and hold officials to account for carbon reductions against stated targets in Council Plan
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT3_003.1.1 Provide detailed relevant information to all elected members. Set targets & clearly identify specific officials' responsibilities.	30-Sep-2013	George Chree		80%	Carbon Reduction Member/Officer Steering Group established with senior member participation. Strategies approved, members briefed. First end-of-year CRC Scheme performance report, for 2011/12, submitted. Not currently Core status.	


	Current CMAT Level					Aspirational CMAT Level
3.2: Chief Executive Accountability	1 - Chief Executive has formally committed to carbon reduction through signing climate change declaration.					3 - Chief Executive accepts overall accountability for carbon reduction targets in the organisation and twice annually chairs meeting to review progress against targets, project updates and future plans.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT3_003.2.1 Senior management team to brief new Chief Executive on their carbon management responsibility & get them to set up a steering group as one of their first actions.	31-Dec-2012	Colin McMahon		90%	Carbon Reduction Working Group operational. Targets and reporting established. Carbon Reduction Member/Officer Steering Group briefed. Linkage to Chief Executive uncertain.	
CMAT3_003.2.2 Set up carbon management team, with representation from all services, chaired by Carbon Manager & reporting to Chief Executive.	31-Dec-2011	John Pearson		100%	Complete. Carbon Reduction Member/Officer Steering Group and Carbon Reduction Working Group operational.	
CMAT3_003.2.3 Chief Executive chairs twice annual Carbon Management Plan progress review meetings.	31-Dec-2012	Colin McMahon		0%	Linkage to Chief Executive uncertain.	


	Current CMAT Level					Aspirational CMAT Level
3.3: Senior Management Accountability	0 - Service Directors accountability for energy / carbon reduction targets.					1 - Service Directors accept overall accountability for energy / carbon reduction targets in their department
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT3_003.3.1 The new steering group (set up by Chief Executive) shall meet regularly & have a clear management chain identified for each service, & resource (staff time) committed.	30-Sep-2011	George Chree		100%	Complete. Carbon Reduction Member/Officer Steering Group and Carbon Reduction Working Group operational.	


	Current CMAT Level					Aspirational CMAT Level
3.4: Devolution of Responsibility	0 - No plans to devolve Carbon budgets					1 - Plans are in place to estimate individual department's carbon / energy budgets and to devolve these to Service Director.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT3_003.4.1 Following training, each department to set carbon reduction plan which identifies how strategy will be carried into operational delivery	30-Sep-2013	George Chree		80%	Being developed through the Carbon Reduction Working Group for the CRC Scheme footprint only. Other carbon dioxide emissions e.g. fleet vehicles and other transport the province of the Climate Change Working Group.	
CMAT3_003.4.2 Provide training to designated officers on carbon issues & how to set targets, & how this impacts on budgets & practical project delivery.	30-Sep-2013	George Chree		20%	1st phase of Education and Awareness training for 2012/13 80% complete, staff at Invertay House to receive training February 2013. Training for the CRC Scheme footprint integrated with current reduction project strategy.	


	Current CMAT Level					Aspirational CMAT Level
3.5: Scrutiny & Audit	0 – No formal scrutiny or audit takes place					1 – Carbon Management performance reports detailing progress against target scrutinised on an ad hoc basis.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT3_003.5.1 With targets & plan in place, each department to audit self quarterly, with corporate audit annually.	30-Jun-2013	John Pearson		70%	(See 01 and 02 above.)	





CMAT 4 : EMBEDDED WITHIN ORGANISATION

	Current CMAT Level					Aspirational CMAT Level
4.1: Carbon Appraisal	2 - Selected capital projects contain an assessment of carbon emissions associated with the project. Plans in place to introduce more robust whole life costing.					4 - 100% of projects that are subject to financial appraisal are subject to carbon appraisal – including whole life costing and consideration of alternative low carbon methods of project delivery.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT4_004.1.1 All tendered projects to have whole life costing & assessment of carbon impact in tender evaluation, including contractor sustainability plans & embodied energy of materials.	31-Mar-2013	Colin McMahon		60%	Accommodated within all construction projects undertaken by the Property division excluding contractor sustainability plans which are not an adopted Council practice. Extent of otherwise adoption unknown.	




	Current CMAT Level					Aspirational CMAT Level
4.2: Procurement	2 - Whole life costing and / or consideration of low carbon alternatives for selected goods and service that are determined to have high carbon impact / implications.					3 - Consideration of both embedded and ongoing operational CO2 emissions is standard practice during procurement processes for 75% of goods/services through whole life costing & consideration of alternatives.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT4_004.2.1 Whatever is procured, the responsible officer has to identify the carbon content & also which other options were discarded.	30-Sep-2013	Colin McMahon		20%	Corporate Procurement Manager has issued some guidance. Scope of suitability and application uncertain.	


	Current CMAT Level					Aspirational CMAT Level
4.3: Embedded in Outcome Agreements	0 - CO2 reduction objectives not contained in the Council Plan.					3 - Carbon reduction targets and actions are contained in the Community Plan, Single Outcome Agreement, the Council Plan and Departmental Service PI.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT4_004.3.1 The new Chief Executive-led steering group should ensure that all corporate, community & service plans have carbon targets clearly stated	30-Sep-2013	Colin McMahon		20%	08: Corporate targets for the CRC Scheme footprint established and integrated within the Corporate Improvement Plan and associated PIs. Also supports the Angus Community Plan and Single Outcome Agreement 2011-2014, communities that are sustainable objective.	

	Current CMAT Level					Aspirational CMAT Level
4.4: Embedded in Strategies, Policies & Procedures	1 - Selected committee reports consider environmental implications of new proposals but this is done on an informal & ad hoc basis.					3 - All committee reports are routinely scrutinised for compliance with carbon management strategies & plans by qualified specialist to assess any potential impact on both short and long term CO2 targets.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT4_004.4.1 Clearly identified trained officer to be responsible for carbon impact assessment on all reports & policies. Staff resources & specialist training required.	31-Mar-2013	Colin McMahon		0%	Not yet an adopted Council practice.	


	Current CMAT Level					Aspirational CMAT Level
4.5: Staff Competencies	0 - CO2 reduction not determined to be appropriate for competencies					1 - Informal plans are in place to introduce CO2 reduction as part of competency requirements for selected staff with high carbon intensity job function.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT4_004.5.1 Include carbon reduction in individual work plans at appraisals	30-Sep-2013	Colin McMahon		0%	05: Not yet an adopted Council practice	
CMAT4_004.5.2 Comprehensive training plan on carbon to be included in induction appraisal (as part of management competencies). Checking & review by division champions. Ongoing training & review required & communicated.	30-Sep-2013	Colin McMahon		0%	06: Not yet an adopted Council practice.	
CMAT4_004.5.3 Put carbon reduction plan on senior management team agenda.	30-Jun-2013	Colin McMahon		30%	(See 01 and 02 above.)	
CMAT4_004.5.4 Put carbon management responsibility into everyone's job description.	30-Sep-2013	Colin McMahon		0%	Not yet an adopted Council practice.	






CMAT 5 : USE OF RESOURCES

	Current CMAT Level					Aspirational CMAT Level
5.1: Low Carbon Funding Policy	3 - Additional funding is made available for low carbon specifications and carbon reduction projects but only those with 10 yr financial paybacks.					4 - Additional funding is routinely made available and embedded as business as usual policy for low carbon building specifications and carbon reduction projects through linkage of capital costs and longer term running costs.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT5_005.1.1 Prudential borrowing to be implemented for low carbon building specifications, e.g. use of Feed-in Tariffs.	31-Mar-2014	John Pearson		5%	Potential being evaluated through prospective FIT and RHI schemes development.	
CMAT5_005.1.2 Increased low carbon budget to c £500/tonne mitigated.	31-Mar-2014	John Pearson		0%	05: Unlikely to be an adopted Council practice	
CMAT5_005.1.3 Unlimited funding for low carbon projects.	31-Mar-2014	John Pearson		0%	06: Unlikely to be an adopted Council practice.	


	Current CMAT Level					Aspirational CMAT Level
5.2: Designated Responsibility	0 - No nominated officer in charge of carbon management across organisation.					2 - Nominated senior manager in charge of emission reduction across organisation with an identified team to provide support but with limited authority and time.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT5_005.2.1 Carbon Reduction team set up with authority & clout!	31-Dec-2010	John Pearson		100%	Complete for CRC Scheme footprint. Senior Energy and Maintenance Manager and the Energy Management Unit.	


	Current CMAT Level					Aspirational CMAT Level
5.3: Energy Management Capability	4 - Minimum of one full time Energy Manager / Officer per 2 million pounds spent annually on energy to provide technical support and advice across the organisation.					Appropriate resources established and expanded within the Energy Management Unit. No further action required.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	


	Current CMAT Level					Aspirational CMAT Level
5.4: Site Champions	1 - Plans to establish site / network champions appointed at all large premises (with half hourly data) or service delivery networks to disseminate / embed low carbon policies and practices across their site or operations at all large premises (with half hourly data) or service delivery networks to disseminate / embed low carbon policies and practices.					3 - Site / network champions appointed at all large premises (with half hourly data) or service delivery networks and given sufficient time, training and control to disseminate / embed low carbon policies and practices across their site or operation.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT5_005.4.1 Site champions at every department & division (& potentially every large building) – suitably trained & experienced.	30-Nov-2012	Ian Lingard		20%	(See 03 above.)	


	Current CMAT Level					Aspirational CMAT Level
5.5: Employee Training	0 - No staff training packages include information or guidance on energy use or carbon reduction					2 - Selected staff training packages reviewed to consider CO2 implications and appropriate CO2 reduction awareness training has been introduced.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT5_005.5.1 Conduct energy walk round at each building	31-Mar-2013	Ian Lingard		15%	Currently undertaken by Energy Management Unit. Hindered by lack of nominated contacts as per 03 above..	
CMAT5_005.5.2 Face-to-face, hands-on induction course for new starters, say every 12 new starters (3 staff working on an area basis).	30-Jun-2013	Ian Lingard		15%	Under development	
CMAT5_005.5.3 Staff induction sheet produced (by EMU?) for managers to give/ show new starters their carbon responsibilities in their workplace.	30-Jun-2013	Ian Lingard		15%	Under development	
CMAT5_005.5.4 All staff to receive carbon reduction guide for offices.	31-Mar-2013	Ian Lingard		15%	Under development as part of the Education and Awareness training	
CMAT5_005.5.5 Get energy reduction into induction training module.	30-Jun-2013	Ian Lingard		15%	Under development	





CMAT 6 :SHORT TERM PROJECTS REGISTER

	Current CMAT Level					Aspirational CMAT Level
6.1: Project Cost	1 - Short-term carbon management plan has limited portfolio of practical projects with plans to formally cost them in the future and work out exact payback periods.					4 - Project register has portfolio of practical projects, 100% of which are fully costed though discussion with suppliers / service providers & financial paybacks calculated using best available projections of changes in utility charges and other costs.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT6_006.1.1 Carbon Reduction team to draw up new project register – fully costed & approved	30-Jun-2013	Ian Lingard		0%	Revised strategy under development. Restricted by: 05 and 06 above.	

	Current CMAT Level					Aspirational CMAT Level
6.2: Quantified Emissions	3 - 75% of projects within the project register have firm estimated emission reduction figure using best specialist data available					4 - 100% of projects within the project register have firm estimated emission reduction figure using best specialist data available.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT6_006.1.1 Carbon Reduction team to draw up new project register – fully costed & approved	30-Jun-2013	Ian Lingard		0%	Revised strategy under development. Restricted by: 05 and 06 above.	

	Current CMAT Level					Aspirational CMAT Level
6.3: Project Implementation Date	1 - 25% of projects within the short term carbon management plan have a firm implementation date that has been established thorough consideration of procurement and other factors					4 - 100% of projects within the short term carbon management plan have a firm implementation date that has been established through consideration of procurement, staff resourcing and other relevant factors
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT6_006.1.1 Carbon Reduction team to draw up new project register – fully costed & approved	30-Jun-2013	Ian Lingard		0%	Revised strategy under development. Restricted by: 05 and 06 above.	

	Current CMAT Level					Aspirational CMAT Level
6.4: Project Finance	1 - 25% of required finance has been formally committed to allow fulfilment of plan objectives over course of short term (4-5 years) programme					4 - 100% of required finance has been formally committed and signed off by Finance Manager to allow fulfilment of plan objectives over course of short term (4-5 years) programme.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT6_006.1.1 Carbon Reduction team to draw up new project register – fully costed & approved	30-Jun-2013	Ian Lingard		0%	Revised strategy under development. Restricted by: 05 and 06 above.	

	Current CMAT Level					Aspirational CMAT Level
6.5: Regular Review of Project Register	2 - Current short term project register available with stated intention to develop update and get sign of from Corporate Management Team.					4 - Short term project register updated every year with review & update approved by Executive Committee and Corporate Management Team. Designated manager / officer identified for each project to ensure accountability.
Enabling Action	Due Date	Lead Officer	Current Progress	%	Progress	
CMAT6_006.5.1 Set up new project register & agree annual update & review.	30-Sep-2013	Ian Lingard		0%	To be developed.	
CMAT6_006.5.2 Set accountability/ ownership of projects	30-Sep-2013	Ian Lingard		0%	To be developed.	
CMAT6_006.5.3 Someone in overall charge of project register & register updated monthly.	30-Sep-2013	Ian Lingard		0%	To be developed.	
CMAT6_006.5.4 Secure management/ elected members support & report regularly to COMT & committee.	31-Oct-2013	John Pearson		0%	Under development.	

CMAT EM

Generated on: 08 February 2013

Figure 3 Recommendations from the 2008 - Improving energy efficiency report

Recommendation	Status
The public sector should ensure that effective strategies are in place to improve energy efficiency and reduce CO2 emissions throughout all areas of public sector activity. These strategies should be supported by comprehensive plans detailing the actions to be taken to achieve agreed objectives and time-related targets	Being developed through the Carbon Reduction Working Group for the CRC Scheme footprint only. Other carbon dioxide emissions eg fleet vehicles and other transport are the province of the Climate Change Working Group
The public sector should ensure that senior staff play a key role in improving energy efficiency and reducing CO2 emissions through leading on the implementation of strategies.	Being developed through the Carbon Reduction Working Group for the CRC Scheme footprint only.
The public sector should identify and implement a coordinated programme to raise awareness of energy efficiency among staff. Public bodies should actively seek expert advice and input to design programmes which focus on encouraging changes to culture and staff behaviour.	Education and Awareness training being finalised for the CRC Scheme footprint integrated with current reduction project strategy.
The public sector should ensure staff with the necessary skills are made available to support implementation of energy efficiency activities. Formal reporting frameworks should be used to monitor progress against the aims, objectives and targets outlined in energy efficiency strategies.	Senior Energy and Maintenance Manager and the Energy Management Unit. (See 01,02 and 03 above.) Also reports to Carbon Reduction Member/Officer Steering Group and the Carbon Reduction Working Group.
The public sector should collect accurate and consistent data on energy consumption within all sites which they own or lease and in their transport use. Public bodies in multiple occupancy buildings need to work with landlords and other occupiers to establish procedures for identifying local consumption data.	(See 02 above.)
The public sector should ensure that energy efficiency is considered in the procurement of goods and services, and in the planning and design of major capital projects.	Corporate Procurement Manager has issued some guidance. Scope of suitability and application uncertain.

Figure 4 Recommendations from the 2010 - Improving energy efficiency - A follow-up report – Audit Scotland

Recommendation	Status
Strengthen the contribution they make to reducing emissions and increase the pace of change	Significant progress achieved establishing the management arrangements with early performance encouraging. Scope of project based improvement uncertain.
Work with the Scottish Government to implement the actions relevant to the public sector in the Energy Efficiency Action Plan, and report progress to senior management	Currently working to fulfil the duties introduced by the CRC Energy Efficiency Scheme Order 2010 and the Climate Change (Scotland) Act 2009.
Ensure they have systems in place to collect accurate data on transport use and resulting CO2 emissions	Other carbon dioxide emissions e.g. fleet vehicles and other transport are the province of the Climate Change Working Group.
Build energy efficiency considerations into asset management and estate rationalisation decisions, involving energy officers or teams wherever possible	Implementation of the CAMG action plans will rationalise the estate, particularly for offices. Reduction strategy and projects programme under development.

Recommendation	Status
Build the CRC Energy Efficiency Scheme into their internal audit arrangements, to provide assurance in addition to the five-yearly external audit by SEPA	Already being implemented through internal audit.

Figure 5 Appendix 2 of the 2010 - Improving energy efficiency - A follow-up report – Audit Scotland

Part 1. Energy use

Issue	Questions for councillors & non-executive board (page members to consider)	Status
Energy use in public sector buildings is estimated to have risen by one per cent over the three years to 2008/09.	What progress is your organisation making in reducing its energy use?	07: Significant progress has been delivered up to and including 2010/11 almost achieving the then target of 12.5% reduction to 1990 base. Good progress being delivered in fulfilling the Council's adopted energy consumption and carbon dioxide emissions targets for non-Housing and Communal areas and sheltered accommodation.
Nearly 85 per cent of public bodies have an energy strategy. Of these strategies, only nine are not supported by an action plan, outlining how objectives and targets to improve energy efficiency will be achieved	Does your organisation have a written strategy to improve energy efficiency?	Current strategy ongoing and delivering progress. Revised action plan to be progressed when available.

Part 2. Improving energy efficiency

Issue	Questions for councillors & non-executive board (page) members to consider	Status
The majority of public bodies have identified champions at senior management level, to help drive forward measures to improve energy efficiency.	Does your organisation have an energy efficiency champion at senior management level? How is behavioural change to improve energy efficiency being encouraged throughout the organisation?	Complete. Director of Corporate Services/Head of Property (See 03 above.)
Public bodies are increasingly setting their own targets for improving energy efficiency in their buildings and transport fleet.	Does your organisation have its own target(s) or performance indicator(s) on improving energy efficiency? How is it performing against the target(s)/performance indicator(s)?	Complete. Targets set to 2020 in conformance with the Climate Change (Scotland) Act 2009. (See 07 above.)
Around 85 per cent of public bodies have a system in place to collate information on energy use in their buildings. However, some public bodies lack the necessary staff resources to analyse and use this data effectively	Does your organisation have a system in place to collect accurate information on energy use in the estate? Is this information being analysed to identify where improvements in energy efficiency can be made, and to calculate CO2 emissions?	(See 02 above.) Complete for the CRC Scheme footprint.
Of the public bodies with a vehicle fleet, around two-thirds have a system in place to monitor the fuel consumption of their fleet. The remaining third need to identify ways to collect accurate data on transport use to allow them to assess fully their CO2 emissions	Does your organisation have a system in place to collect accurate information on the use of its vehicle fleet? Is this information being analysed and used to improve performance and calculate CO2 emissions?	Other carbon dioxide emissions e.g. fleet vehicles and other transport the province of the Climate Change Working Group.
Not all public bodies are reporting energy performance, such as the use and cost of energy, on a regular basis. The Energy Efficiency Action Plan encourages public bodies to report their energy use, and progress in trying to reduce it, regularly.	Is your organisation analysing and reporting information on energy performance (eg, the use of cost of energy and resulting CO2 emissions) to senior management level? Is performance reported regularly?	(See 01, 02 and 08 above.)
Benchmarks can help public bodies identify areas for improvement by comparing their performance against similar organisations.	Does your organisation benchmark its energy performance against similar organisations?	Complete. Through the CRC Energy Efficiency Scheme Order 2010 scheme.
It is important that public bodies build energy efficiency considerations into refurbishments, new buildings and rationalisation of their estate.	Does your organisation have a policy or strategy in place to ensure that energy efficiency is always considered in decisions relating to the refurbishment or rationalisation of buildings and has arrangements in place to ensure this strategy is followed?	Accommodated within all construction projects and property maintenance planning undertaken by the Property division Yes, within the responsibilities of the Property division.
Three-quarters of central government bodies and around two-thirds of councils and NHS boards have procurement strategies stating that energy efficiency should be considered when buying all goods and services. The Sustainable Procurement Action Plan encourages public bodies to put a delivery plan in place during 2010 to ensure sustainable procurement practices are followed.	Does your organisation have a policy or strategy in place to ensure that energy efficiency is always considered when buying goods or services? Has your organisation developed a delivery plan to ensure sustainable procurement practices are followed?	Corporate Procurement Manager has issued some guidance. Scope of suitability and application uncertain

Part 3. The CRC Energy Efficiency Scheme

Issue	Questions for councillors & non-executive board (page members to consider)	Status
Reducing energy use will help public bodies reduce the cost of buying allowances for emissions	Is your organisation taking action to manage the costs associated with participation in the CRC Energy Efficiency Scheme?	Complete. Management arrangements in place. Financial Regulations amended. Reporting arrangements being actioned.
Participants in CRC will be audited by SEPA at least once every five years, from April 2011. As these audits are only every five years, internal audit could provide additional assurance on a more frequent basis.	Does your organisation's internal audit programme include the CRC Energy Efficiency Scheme?	Already being implemented through internal audit. Annual evidence file established and maintained for 2010/11; 2011/12 and beyond.