

## ANNEXE 1

**Summary of the Godalming Lawn Tennis Club's conditions, which are necessary to allow the Council to break its lease agreement and allow building to commence on the hard court Tennis Club Site:**

- a. that the Club requires 4 floodlit hard tennis courts to be available for the Club during the construction phase of the new leisure centre. These Tennis Courts must be laid to agreed Lawn Tennis Association specifications and size the length to be 36.58m and the width (for the four courts) to be 60.96m
- b. that a temporary pavilion, 70 metre square, is provided to last the duration of the construction period of the new leisure centre as detailed in the Deed of Variation
- c. that these facilities must be in place before the Club vacates its current site.

And, that at the end of the construction period of the leisure centre the Club will have:

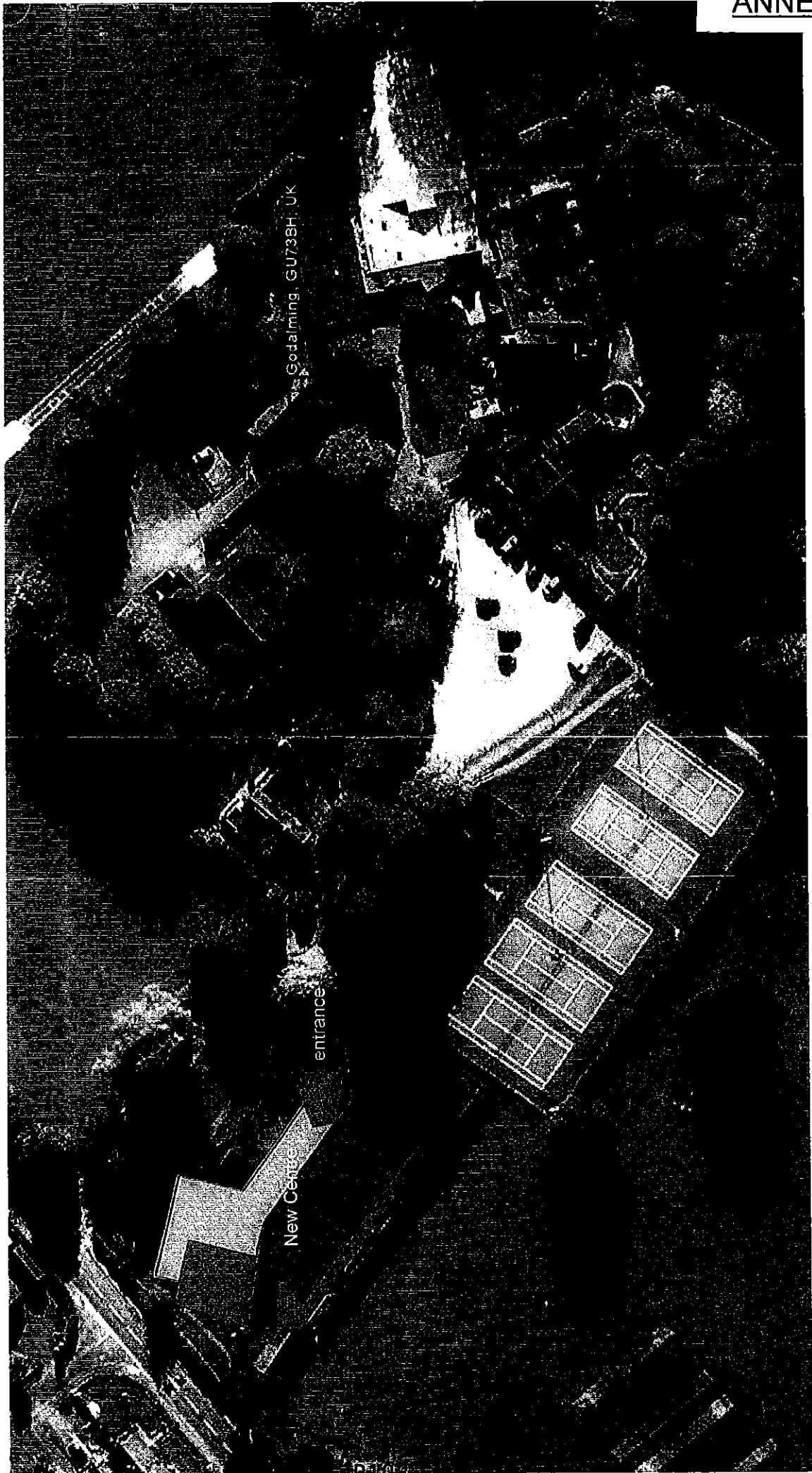
- d. a new pavilion, size circa 218 sq m, with the agreed areas as detailed in the Deed of Variation.
- e. a further two hard tennis courts will be created for the Club, taking the total number of hard courts to six. The final two courts are currently hard courts but during construction are proposed to be the site compound and therefore at the end of the project will be resurfaced.

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# Godalming Leisure Centre

Location Footprint Study

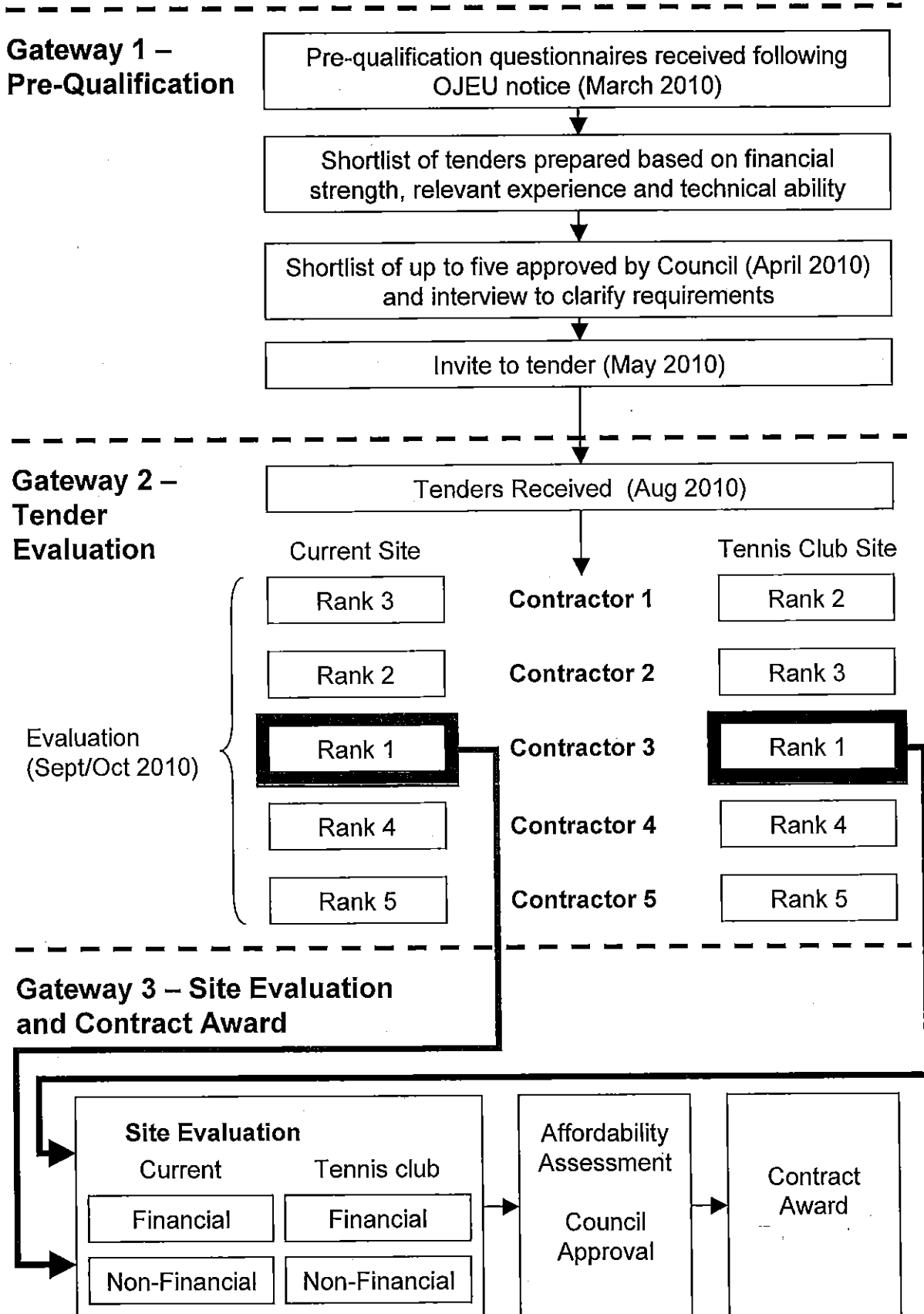


PRESS STARK

BAP+S/06-02-2010 Sk-01



**Evaluation of Godalming Leisure Tender and Site Options**





**Evaluation matrix for construction tenders**  
**Godalming Leisure Centre (new build) – To be applied to both site proposals separately**

Company:

Criteria	Sub-criteria	Initial score	Weighting	Final max score
Methodology and approach		10	2	20
	Innovation and added value			
	Understanding of the client objectives			
	Management and control of project			
	Logistics, planning and programming and contingency arrangements			
	Pro-active engagement with the project and the public			
	Statutory compliance			
Project execution and delivery		10	3	30
	Ability to deliver on time			
	Confidence in programme			
	Sub contractor proposals			
Construction Methodology		10	4	40
	Communication arrangements and skills			

Criteria	Sub-criteria	Initial score	Weighting	Final max score
Broader financial considerations	Proposed Method Statements			
		10	1	10
	Effect on future revenue streams Including potential costs savings from environmental aspects of design and construction			
General design	Exclusions and caveats			
	Provision of specified facilities	10	2	20
	DDA compliance			
External design	Planning compliance	10	6	60
	Access issues – public/service			
	Security incl. surveillance of external areas and monitoring			
Internal design	Attractiveness of building and quality of design			
	Landscaping			
	Facility attraction	10	6	60
	Functionality			



Criteria	Sub-criteria	Initial score	Weighting	Final max score
	Layout efficiency			
	Acoustics			
Materials and construction		10	2	20
	External materials			
	Internal structure			
	Internal fittings and finishings			
	Acoustics			
Sustainability	(Green consultant to support)	10	4	40
	Building efficiency			
	Materials			
	BREEAM			
	Site waste management			
Building services		10	5	50
	Heating			
	Ventilation and cooling			
	Lighting			
	IT/Communications			
	Drainage/Sanitary			
	Pool filtration/heating			
<b>TOTAL QUALITY</b>		<b>100</b>		<b>350</b>



**SITE EVALUATION MATRIX FOR NEW GODALMING LEISURE CENTRE – NON-FINANCIAL**

Criteria	Assessment Points	Importance to Council/Members	Initial Score	Weighting	Final Max Score
Continued operation of existing leisure centre - Closure of existing site not required if new site used.	Providing residents/users/clubs continuity of service provision. Ensure continuity of revenue for operator and thus reduce financial risk to Council	Whilst it is preferred that there is no loss of service provision, this is less of a key issue for the Council if the overall project timescales and within the capital/revenue affordability envelope.	10	15	150
Environmental Issues – Relative environmental benefits of each site.	Maximise energy efficiency of new leisure centre Reduce carbon footprint	The Council are committed to reducing energy consumption as part of the Carbon management Program.	10	3	30
Commencement of construction and opening date of new leisure centre – Does either site produce earlier opening or shorter project period.	How likely is the construction commencement to be in line with the Council's requirements Likelihood of the construction period being within the Council's timescales so that the opening of the centre meets the Council's deadlines.	Very important to meet Council's objectives and commitment Important to meet Council's objectives and commitment	10	3	30
Planning issues – That relate to each of the sites.	What are the planning issues of the site – is this likely to complicate or delay the process? Public opinion	Due to timescale of required project delivery, it is important to ensure that site planning issues are minimised	10	3	30
Potential use of current site	Are there any residual benefits from the site that the current leisure centre occupies?	Any benefits would be perceived as advantageous to the Council	10	3	30
Overall appearance/Visual Impact – Community landmark.	Visual impact of new leisure centre. Confirms delivery & value for money	A new leisure centre has been proposed for Godalming for a considerable time.	10	3	30

**SITE EVALUATION MATRIX FOR NEW GODALMING LEISURE CENTRE - FINANCIAL**

Criteria	Assessment Points	Importance to Council/Members	Initial Score	Weighting	Final Max Score
Capital Costs – Relative capital costs of each site option.	Costs associated with building the new leisure centre	Overall capital costs need to be within Council's affordability.	10	30	300
	Cost /time to prepare site for new leisure centre	Time issues should be within delivery timescales			

Apply mathematical formula to determine relative ranking of price.

Full points are awarded to the lowest tender for each contractor and each site proposal. For the other tenders, two points are deducted for every £10,000 that the tender is higher than the lowest priced tender

**Waverley Borough Council  
Carbon Management Plan (CMP)  
2010 - 2015**

*Date: March 2010*

*Version number: 5*

*Owner: Fotini Kallipoliti*

**Approval route:**

<i>Carbon Management Board</i>	<i>(8 March 2010)</i>
<i>Corporate Mgt Team</i>	<i>(24 March 2010)</i>
<i>Members Briefing</i>	<i>(30 March 2010)</i>
<i>Executive Committee</i>	<i>(13 April 2010)</i>
<i>Full Council</i>	<i>(20 April 2010)</i>

**Approval status: Draft**

## Contents

<b>Foreword from the Environment and Climate Change Portfolio Holder</b>	<b>4</b>
<b>Foreword from the Carbon Trust</b>	<b>4</b>
<b>Glossary</b>	<b>5</b>
<b>Management Summary</b>	<b>6</b>
<b>1 Introduction</b>	<b>10</b>
<b>2 Carbon Management Strategy</b>	<b>11</b>
2.1 Context and drivers for Carbon Management	11
2.1.1 National Drivers	11
2.1.2 Regional Drivers	12
2.1.3 Local Drivers	12
2.2 Our low carbon vision	12
2.3 Strategic areas of focus	13
2.4 Targets and objectives	13
<b>3 Emissions Baseline and Projections</b>	<b>14</b>
3.1 Scope	14
3.2 Baseline	14
3.3 Projections and Value at Stake	15
<b>4 Carbon Management Projects</b>	<b>17</b>
4.1 Progress so far	17
4.2 Existing projects	17
4.3 Potential future projects	18
4.4 Assumptions	20
<b>5 Carbon Management Plan Financing</b>	<b>21</b>
5.1 Quantified benefits	21
5.2 Non financial benefits	22
5.3 Other sources of funding	22
<b>6 Actions to Embed Carbon Management in Your Organisation</b>	<b>23</b>
6.1 Corporate Strategy – embedding CO <sub>2</sub> saving across your organisation	23
6.2 Programme Management – bringing it all together effectively	23
6.3 Responsibility – being clear that saving CO <sub>2</sub> is everyone's job	23
6.4 Data Management – measuring the difference, measuring the benefit	24
6.5 Communication and Training – ensuring everyone is aware	24
6.6 Finance and Investment – the money to match the commitment	24
6.7 Policy Alignment – saving CO <sub>2</sub> across your operations	24
6.8 Engagement of Schools – influencing Schools to reduce their carbon footprint	25
6.9 Engagement of your Suppliers – working with suppliers to reduce your carbon footprint	25
<b>7 Programme Management of the CM Programme</b>	<b>26</b>
7.1 The Programme Board – strategic ownership and oversight	26

7.2	The Carbon Management Team – delivering the projects	27
7.3	Succession planning for key roles	27
7.4	Annual progress review	28
<b>Appendix A: Carbon Management Matrix - Embedding</b>		<b>29</b>

## Foreword from the Environment and Climate Change Portfolio Holder

Waverley is an ambitious Council, and always trying to improve the many public services that we provide to our residents. Carbon management is in line with our corporate priorities and we have the vision of making Waverley a low carbon authority.

We embarked on the carbon management journey because we recognised the importance of getting our house in order and leading our community by example. We have set ourselves an ambitious target of 25% CO<sub>2</sub> reduction by 2015 and we will do all we can achieve this and more.

The climate change challenge is one of the biggest we have ever faced but we are confident that employees of the borough council will pull together and help us achieve this ambitious plan. Set an example that the rest of the community will follow enthusiastically.

Cllr John Sandy  
Portfolio holder for environment and climate change

## Foreword from the Carbon Trust

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

Waverley Borough Council was selected in 2009, amidst strong competition, to take part in this ambitious programme. Waverley Borough Council partnered with the Carbon Trust on this programme in order to realise vast carbon and cost savings. This Carbon Management Plan commits the council to a target of reducing CO<sub>2</sub> by 25% by 2015 and underpins potential financial savings to the council of around £800 thousand.

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



Richard Rugg  
Head of Public Sector, Carbon Trust



## Glossary

BAU	Business As Usual
BMS	Business Management System
CM Team	Carbon Management Team
CMP	Carbon Management Plan
CMT	Corporate Management Team
CO <sub>2</sub>	Carbon Dioxide
CRC	Carbon Reduction Commitment
DEC	Display Energy Certificate
GOSE	Government Office South East
LAA	Local Area Agreement
LACM	Local Authority Carbon Management
NI185	National indicator 185: related to emissions for local authority operations
NI186	National indicator 186: related to emissions for local authority area
SCS	Sustainable Community Strategy
VAS	Value At Stake

## Management Summary

### Background

Waverley first demonstrated its commitment to act on Climate Change in 2006 by signing the Nottingham Declaration<sup>1</sup> and soon after by producing a Climate Change Action Plan. The importance of getting our house in order is in line with the Government's pressure on local authorities to set the example. We embarked on the Carbon Management programme in 2009.

The reason for Waverley tackling climate change is a mixture of local, national and regional drivers.

#### Our Drivers:

- Corporate priorities
- Energy prices
- National indicators
- Local Area Agreement
- Community leadership

### Vision

Local authorities have a crucial role in tackling climate change as community leaders and service providers. Waverley's vision for this programme is to become a low carbon authority and lead our community by example. To achieve this we set ourselves an ambitious target:

Waverley will reduce CO<sub>2</sub> emissions from Council operations  
(from 2008/09 levels)  
**25% by April 2015 and 34% by April 2020**

### Baseline

As part of reporting for NI 185 (CO<sub>2</sub> emissions for local authority operations), we started monitoring energy and fuel use from our operations during 2008/09. This helped identify our main CO<sub>2</sub> contributors. This information forms Waverley's baseline, to measure the reductions we will achieve in the years to come. This was important in prioritising areas where the biggest savings opportunities are likely.

**Waverley's Carbon  
Footprint in 2008/09 was:**

**5,397 tonnes of CO<sub>2</sub>**

Figure 1 below shows the breakdown of those areas to focus on are Leisure centres, the main council office building and our contractors.

<sup>1</sup> The Nottingham Declaration is a commitment by local authorities to tackling the affects and causes of climate change. Over 300 councils have signed the declaration since 2000. Waverley signed it in 2006.

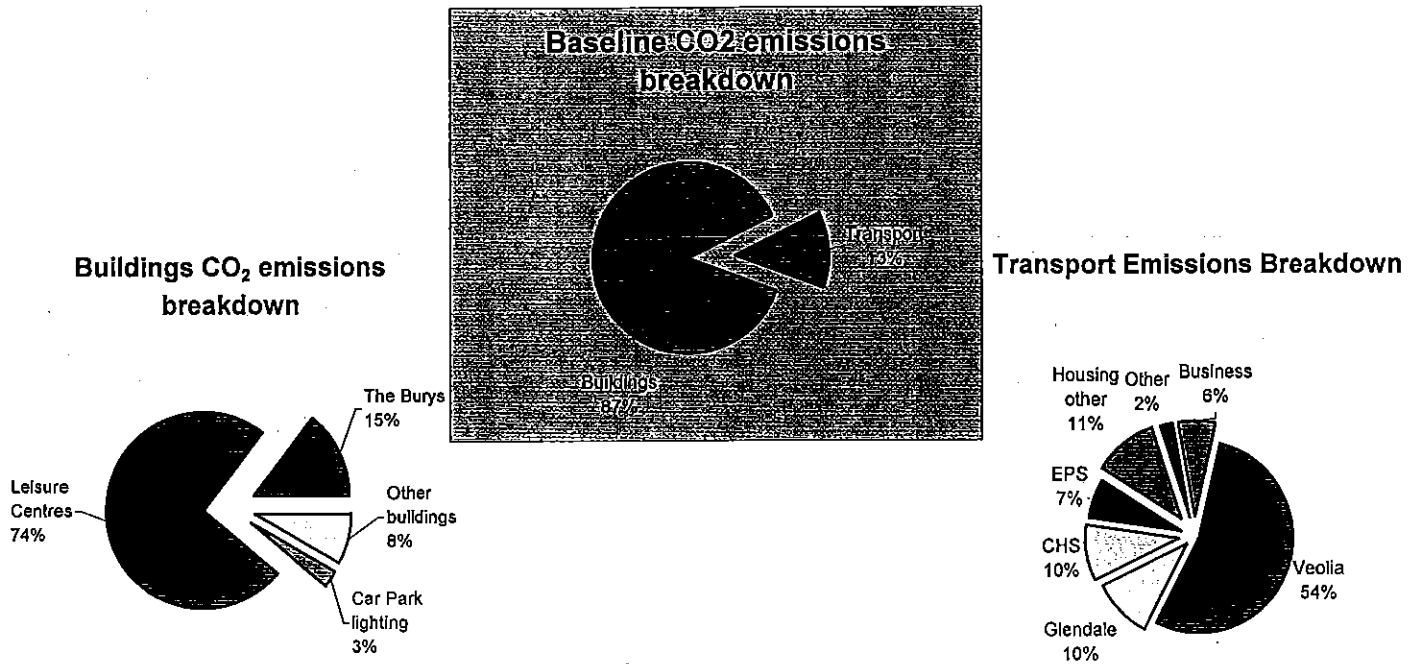


Figure 1. Summary of emissions for 2008/09

As the programme develops further we will do more work on other areas of emissions such as water consumption, waste and possibly staff commute.

**Planned projects**

The table below lists five projects that will be implemented in the first year of the programme. An investment of approximately £198,000 will be made in order to save 262 tonnes of CO<sub>2</sub>. To achieve our target we will need to cut in total 1,349 tonnes CO<sub>2</sub>. Further projects have been identified and they are estimated to deliver a total of 1213 tonnes of CO<sub>2</sub>. The remaining 136 tonnes will be delivered throughout the 5-year period, as we continue to identify and implement new projects.

Ref	Project	Lead officer	Cost	Payback period (years)	CO <sub>2</sub> savings (tonnes)	% of target	Project Start Year
OF9	Office improvements - Voltage Optimisation for the main council office	Steve Holt	£23,000	4.5	34	2.2%	2009
OF11	Office improvements - Thin client computers roll out programme -year 1. (Replace 100 PC's every year, for 3 years)	Martin Wilson	£20,000	5.5	25	1.6%	2009
OF16	Office Improvements - Boiler replacement at the main council office	Steve Holt	£70,000	11	35	2.2%	2009
LC9	Leisure Centres – CHP	Kelvin	£35,000	2.7	95	6%	2010

	reinstatement at Cranleigh	Mills					
LC14	Leisure Centres – Boiler replacement at Farnham	Kelvin Mills	£50,000	3.9	73	4.6%	2010
<b>TOTAL</b>			<b>198k</b>		<b>262</b>	<b>16.6%*</b>	

### Finance

The carbon management programme supports Waverley’s corporate priorities to deliver value for money as well as reducing CO<sub>2</sub> emissions. The financial benefits from implementing a Carbon Management Plan are going to be significant as energy prices are predicted to rise over the years. Waverley will continually look for external sources of funding to supplement the costs of projects.

Taking into account potential fuel and energy cost increases in the years to come, we have estimated the cost of inaction is likely to be significant. Figure 2 below demonstrates the “Business as Usual” scenario against the emissions reduction scenario.

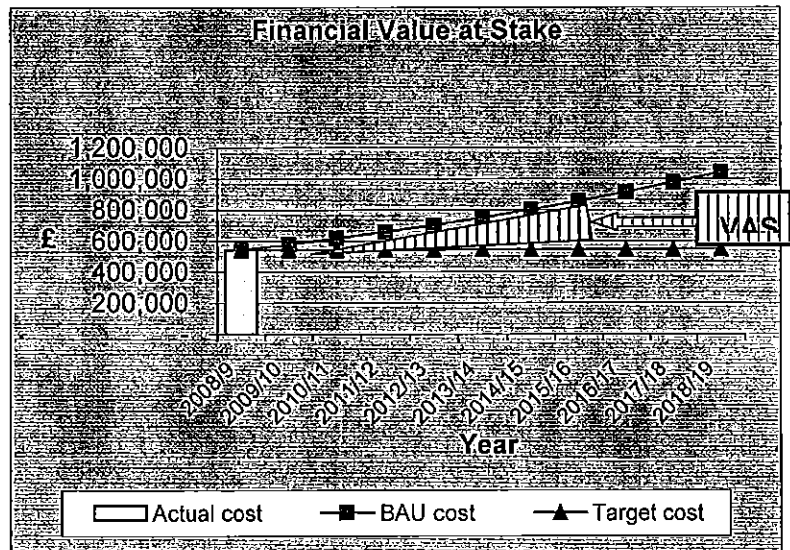


Figure 2. Financial Value at Stake

The difference between the two scenarios, over the next years, is the Value at Stake (VAS) and demonstrates the cumulative potential cost avoidance.

The energy cost forecast is based on energy costs in 2009 and assumptions from central government.

**A reduction in CO<sub>2</sub> emissions of 25% by April 2015 could avoid increases in cost of up to £1.05m**

### Management Reporting Evaluation

Good programme management is key to making Carbon Management effective in Waverley. This will be achieved by recognising carbon management as a corporate priority and by each service taking ownership of their contribution to the reduction targets.

\* In order to achieve the target this figure would have to equate to 100%

Project Sponsor and Project Lead will meet at least once a month and will review progress on target. The Carbon Management Team will meet every four to six weeks. The Carbon Management Board will meet quarterly and will overlook the progress of the projects.

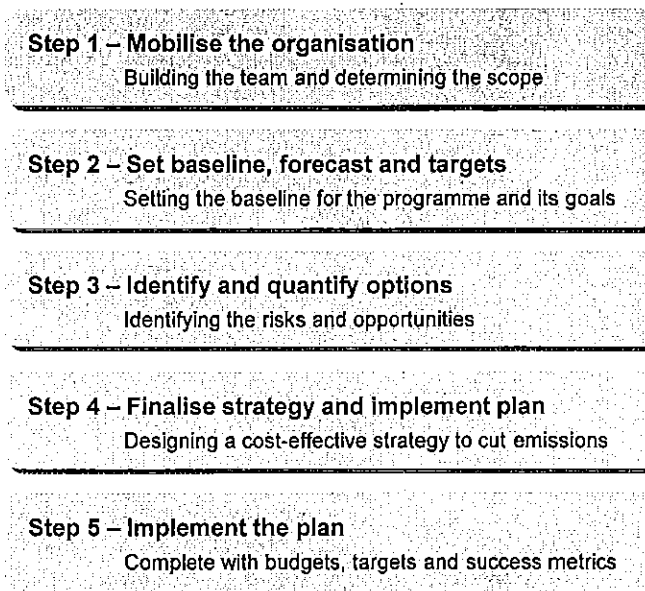
The progress on the Carbon Management Plan will be formally reported annually to Corporate Management Team and the appropriate committees. The progress of the individual projects will be reviewed every six months.

## 1 Introduction

Waverley has signed up to the Carbon Trust's Local Authority Carbon Management Programme (LACM). Through the programme, the Carbon Trust provides councils with technical and change management guidance and mentoring that helps to identify practical carbon and cost savings.

The Programme is designed to lead Waverley through a systematic analysis of its emissions and help produce a robust Carbon Management Plan (CMP). The primary focus of the CMP is to reduce emissions under the control of the local authority, such as buildings, vehicle fleets, car park lighting. It will also assist with achieving reductions under the National Indicator 185 (NI185).

The journey of developing a CMP, within an organisation, follows the proven success of the five steps below:



It has been estimated that by April 2015 the cost of consuming as we are at the moment will be in the region of **£1.05m**. We must achieve the target of **25% reduction by April 2015** if we are to keep energy cost at the same level as now. If we achieve more, the financial benefits will be greater. This represents a potential cost avoidance in future years.

A number of energy-saving projects have already taken place including the boiler replacement at The Burys; the installation of solar thermal panels for preheating our hot water; the refurbishment of two leisure centres in Waverley that will improve the efficiency and therefore reduce emissions.

It is important to us that we set the example to the community and do what we can to encourage emission reductions in the Waverley area as a whole. As a landlord, Waverley has been carrying out a range of energy efficiency measures over several years to help reduce fuel consumption and costs to tenants and address the climate change agenda. For the purposes of this programme we are not taking into account those measure, as they do not affect Waverley Council's direct emissions.

## 2 Carbon Management Strategy

### 2.1 Context and drivers for Carbon Management

The evidence that the activities of humankind are having an intense effect on our climate is now overwhelming. Avoiding the most serious consequences of climate change will require all of us to make changes to how we live our lives. Waverley acknowledges that the climate is changing and recognizes this is a major challenge. Waverley also recognizes that it has a responsibility to demonstrate leadership in tackling climate change.

#### 2.1.1 National Drivers

##### Legislation

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, such as the long-term goal to reduce CO<sub>2</sub> emissions by 80% by 2050 in the draft Climate Change Bill. This target was increased from 60% soon after the formation of the Department of Energy and Climate Change in October 2008.

##### National Indicators

**NI185** – percentage CO<sub>2</sub> reduction from LA operations: Measurement against this indicator requires each local authority to calculate its CO<sub>2</sub> emissions from analysis of the energy and fuel use in their relevant buildings and transport, including where these services have been outsourced.<sup>2</sup>

**NI186** – per capita CO<sub>2</sub> 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 CO<sub>2</sub> per capita in each LA will be reported annually. This will be produced by Central Government.

**Display Energy Certificates** - As of 1 October 2008 there is a legal requirement for all public sector buildings to show a Display Energy Certificate (DEC) in a prominent place, clearly visible to the public.<sup>3</sup> The main Council offices and the leisure centres hold a DEC that are renewed annually to demonstrate improvements in energy consumption.

**Carbon Reduction Commitment (CRC):** The Carbon Reduction Commitment is a mandatory "cap & trade" emissions trading scheme for organisations whose total electricity consumption is greater than 6,000MWh or approximately £500k. From 2010 poorly performing Local Authorities will be penalised depending on their position in a CRC league table<sup>4</sup>.

As it stands at the moment Waverley does not qualify for CRC but it is vital that we are prepared for any changes in the criteria.

<sup>2</sup> more information on NI185 and NI186 can be found at:

[http://www.decc.gov.uk/en/content/cms/what\\_we\\_do/lc\\_uk/loc\\_req\\_dev/ni185\\_186/ni185\\_186.aspx](http://www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/loc_req_dev/ni185_186/ni185_186.aspx)

<sup>3</sup> more information on DEC can be found at

[www.communities.gov.uk/planningandbuilding/theenvironment/energyperformance/certificates/displayenergycertificates](http://www.communities.gov.uk/planningandbuilding/theenvironment/energyperformance/certificates/displayenergycertificates)

<sup>4</sup> more info on the CRC can be found at: <http://www.defra.gov.uk/Environment/climatechange/uk/business/crc/index.htm>

## 2.1.2 Regional Drivers

**Local Area Agreement (LAA) 2008-2011** – The Surrey LAAs were agreed with the Government Office for South East (GOSE). Amongst the priorities, NI 186 (Per Capita reduction in CO<sub>2</sub> emissions in the LA area) aims to reduce community CO<sub>2</sub> emissions by 10% by 2011.

**Surrey Sustainable Community Strategy** – In 2008 the Waverley Strategic Partnership, and the Waverley Borough Council Executive identified that the themes and priorities of the Surrey Sustainable Community Strategy (SCS) accurately reflected key issues in our area and adopted these as the basis of the Waverley SCS. Climate Change is one of those areas.

## 2.1.3 Local Drivers

**Corporate priorities** – Waverley is committed to protect and enhance the environment and ensure that we contribute to tackling Climate Change. By reducing the energy we consume we are reducing cost. Providing value for money to our customers is another corporate priority that we strive to achieve.

**Energy prices** - Energy and fuel costs have seen a dramatic rise in recent years, with energy prices increasing by well over 50% since 2004. This trend is not expected to change and we must accept that the price we pay for our energy will continue to increase in the coming years.

**Community leadership** – We have a duty to be a community leader. We are in a key position to lead on efforts to reduce CO<sub>2</sub> emissions by setting an example to the private sector as well as the communities that we serve.

## 2.2 Our low carbon vision

*Making Waverley a Low Carbon Authority.  
Lead by example*



### 2.3 Strategic areas of focus

In order to deliver and implement Carbon Management we have identified a number of strategic themes that will be followed.

1. **Embed carbon management into our corporate priorities** – corporate plan, procurement, consider carbon impact on any decision made, appraisal targets.
2. **Improve data management** - monitor energy and fuel consumption accurately and effectively – continually improve data monitoring.
3. **Increase energy efficiency of all our buildings** – continually investigate energy efficiency and renewable energy options.
4. **Encourage sustainable transport** – provide low emission transport options to employees.
5. **Communication** – establish a formal communication action plan with awareness raising campaigns and training.
6. **Evaluation** – establish a monitoring and reporting process to report progress bi-annually.

### 2.4 Targets and objectives

Waverley has a crucial role in tackling climate change as community leader and service provider. The final carbon reduction saving target reflects the Council's role as community leader.

Waverley will reduce CO<sub>2</sub> emissions from Council operations  
(from 2008/09 levels)  
**25% by April 2015 and 34% by April 2020**

### 3 Emissions Baseline and Projections

#### 3.1 Scope

The first complete set of data for buildings and transport emissions for Waverley were collected for financial year 2008/2009. This data was initially gathered as part of reporting the new National Indicator NI185, introduced last year. As advised by DEFRA, the first reporting year was financial year 2008/09. For consistency purposes, we will be using this year as the baseline year and compare any reductions against those figures.

The following sources of emissions have been monitored and data was collected.

- Council buildings - including offices, leisure centres, car park lighting, pavilions, sheltered housing units and day centres.
- Transport of our contractors – this includes our biggest contractors: waste collection, housing maintenance, grounds maintenance as well as a number of smaller contractors.
- Business Mileage – mileage done by officers.

As the programme develops further we are keen to start looking into other areas of emissions, such as waste from the main offices, water consumption and possibly staff commute.

#### 3.2 Baseline

The CO<sub>2</sub> emissions for Waverley's buildings and operations in 2008/09 were 5,397 tonnes. The figures below illustrate a breakdown of those emissions.

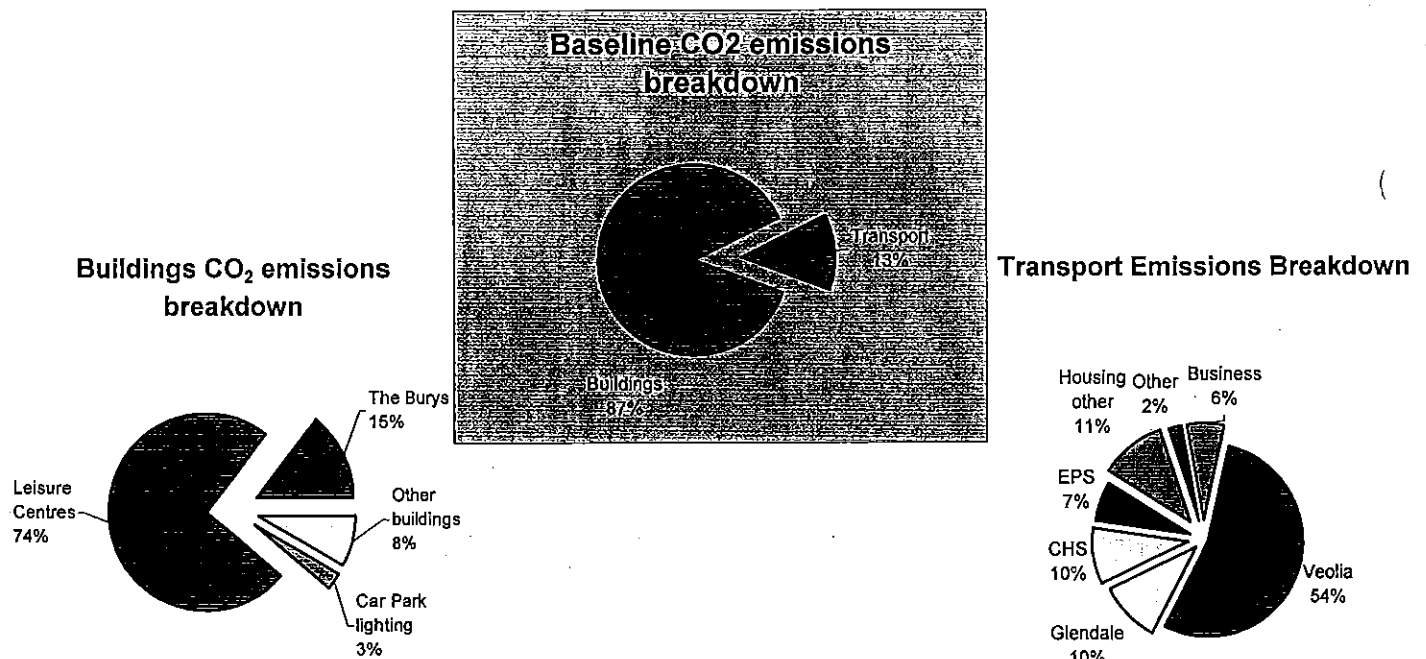


Figure 3.1 Summary of emissions for baseline year 2008/09

Waverley outsources most of its operations and so mileage from contractors accounts for a significant proportion of its transport deriving CO<sub>2</sub> emissions. The largest contractor that operates in Waverley is the recycling and refuse contractor. The nature of this service is such that vast amounts of fuel are consumed for just operating the machinery onboard the vehicles. In addition, the number of miles being done on a daily basis is also quite high as the borough is very rural and properties are spread over a large geographical area. However we are working closely with them to establish more efficient ways of carrying out the service.

The largest proportion of the CO<sub>2</sub> emissions from the buildings comes from Waverley's five leisure centres followed by the main council office at The Burys in Godalming. This analysis of the consumption proportions will assist with prioritising projects. Focusing on the areas that have higher consumption will justify invest to save projects that will result in CO<sub>2</sub> reductions and also financial savings in the long run from reduced energy bills.

### 3.3 Projections and Value at Stake

An indication of the potential cost and CO<sub>2</sub> savings that can be achieved by implementing a strong CMP is outlined in this section where we are looking at projections of emissions and costs using two scenarios.

3.3.1 The first scenario is Business-as-Usual (BaU), where consumption continues as before, without achieving any reductions. This scenario is based on the assumption that there will be:

- Increase in Demand for all stationary sources of 0.7% (source DTI/DBERR EP68)
- Increase in demand for Fleet of 0.7% (source DTI/DBERR EP68)
- Increase in cost of vehicle fuel of 5.3% (source DECC,2009, Communication on DECC Fossil Fuel Assumptions)

3.3.2 The second scenario is implementing a CMP and achieving an approximate CO<sub>2</sub> reduction of 5.6% year on year. Both scenarios are measured against consumption during 2008/09.

The difference between the two scenarios is the Value at Stake (VAS). This is expressed in terms of energy costs in figure 3.2 below. The energy cost forecast is based on a number of assumptions from central government on fuel and energy price increases in the years to come. This cost includes utilities and fuel for transport. For Waverley, reducing carbon emissions by 25% has the potential to result in cumulative energy and fuel cost avoidance of £1.05m by 2014/2015.

**The cost of doing nothing is likely to be very significant, especially at a time of great financial difficulty for Waverley.**

**A reduction on 25% could avoid expenditure on energy and fuel cost by approximately £1.05m by April 2015**

The red line indicates the trend of cost if no carbon reduction is achieved. The blue line shows what the cost could be if a 25% reduction in CO<sub>2</sub> and energy is achieved. Table 3 expresses the potential cost avoidance year on year by April 2015.

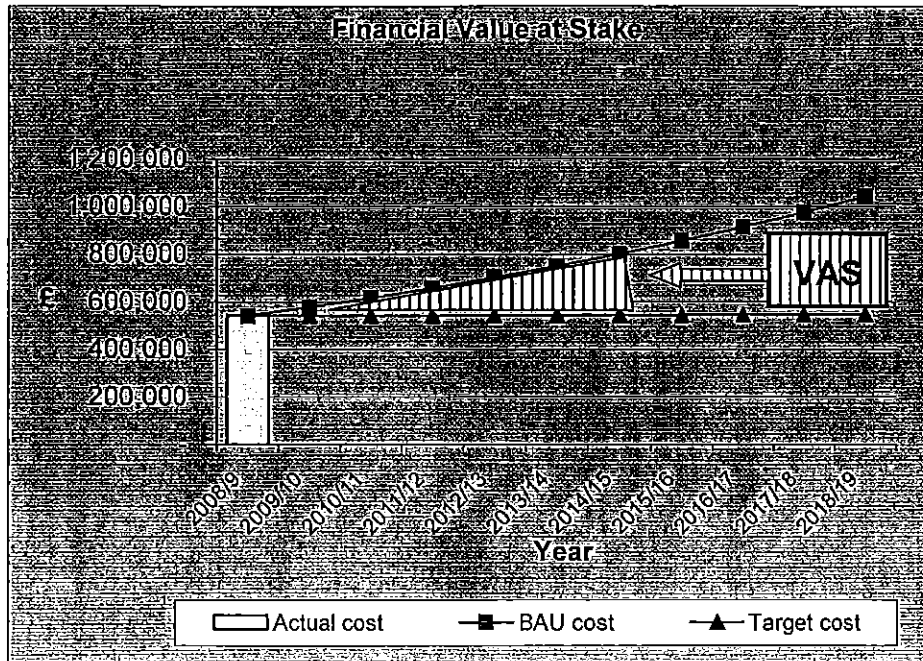


Figure 3.2 Financial Value at Stake from inaction

Year	Potential cost avoidance <sup>5</sup>	Cumulative
2009/10	£ 46,750	£ 46,750
2010/11	£ 96,529	£ 143,279
2011/12	£ 149,554	£ 292,833
2012/13	£ 206,058	£ 498,891
2013/14	£ 266,291	£ 765,182
2014/15	£ 288,626	£ 1,053,808

Table 3. Potential cost avoidance by April 2015

<sup>5</sup> Figures include projected electricity and gas cost for buildings as well as vehicle fuel cost for business mileage and contractors. In reality some of these costs are incorporated into total cost of contracts.

## 4 Carbon Management Projects

A number of projects have been explored that will help towards the CO<sub>2</sub> reductions that Waverley has committed to deliver. Having in mind where the majority of our emissions come from we have identified short-term projects that will deliver some "quick wins" towards the target. Payback times will play a significant role in prioritisation projects, as value for money is a priority for Waverley.

### 4.1 Progress so far

Energy efficiency is not a new practice for Waverley. A number of projects have taken place in the last few years.

Amongst those are:

- Server virtualisation – we are reducing the number of servers that support out IT systems.
- Light sensor in toilets – Lights in all toilets are automatically turned off within a few minutes of inactivity.
- Purchase of one pool car – A pool car was recently launched and will reduce the business mileage done by officers in non efficient vehicles.
- Solar thermal panel for hot water – The hot water at The Burys is preheated by solar thermal panels.
- Leisure centres refurbishment – A number of energy efficiency measures will be completed, as part of the Farnham and Cranleigh leisure centre refurbishment.
- Wood fuel boiler in Farnham Park lodge – The total heat demand of the office and a domestic accommodation is now delivered from the biomass boiler.
- Number of housing energy efficiency projects in Waverley's housing stock, such as insulation and double glazing – however these projects will not be considered for the purposes of this programme.

### 4.2 Existing projects

The projects outlined below have been quantified and funding is available for their implementation. They account for approximately 17% of the Waverley's total reduction target in the first year of implementation. They will continue to contribute this amount every year thereafter.

Ref	Project	Lead officer	Cost	Payback period (years)	CO <sub>2</sub> savings (tonnes)	% of target	Project Start Year
OF9	Office improvements - Voltage Optimisation for the main council office	Steve Holt	£23,000	4.5	34	2.2%	2009

OF11	Office improvements - Thin client computers roll out programme –year 1. (Replace 100 PC's every year, for 3 years)	Martin Wilson	£20,000	5.5	25	1.6%	2009
OF16	Office Improvements - Boiler replacement at the main council office	Steve Holt	£70,000	11	35	2.2%	2009
LC9	Leisure Centres – CHP reinstatement at Cranleigh	Kelvin Mills	£35,000	2.7	95	6%	2010
LC14	Leisure Centres – Boiler replacement at Farnham	Kelvin Mills	£50,000	3.9	73	4.6%	2010
<b>TOTAL</b>			<b>198k</b>		<b>262</b>	<b>16.6%*</b>	

**Table 4.1 Top projects underway**

\* In order to achieve the target this figure would have to equate to 100%

### 4.3 Potential future projects

During the programme a number of possible projects have been identified that will reduce energy consumption and save money. Those projects will deliver carbon savings of 1,213 tonnes out of the total of 1,349 tonnes. The remaining 136 tonnes of CO<sub>2</sub> can be delivered throughout the 5-year period, as we continue to identify and implement new projects. Each project will be assessed in the next few years and will be quantified in more detail to demonstrate their viability before it is decided whether they will be going ahead. Once feasibility studies are complete, appropriate funding will be allocated accordingly.

Table 4.2 outlines some of the potential projects. At this stage it is not possible to have an accurate details on cost, payback and CO<sub>2</sub> savings. Most detail provided below is based on the Carbon Trust's rule of thumb guidelines.

Ref	Project	Lead officer	Cost	Payback period (years)	CO <sub>2</sub> savings (tonnes)	% of target	Project Start Year
OF21	Office improvements – server virtualisation	Roger Standing	£157,000 <sup>6</sup>	-	20	1.2	2009
OF12 OF13	Office improvements - Thin client computers roll out programme –year 2 and 3.	Martin Wilson	£40,000	5.5	50	3.6	2009
OF19	Office Improvements – HWS controls	Steve Holt	£1,000	1	5	0.3	2010
LC 1	Replace Godalming Leisure Centre <sup>7</sup>	Kelvin Mills		-	46 - 91	2.9 – 5.8	2011
LC 5	Liquid pool covers at Cranleigh	Kelvin Mills	£2,400	0.8	31	2	2011

<sup>6</sup> Includes unavoidable cost of life cycle maintenance and replacement of servers

<sup>7</sup> Reduction is based on a preliminary assessment of between 15-30% reduction in energy use.

LC 6	Variable speed drives at Cranleigh	Kelvin Mills	£5,000	1.3	24	1.6	2010
LC15	Liquid pool covers at Farnham	Kelvin Mills	£2,400	0.8	30	2	2011
LC24	BMS control system upgrade at Farnham	Kelvin Mills	£60,000	-	11	0.7	2010
LC29	Liquid pool covers at the Herons	Kelvin Mills	£3,000	0.8	39	2.5	2011
LC30	Replacement of pool Air Handling Units (AHU) at the Herons	Kelvin Mills	£6,500	1.9	22	1.4	2010
LC31	Replacement of other AHU at the Herons	Kelvin Mills	£11,000	0.8	95	6	2011
CP1	Car park lighting - Cut down operation times by 5h	Paul Frame	£0	-	29	1.8	tbc
CP4	Car park lighting – Replace bulbs with 30% more efficient ones	Paul Frame	£4000	2.2	12	0.8	tbc
TR5	Transport – Waste contract:: drivers training	Rob Anderton	£10,000	-	22	1.4	2011
TR8	Transport – Waste contract:: implement low carbon vehicles for refuse and recycling collections	Rob Anderton	Currently unknown	-	174	11.1	2012
TOTAL			302k		610	39.3%*	

**Table 4.2 Possible future projects**

\* In order to achieve the target this figure would have to equate to 100%

Figure 4.1 below outlines the prospective progress against the target. The purple line indicated how close to the target line (blue line) we are if all the projects identified during this programme were to be implemented. As projects get closer to implementation the more confident the likelihood of CO<sub>2</sub> and cost savings becomes.

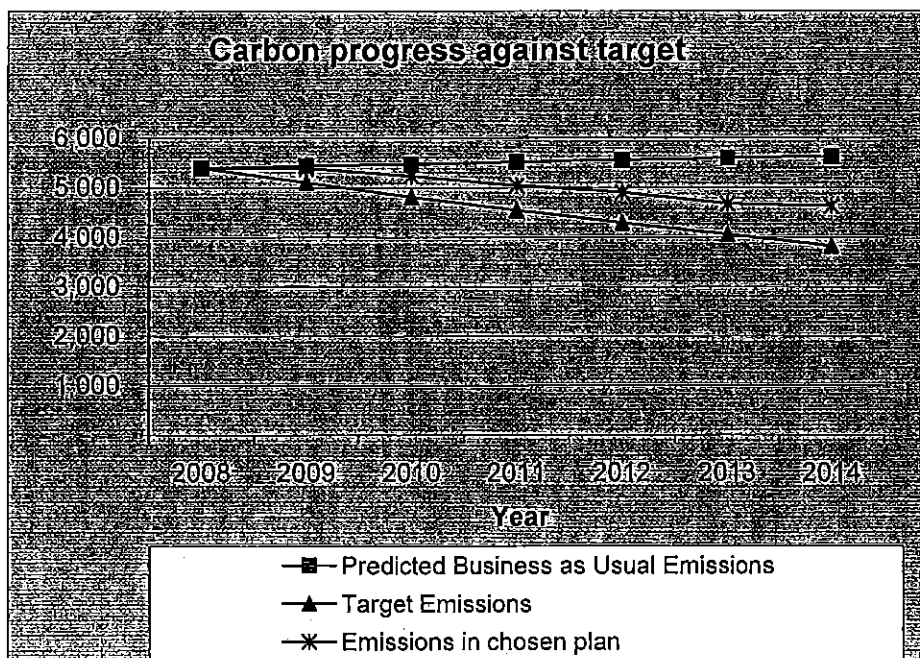


Figure 4.1 Progress against target

#### 4.4 Assumptions

Most of the projects outlined in this section have been quantified based on the assumptions below.

Energy cost based on 2009 prices
Electricity unit price is 8p/kWh
Gas unit price is 3.2p/kWh

#### Accuracy and Feasibility

For certain projects it was not possible to obtain accurate saving figures at this stage and for this reason the Carbon Trust's "rule of thumb for quantifying carbon savings" guidance has been used.

The potential projects listed above are subject to more detailed analysis to verify their viability. As the programme evolves and more projects are added they will undergo the same process to justify the cost and CO<sub>2</sub> benefits.



## 5 Carbon Management Plan Financing

The process of the carbon management programme is in alignment with Waverleys corporate priorities to deliver value for money as well as reducing CO<sub>2</sub> emissions. The financial benefits from implementing a Carbon Management Plan are going to be significant. Energy prices are predicted to rise over the long term, although short-term prices can be volatile.

Waverley funds most of its core capital projects from its own revenue. Whilst this is a limited amount each year due to council tax constraints, the Council has developed a prioritisation methodology which covers a number of criteria including any ongoing revenue costs or savings, deliverability, the extent to which the proposed scheme meets the Council's priorities and the environmental credentials of the project. Invest to save projects are encouraged and supported, particularly where the payback is short. Good examples recently have been improvements to the Councils offices and council houses where utility cost savings have been quickly achieved.

A capital monitoring group, which involves the Chief Executive and leading Councillors, oversees the evaluation process and then keeps a close eye on the delivery of project during the year. If schemes fall behind, generate savings or are no longer necessary, this group quickly responds to bring new schemes forward during the year. Wherever possible, the Council seeks to utilise external funding towards capital from grants, partnership contributions or planning infrastructure tariffs.

### 5.1 Quantified benefits

Table 5.1 below summarises the potential savings that Waverley may achieve by implementing all the projects identified.

	Existing Projects (Table 4.1)	Potential Future Projects (Table 4.2)	Remaining potential projects	Total
Estimated implementation cost	£198,000	£302,000 <sup>8</sup>	£615,000 <sup>9</sup>	£1,115,000
Potential annual cost saving	£40,000	£148,960	£50,873	£239,833
Estimated annual CO <sub>2</sub> saving (tonnes)	262	610	341	1,213
% of CO <sub>2</sub> target achieved	16.6%	39.3%	22.8%	78.7%

Table 5.1 Quantification of existing and potential projects

<sup>8</sup> Figure excludes costs of some major projects. Those costs will be covered through the Capital Programme.

<sup>9</sup> Figure is based on estimated cost for the majority of the remaining projects. Some projects have not been fully quantified.

## 5.2 Non financial benefits

Apart from the financial benefits that this programme is going to bring there are some other non-financial advantages.

- Improve services by operating as efficiently as possible.
- Meet monitoring requirements for new National Indicator NI 185
- Improve our reputation with the public and demonstrate community leadership
- Increase carbon management awareness amongst staff and contractors.
- Create evidence to support good performance under Key Line Of Enquiry

## 5.3 Other sources of funding

Waverley will continually look for external sources of funding as they become available to supplement the costs of projects.

Waverley employs a grants officer who seeks to identify sources of funding to support capital projects, often in partnership with community organisations. The Council uses 'GrantFinder' software to help match funding to potential uses. Waverley also tries, wherever possible, to utilise planning infrastructure contributions from developers to fund schemes that would not otherwise have been delivered. These projects would be evaluated in the standard way described above.

It is the Council's policy to use prudential borrowing only where there is a clear revenue stream or benefit arising from the capital project. The new Godalming leisure center project is an excellent example where the borrowing costs will be largely offset by improved revenue and reduced running costs. The largest estimated cost saving is energy use due to the significant improvements that will be delivered in the construction and fit-out of the new building and its facilities. Where borrowing is used, the Council does this directly from the Public Works Loans Board as it is able to secure beneficial rates and flexible repayment options.

## 6 Actions to Embed Carbon Management in Your Organisation

One of the aims of the Programme is to embed carbon management practises into Waverley's processes. It is recognised that in order to "make Waverley a low carbon authority", a lot of change will have to take place in our existing practices and policies. The Carbon Management Embedding Matrix attached, as Appendix A is a tool that shows to what extent those practises are embedded into our operations.

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

Embedding carbon management into an organisation requires senior endorsement and commitment to the targets that has been set. In Waverley, the Corporate Management Team (CMT) has demonstrated this commitment by formally approving participation to the Carbon Management Programme.

#### Embedding Carbon Management:

- Revised the Corporate Priorities to include Carbon Management
- Incorporated carbon targets in all Service Plans
- Included carbon reduction consideration in all new job descriptions
- Included considerations to carbon implications for all projects considered for capital investment by the Council.
- Continually inform staff on carbon reduction activities.

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

Good programme management is key to making Carbon Management effective in Waverley. This element of embedding Carbon Management is covered in more detail in section 7 of this Plan.

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

Recognising that carbon management is everyone's responsibility is key to success. Officers at all levels should have a role to play. In order to achieve this all staff need to be clear as to what is required or expected of them.

The draft Service Plans for 2010/11 includes targets relevant to NI185 and NI186. Heads of Service will be responsible for delegating relevant carbon responsibilities to their teams. A carbon management statement will be included in all new job descriptions. This statement acknowledges that all staff have a responsibility to contribute towards the Councils target to reduce carbon emissions from own operations.

The "Green Advocates" is group of volunteers from the various departments that act as champions and help encourage behavioural change. They have been in existence since 2007 and have worked on a number of small projects. They will be used to implement the communication plan.

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

As part of reporting for NI185 we now have a system in place for collating energy data from buildings and transport from business mileage and contractors. This is done annually for the NI requirements. Data quality checks are undertaken regularly to ensure accurate data gathering.

The five leisure centres and the main council office in Godalming are now half-hourly metered. These together account for 60% of Waverley's carbon footprint. The installation of an energy display in the main office reception is helping communicate actual consumption to the public and to staff.

Water consumption is currently monitored half hourly and waste is being weighted since February 2010.

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

Effective communication is key to changing behaviour and the "low carbon" culture change. A number of communication activities take place regularly. A communications action plan has been developed to assist with systematic communication of achievement and aspirations to staff and the external community. The communication methods that will be used include Green Advocates group, intranet and email, events and Waverley publications.

An energy saving checklist is included in the staff induction pack already but it will be reviewed during 2010 to include new messages. Messages tailored to specific groups of staff will also be investigated.

Sustainability pages have been created on the Waverley intranet site and provide a dedicated place where staff can look at energy consumption of the office, green travel options and progress on the Green Advocates plan. The Carbon Management Programme also features on the internal website.

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

All projects will be considered on an individual basis and carbon reduction merits will be examined closely. Value for money is a priority for Waverley so funds will be allocated to invest-to-save projects as a priority.

This aspect of embedding Carbon Management is covered in section 5 of this Plan.

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

The Carbon Management Team has looked at how to bring existing policies in line with carbon management. In early 2010 a process will be developed to include carbon reduction aspects in all policy reviews. A checklist will cover all the cross section aspects of the council's priorities.

Specific carbon implications will be included in the Committee reports to generate more thought about the impact of decisions.

Carbon scoring will be included in the bidding process for the capital programme. "Invest to save" options are taking priority over other projects and most energy efficiency projects have strong "invest to save" characteristics.

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

Schools do not fall directly under Waverley's remit though the LA does work with schools on an ad hoc basis. The council will continue to offer this kind of support when appropriate.

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

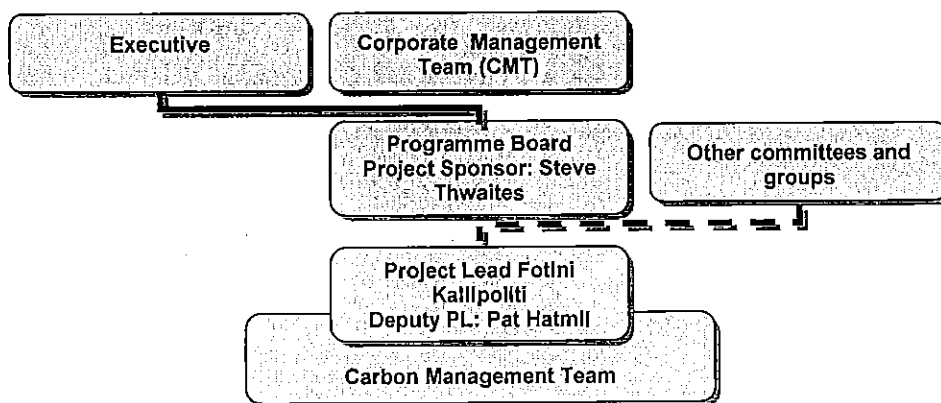
Waverley outsources a great number of its services and recognises the importance of liaising with contractors. The relevant officers will communicate Waverley's carbon reduction aspirations to major contractors in quarterly meetings. Under NI185 requirements we have requested all contractors to supply us with transport data on a regular basis.

Waverley is in the process of incorporating sustainable aspects to its procurement policies. The appointment of a procurement officer will give this area the attention that is needed. During 2010 negotiations will commence for the renewal of the waste and recycling collection contract. Carbon reduction requirements will be incorporated to reflect the Council's level of commitment to tackling climate change.

## 7 Programme Management of the CM Programme

To succeed in carbon management it is important to demonstrate leadership at the highest level. Good programme governance is key to making carbon management effective in Waverley. This will be achieved by recognising carbon management as a corporate priority and officers taking ownership of the projects and the reduction targets. Identified project owners need to work together to ensure consistent and coordinated carbon reduction activity. Key individuals have been involved in the programme right from the beginning.

A management structure needed to be put into place to ensure high level of commitment and management of the process. This structure is presented below.



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

The Carbon Management Board will meet at least once a quarter, soon after the Carbon Management Team meetings. The Project Leaders will meet at least once a month with the Project Sponsor to report progress. The Project Sponsor will report to Corporate Management team quarterly.

The Board will ensure that:

- They set and review strategic direction and targets.
- Monitor progress towards objectives and targets
- Remove obstacles
- Champion plans for financial provision
- Ensure involvement of all functions and services within the organisation

**The Programme Board**

- Steve Thwaites, Strategic Director
- Cllr John Sandy, Portfolio holder for Environment and Climate Change
- Cllr Mike Band, Portfolio holder for Finance
- Paul Wenham, Deputy Chief Executive
- Fotini Kallipoliti, Sustainability co-ordinator

## 7.2 The Carbon Management Team – delivering the projects

The Carbon Management Team (CM Team) comprises key officers whose role is to deliver the projects and improvements as and when identified. They will meet every 4-6 weeks and the meetings will be chaired by the Project lead, Fotini Kallipoliti.

Role	Name	Position in the organisation
Project Leader	Fotini Kallipoliti	Sustainability Co-ordinator
Deputy Project Leader	Pat Hatmil	Asset and Info Manager
Carbon Management Team members	Martin Shorten	Head of Environmental Health
	Graeme Clarke	Head of Finance and Performance
	Roger Standing	Head of Customer & Office Services
	Kelvin Mills	Head of Leisure and Youth Services
	John Swanton	Head of Housing
	Julie Jackson	Head of Communications
	Rob Anderton	Head of Environmental Services
	Paul Frame	Head of Building Control, Engineering & Car Parking Manager
	Alex Overington	Head of Human Resources
	Matthew Evans	Head of Planning

## 7.3 Succession planning for key roles

Maintaining continuity of leadership for an ambitious programme such as this is crucial. For this reason should the key roles of Project Lead and Project Sponsor become vacant the following measures will be put in place.

- Project Sponsor – If the Strategic Director (environment) were to leave the responsibility for the role would pass to the Deputy Chief Executive or another director until a new director is appointed.

- Project Lead – If the Project Lead were to leave the responsibility for this role will be shared between Deputy Project Lead and the Sustainability Assistant until a new Sustainability co-ordinator is appointed.
- Project Board – If either of the two Councillors that sit in the Board were to leave, they will be replaced with the new appointed portfolio holders for environment and finance.
- Carbon Management Team - If any members of the team were to leave will appoint a successor until a new employee is appointed.

#### **7.4 Annual progress review**

The progress on the CMP will be formally reported annually to:

- Corporate Management Team
- Any appropriate committees

It will cover financial savings, CO<sub>2</sub> savings against our target, and less quantifiable benefits (such as influencing the local community supporting NI186).

Progress with projects will be formally monitored by the Project Lead and reported twice yearly to the CM Team and Board. If any issues arise, they will be escalated by the CMTeam to the Board in the interim.



### Appendix A: Carbon Management Matrix - Embedding

	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATIONS & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT	ENGAGEMENT OF SCHOOLS
<b>5</b>	<ul style="list-style-type: none"> <li>Top level target allocated across organisation</li> <li>CO<sub>2</sub> reduction targets in Directives</li> <li>Business Plans</li> <li>Action plans in place to embed strategy</li> <li>Progress routinely reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Cabinet / SMT review progress against targets on quarterly basis</li> <li>Regular progress reports provided to Directorates</li> <li>Progress against target published externally</li> </ul>	<ul style="list-style-type: none"> <li>CM integrated in responsibilities of senior managers</li> <li>CM part of all contracts / TPs &amp; Cs</li> <li>Central CO<sub>2</sub> reduction advice available</li> <li>Green Champions leading local action groups</li> </ul>	<ul style="list-style-type: none"> <li>Regular collation of CO<sub>2</sub> emissions for all sources</li> <li>Data externally verified</li> <li>Monitoring &amp; Targeting in place for:                             <ul style="list-style-type: none"> <li>o buildings</li> <li>o street lighting</li> <li>o transport/travel</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>All staff given formalised CO<sub>2</sub> induction and training                             <ul style="list-style-type: none"> <li>o communications</li> </ul> </li> <li>Joint CM communications with key partners</li> <li>Staff awareness tested through surveys</li> </ul>	<ul style="list-style-type: none"> <li>Finance committed for 2+ yrs of Programme</li> <li>External funding being routinely obtained</li> <li>Ring-fenced fund for carbon reduction initiatives</li> </ul>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> friendly operating procedure in place</li> <li>Central team provide advice and review when requested</li> <li>Barriers to CO<sub>2</sub> reduction routinely considered and removed</li> </ul>	<ul style="list-style-type: none"> <li>A whole school approach including curriculum</li> <li>Mature programme of engagement in place</li> <li>CO<sub>2</sub> saving in schools having a wider community impact</li> </ul>
<b>BEST</b>								
<b>4</b>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> reduction commitment in Corporate Strategy</li> <li>Top level targets set for CO<sub>2</sub> reduction</li> <li>Climate Change Strategy reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor reviews progress and removes blockages through regular Programme Boards</li> <li>Progress against targets routinely reported to Senior Mgt Team</li> </ul>	<ul style="list-style-type: none"> <li>CM integrated in to responsibilities of department heads</li> <li>Cabinet / SMT regularly updated</li> <li>Staff engaged through Green Champion network</li> </ul>	<ul style="list-style-type: none"> <li>Annual collation of CO<sub>2</sub> emissions for:                             <ul style="list-style-type: none"> <li>o buildings</li> <li>o street lighting</li> <li>o transport/travel</li> </ul> </li> <li>Data internally reviewed</li> </ul>	<ul style="list-style-type: none"> <li>All staff given CO<sub>2</sub> reduction:                             <ul style="list-style-type: none"> <li>o induction</li> <li>o communications</li> <li>o CM matters communicated to external community</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Coordinated financing for CO<sub>2</sub> reduction projects via Programme Board</li> <li>Funding principles and processes agreed</li> <li>Finances committed 1yr ahead</li> <li>Some external financing</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive review of policies complete</li> <li>Lower level policies reviewed locally</li> <li>Unpopular changes being considered</li> </ul>	<ul style="list-style-type: none"> <li>A clear emphasis on energy / CO<sub>2</sub> reduction in schools</li> <li>Council activities fully coordinated</li> <li>Broad set of education stakeholders engaged</li> <li>Funding in place</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> reduction vision clearly stated and published</li> <li>Climate Change Strategy endorsed by Cabinet and publicised with staff</li> </ul>	<ul style="list-style-type: none"> <li>Core team regularly review CM progress:                             <ul style="list-style-type: none"> <li>o actions</li> <li>o profile &amp; targets</li> </ul> </li> <li>new opportunities</li> </ul>	<ul style="list-style-type: none"> <li>An individual provides full time focus for CO<sub>2</sub> reduction</li> <li>Key individuals have accountability for carbon reduction</li> <li>Senior Sponsor actively engaged</li> </ul>	<ul style="list-style-type: none"> <li>Collation of CO<sub>2</sub> emissions for limited scope i.e. buildings only</li> </ul>	<ul style="list-style-type: none"> <li>Environmental / energy group(s) given ad hoc training:                             <ul style="list-style-type: none"> <li>o communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>A view of the cost of CO<sub>2</sub> reduction is developing, but finance remains ad hoc</li> <li>Some centralised financing</li> <li>Finance representation on Mgt Team</li> </ul>	<ul style="list-style-type: none"> <li>All high level and some mid level policies reviewed irregularly</li> <li>Substantial changes made showing CO<sub>2</sub> savings</li> </ul>	<ul style="list-style-type: none"> <li>A person has responsibility for Schools CO<sub>2</sub> reduction projects</li> <li>Schools CO<sub>2</sub> reduction projects coordinated</li> <li>Ad-hoc funding</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>Climate Change Strategy published</li> <li>Climate Change Strategy endorsed by Cabinet and publicised with staff</li> </ul>	<ul style="list-style-type: none"> <li>Core team regularly review CM progress:                             <ul style="list-style-type: none"> <li>o actions</li> <li>o profile &amp; targets</li> </ul> </li> <li>new opportunities</li> </ul>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> reduction a part time responsibility of a few department champions</li> </ul>	<ul style="list-style-type: none"> <li>No CO<sub>2</sub> emissions data compiled</li> <li>Energy data compiled on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>Regular awareness campaigns</li> <li>Staff given CM information on ad-hoc basis</li> </ul>	<ul style="list-style-type: none"> <li>Finance representation on Mgt Team</li> </ul>	<ul style="list-style-type: none"> <li>Some financial changes made showing CO<sub>2</sub> savings</li> </ul>	<ul style="list-style-type: none"> <li>Some financial changes made showing CO<sub>2</sub> savings</li> </ul>
<b>Worst</b>	<ul style="list-style-type: none"> <li>No climate change strategy</li> <li>No CM in annual reports</li> </ul>	<ul style="list-style-type: none"> <li>No CM in annual reports</li> </ul>	<ul style="list-style-type: none"> <li>No designated CO<sub>2</sub> responsibility</li> </ul>	<ul style="list-style-type: none"> <li>No CO<sub>2</sub> emissions data compiled</li> <li>Estimated only</li> </ul>	<ul style="list-style-type: none"> <li>No communication training</li> </ul>	<ul style="list-style-type: none"> <li>No external financing</li> </ul>	<ul style="list-style-type: none"> <li>No financial changes made showing CO<sub>2</sub> savings</li> </ul>	<ul style="list-style-type: none"> <li>No CO<sub>2</sub> reduction projects</li> </ul>

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

Performance in June 2009  
Performance aspiration in 5 years time



## ANNEXE 8

### **WAVERLEY BOROUGH COUNCIL COUNCILLORS ACCEPTABLE USE OF ICT EQUIPMENT AND SYSTEMS POLICY**

#### **Section 1. Who does the policy apply to?**

This policy applies to all Councillors who are users of Waverley Information and Communication Technology (ICT) equipment and systems and is an addendum to the Waverley Code of Conduct for Councillors. It applies whether Councillors are working at the Council's offices or designated sites, their home or other off-site locations.

There are two distinct categories of Councillors who make use of Waverley's IT facilities. The first are Councillors who are provided with Waverley IT equipment such as a PC, laptop, printer etc along with Waverley owned software. All sections of the Acceptable Use Policy will apply to this group of Councillors.

The second category is Councillors who use their own equipment and to whom only Sections 1, 2 and 5 apply.

However all Councillors are reminded of the risks of maintaining personal or sensitive Waverley data on their PCs whether their equipment is privately owned or supplied by the Council.

#### **Section 2. Introduction**

2.1 The purpose of this policy is to:

- advise and protect Councillors;
- manage and secure Waverley ICT systems;
- protect Waverley ICT services and systems from misuse.

It is a requirement that you understand and follow this policy. You need to be aware of the risks involved in the inappropriate use of Council ICT systems. In certain instances failure to follow this policy could lead to IT facilities being withdrawn. It could also lead to criminal or civil action if illegal material is involved or if legislation, for example the Data Protection Act 1998 and the Human Rights Act 1998, is contravened.

Users must not misuse IT facilities by taking any action which is contrary to the Code of Conduct or which could bring Waverley into disrepute, cause offence, interfere with Waverley work or jeopardise the security of data, networks, equipment or software.

In general, much of the information contained in this policy is simply best practice and good advice. It is designed to assist you enjoy trouble-free use of the ICT systems provided by the Council.

The policy is divided into the following sections to assist you.

- Section 3 - Using Waverley computer systems
- Section 4 - ICT security
- Section 5 - E-mail use
- Section 6 - Internet use
- Section 7 - Monitoring, intercepting and recording
- Section 8 - Private use of business systems
- Section 9 - Care of your computer

2.2 The Council's ICT equipment and systems are intended to provide business applications to support the provision of services and to promote efficient communication within the office and with other organisations and customers. This policy gives advice on the appropriate use of the Council's ICT based business systems including, but not limited to, PCs, laptops and PDAs, memory sticks, mobile phones, ICT operating and telecommunications systems (including e-mail and the Internet).

### **Section 3. Using Waverley Borough Council computer systems**

This part of the policy covers the use of ICT equipment and systems. It also covers information created, held, stored and accessed by those systems. The policy sets out your responsibilities when using these systems. For the purposes of this policy the term PC will be used to mean all desktop or handheld ICT devices designated for your use (whether shared or not).

#### **3.1 Equipment**

Only approved IT equipment may be used and no third party equipment (including wireless equipped systems) may be physically connected to Waverley IT networks or systems except with the written approval of the Head of Customer, IT and Office Services, IT Operations Manager or IT Development Manager.

Computer systems supplied by the Council must not be tampered with or modified in any way. Councillors should not attempt to repair or alter computer equipment or install additional equipment themselves. Contact the IT Help Desk for assistance when required.

All ICT equipment and systems supplied to Councillors are the property of the Council. You should remember at all times that these systems are intended to primarily be used for Council business purposes. All information stored on the Waverley network or PC's, is controlled by the Council.

When a Councillor leaves the Council, any computer system and user rights put in place specifically for that Councillor will be returned to the default arrangements for that system. All equipment must be returned to the Council.

### 3.2 Software

Do not use any software on your PC other than that pre-installed or on the approved software list for Councillors. Only software and systems on the approved software list may be used on the Council's network and ICT systems. Do not access any remote software or systems via your PC unless you are authorised to do so by the Head of Customer, IT and Office Services in conjunction with the Head of Democratic and Legal Services.

### 3.3 Licensing

Software issued by the Council for your use is licensed to the Council and is subject to licensing agreements controlling its use. Only legally compliant licensed software may be used on the Council's IT systems. It is illegal to make copies or distribute the software that you use in the course of your duties except where expressly authorised in writing by IT or Democratic Services to do so. Contravention of licensing agreements could leave you and/or the Council open to legal action. Councillors should note that software installed on Waverley provided PC's and laptops is considered to be "Business Use". Software that is free for "personal use only" is not licensed on Waverley owned equipment.

### 3.4 Data protection

All Councillors have responsibilities under the Data Protection Act 1998. All Councillors have the responsibility to ensure the confidentiality of all information held on Council systems. If you become aware that information you have access to in the course of your work may have become compromised or accessed inappropriately you must inform the Head of Democratic and Legal Services as soon as possible.

### 3.5 Protection of information

The IT Section uses software to control the applications and settings on Waverley's IT. This helps to protect systems from inappropriate use and keep systems operating efficiently.

No personal memory sticks or other removable devices such as DVDs, CDs, disks, SD cards etc are to be used to transfer data to or from equipment without the specific authorization of the IT Section.

### 3.6 Laptops

Councillors need to be aware of the risks of storing sensitive information on laptops and in order to mitigate the risk of the loss of sensitive or personal data that could arise from the theft or loss of a Waverley laptop the following provisions must be followed:

- All Waverley laptop users must use a 'power on' password on their laptop.
- Laptops must not be loaned to other people for use including family members.
- Laptops should not be left unattended.

## **Section 4. ICT Security**

### **4.1 Viruses and malicious software (malware)**

Anti-virus software is installed on all computers supplied to Councillors. This software is maintained daily and will stop the majority of PC virus problems. But it is still necessary for Councillors to be vigilant when receiving new documents or files from outside the Council and to notify the IT Help Desk if you have any concerns.

Downloading from the Internet or opening e-mails are the most common source for viruses. Introducing software programs or documents by means of computer discs, DVDs, CD-ROMs, memory sticks or any other media can also introduce dangerous and potentially destructive viruses or other software threats. All software programmes and documents must be virus checked before installation or viewing on Waverley systems

If you have to send electronic information to an external recipient it must be labelled with a disclaimer for virus protection purposes – this is automatically provided on Lotus Notes mail. For guidance on virus checking please contact the IT Help Desk.

If you receive a warning message about a virus or you have reason to believe that you may have a virus on your system, notify the IT Help Desk (01483 523160) immediately.

### **4.2 Passwords**

Passwords protect you and the systems you use. Keep your personal password confidential and change it when prompted. Do not allow your PC to be used by an unauthorised person. If anyone asks you for your password the answer must be 'No'.

You will be prompted to change your password regularly. Avoid using personal data or common words for your password. Do not use password generators (as found on the internet) to make passwords. Some of these systems are malicious and used by criminals to lure people to use passwords that are later used to attack organisations. Try and use strong passwords wherever possible. Advice on this can be obtained from the IT helpdesk if necessary.

You must not enter or use any system using another person's password and log on to access information. The IT Help Desk does not have access to users passwords and cannot supply them under any circumstances but is able to reset passwords when required.

## **Section 5. E-mail**

This part of the policy covers use of e-mail, and documents linked to an e-mail (attachments). The Council recognises that internal and external e-mail systems and the internet are integral to the Council's operations and are essential to provide services required by customers.

The e-mail system is a business tool and therefore should be used in an appropriate business like manner. However it is accepted that some personal use of the Council's e-mail system will take place and this is acceptable except in connection with personal transactions such as shopping. All external e-mails have a notice appended to them showing they were sent by Waverley Borough Council. Please bear in mind that outgoing e-mails sent from your PC bearing 'waverley.gov.uk' will adversely affect the Council's reputation or put the Council at risk of legal or other action if the content is inappropriate. Careful consideration should be given before using this email address on publicity material during the purdah period.

It is acceptable for your email and IT equipment to be used when undertaking group duties or party political matters. However, only print what is necessary and in reasonable amounts.

### **5.1 E-mail standards**

Messages sent on the Council's e-mail systems are to be written in accordance with the standards of any other form of written communication. The content and language used in the message must be consistent with best Council practice. Messages should be concise and directed to those individuals who need to know about their contents and are affected by them. Do not send anything by e-mail that you would not be prepared to send on the Council's headed letter paper and remember that the worst case could be that e-mails may be used in court.

You must not use e-mail to harass colleagues or other recipients by sending messages that are , insulting, or phrased in such a way that will cause distress to the recipient ("flame mail"). In accordance with the Waverley Code of Conduct for Councillors you are responsible for promoting a working environment which is free from intimidation, humiliation and harassment or which violates peoples dignity.

You must not pass on any junk e-mail or spam received, except to forward to the IT Help Desk or Internal Audit to block their receipt.

## 5.2 Receiving e-mail

### Dealing with inappropriate e-mails

If you receive any such inappropriate e-mail material either in your inbox or junk mail post box you must take these actions:

- a) delete it – ideally without reading it first where the e-mail is obviously spam (unsolicited junk e-mail). In Lotus Notes deleted emails are stored in the 'Trash' area and will also require deleting from there;
- b) if the sender is known to you or is not an obvious source of spam, then reply to the sender saying that you do not wish to receive such material in the future;
- c) delete your copy of the incoming material. Never forward inappropriate material, externally or internally, unless requested by the IT Help Desk for further action by them;
- d) if your actions have failed to prevent the inappropriate material arriving, you should draw this to the attention of the IT Help Desk who may be able to block it.

## 5.3 Access to e-mail

You must not attempt to access an e-mail not addressed to you unless you are authorised to do so by the user for official purposes. You may only send e-mails from your own login ID and may not send any e-mails other than under your own name unless you are authorised to do so by the other user.

The unauthorised reading of e-mails that are not addressed to you could constitute a criminal offence.

Should you receive an e-mail message which has been wrongly delivered to your e-mail address, you should notify the IT Help Desk. If the e-mail message contains confidential information you must not disclose that



confidential information to external bodies such as the media, members of the public, contractors, suppliers or customers, who have no business knowing it. Should you receive an e-mail which contravenes this policy, the e-mail should be brought to the attention of Democratic Services.

#### 5.4 E-mail mailing lists

You must not use your e-mail account to subscribe to mailing lists unless you obtain the prior consent and they relate to Council matters or are of professional interest.

#### 5.5 Sending e-mail

##### E-mail signatures

E-mail messages should include contact information so that the recipient(s) are aware of who the sender is and how to contact them. This will usually include your name, Council address, telephone number(s) and link to the Council's web site and confidentiality clause.

#### 5.6 Group e-mails

Group e-mails are any e-mail addressed to a Lotus Notes group usually made up of numerous e-mail addresses. General e-mail messages to a wider group such as "All Users" should only be used for urgent business purposes or in an emergency such as flood and fire. Sending attached documents to 'All Users' must be avoided.

#### 5.7 E-mail attachments

Incoming e-mails and their attachments may carry dangerous or potentially damaging viruses for the Council. All e-mails received by the Council are checked for viruses and other problems. Never open an e-mail attachment from an unexpected or untrustworthy source or if, for any reason, it appears suspicious (for example, if it ends in .exe). If in doubt contact the IT Help Desk.

#### 5.8 Confidential e-mail

The public e-mail system is not confidential. E-mails sent from the Council can pass through many systems in many countries before arriving at their destination. Ideally, confidential information should not be sent by e-mail. Confidential information (including personal data or sensitive personal data) should not be sent to external bodies by e-mail. If confidential information must be sent by e-mail it should be encrypted or otherwise protected. For guidance on how to protect data please contact the IT Help Desk.

You should ensure that the transmission of personal data, outside the Council does not infringe the principles of the Data Protection Act 1998 and the Council's Data Protection guidelines.

#### 5.9 Legal action against the Council

Messages sent by e-mail can create legal obligations on the part of the Council and could give rise to legal action against the Council. Claims of defamation, breach of confidentiality or contract could arise from a misuse of e-mail. It is therefore vital for e-mail messages to be treated like any other form of correspondence. Do not regard e-mails as, in any way a form of communication that carries less standing than a letter on Council letter headed paper.

You must not agree to terms or enter into contractual commitments or make representations by e-mail. You are also reminded that messages are disclosable in any legal action taken against the Council. Before you send an e-mail, think carefully about its content and ask yourself how you would feel if you received that message or knew that it may be disclosed in Court. It can be used as evidence in industrial tribunals and formal enquiries, including internal disciplinary and grievance hearings.

### Section 6. Internet use

#### 6.1 Information quality

The internet contains a vast array of information. However not all information on the internet is accurate, complete or reliable and you should always critically evaluate its validity before using it.

#### 6.2 Downloading from the internet

You must not download any graphics, software or any other programme from the internet except that software listed and specifically approved.

#### 6.3 Copyright

Copyright exists on all published material by default. If you download or otherwise reproduce copyright information, text or other materials, you must adhere to any licensing conditions to ensure compliance with the Copyright, Design & Patents Act 1988. It is usually best to assume that copyright restrictions exist and that you cannot reproduce information unless there is an accompanying statement specifically providing permission to use material. Even then, use may be restricted or require payment and acknowledgement of source.

## 6.4 E-mail and internet misuse

### Misuse

Misuse of the e-mail system or internet system by the intended or negligent viewing, downloading or transmission, distribution or receipt of any material or images listed below (without limitation), may constitute a breach of the Waverley Code of Conduct for Councillors.

The material must not be:

- defamatory;
- offensive, pornographic or obscene. This includes not only indecent or obscene materials which it is an offence to possess or/and publish, but also materials which anyone in the office might reasonably view as distasteful or likely to give offence to others;
- untrue or malicious;
- in breach of copyright;
- in breach of confidentiality of Council information;
- harassment on grounds of sex, age, religion, religious belief, race, disability, sexual orientation or political belief;
- for personal business activities;
- illegal;
- bullying; or
- in breach of security of ICT equipment and systems.

## Section 7. Monitoring, intercepting and recording

The Council routinely logs the use of the ICT equipment and systems. Specialist automated software assists in this activity. The Council may need to monitor, intercept and record the use of ICT systems, including your Waverley owned PC or laptop, to ensure this use is not placing Council systems and services at risk or is otherwise inappropriate.

### 7.1 Monitoring and recording

To ensure that it complies with its own legal obligations the Council may monitor and record:

- a) frequency, times and patterns of e-mail use, e-mail addresses to which you have sent e-mails and the size of attachments and content;
- b) general statistical and system logging information relating to the management and operation of ICT systems.

The reason for the monitoring, intercepting and recording is to:

- to check that use of the ICT equipment and systems is legitimate and complies with the Council's rules;
- to find lost messages caused by computer failure;
- to investigate misconduct and to comply with any of the Council's legal obligations in accordance with legislative requirements such as the Regulation of Investigatory Powers Act 2000, the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000, the Computer Misuse Act 1990, the Data Protection Act 1998 and the Human Rights Act 1998.

Even deleted e-mails and other data files may be retrieved or reconstructed for these purposes.

### **Section 8. Private use of business systems**

The Council does not object to a reasonable amount of use of its Microsoft Office business system for creating private documents on a Waverley owned equipment.

### **Section 9. Care of your computer**

You must take care when using any of the IT equipment and systems to avoid causing any damage to it. In particular, you must avoid allowing food and drink into contact with the equipment or allowing small objects such as paper clips and staples to fall onto the keyboard. Ensure that there is always good ventilation around the monitor and PC. If you become aware of any damage or fault with your PC you should report it immediately to the IT Help Desk. Do not attempt to repair or modify any computer system yourself.