

THE OVERVIEW AND SCRUTINY COMMITTEE

14 November 2011

THE CITY COUNCIL'S EFFORTS TO REDUCE ITS CARBON FOOTPRINT
INFORMAL SCRUTINY GROUP - FINAL REPORT

REPORT OF ASSISTANT DIRECTOR (HIGH QUALITY ENVIRONMENT)

Contact Officer: Robert Heathcock Tel No: 01962 848 476
rheathcock@winchester.gov.uk

RECENT REFERENCES:

None

EXECUTIVE SUMMARY:

This is the final report of the City Council's Efforts to Reduce its Carbon Footprint Informal Scrutiny Group (ISG).

The ISG met on six occasions throughout summer and autumn 2011. The ISG took evidence from City Council officers regarding current measures taken reduce the Council's carbon footprint, staff transport, wider transport issues, the housing stock, the Council's buildings, and River Park Leisure Centre. The ISG also received evidence from representatives from Winchester University and, as an exemplar authority, Woking Borough Council.

From the evidence gathered at these meetings, the ISG have agreed the attached report and the recommendations. The main recommendations are set out below for The Overview and Scrutiny Committee to consider and recommend in turn to Cabinet to endorse and action.

RECOMMENDATIONS:

That The Overview and Scrutiny Committee recommend to Cabinet (and in respect of recommendations 9-14 below, to Personnel Committee), the following:

Leadership and Review

1. The Leader and Chief Executive need to take particular responsibility for ensuring that the City Council achieves its carbon reduction commitments. At least twice a year the Leader should attend the regular meetings of the Climate Change Programme Board and, at least twice a year progress in

reducing the Council's carbon footprint should be reported to, and discussed by the Corporate Management Team. Additional measures needed to achieve the agreed targets should be adopted as and when needed.

2. While recognising that ISGs are Task and Finish Groups, because there is a need for early action by the City Council if carbon reduction targets for 2012 and 2015 are to be met, an additional meeting of this ISG should be held in April 2012 to take stock of the progress being made on the matters raised in this report.

The Council's Estate

3. Priority for investment in the Council's Estate should be given to major refurbishment of the River Park Leisure Centre and of the City Offices. For each of these two properties two approaches are needed: (a) a programme of 'quick wins', i.e energy saving measures that can be introduced relatively quickly and at relatively low cost – having regard to an initial list prepared by the Energy Manager; and (b) a major capital programme based on a 'business case'.
4. In the case of the River Park Leisure Centre that officers investigate the options for ensuring the costs of investment in energy saving measures should be fairly borne between the Council and DC Leisure
5. As a matter of urgency, the Council should re-visit the costs and benefits of investing in solar PV panels for Council house roofs; and explore possible new sources of borrowing (other than through the HRA).
6. That Corporate Management Team be asked to consider making the Energy Manager's post permanent.
7. The City Council should create an energy saving ring fenced budget £30,000 as the start of a 'revolving fund' for energy saving measures – any savings made as a result of initial investments to be invested in further energy saving measures.
8. With a view to increasing the City Council's capacity for making long term energy and environmental investments, comparable to those made in Woking over the last decade, and in the light of current plans for Combined heat and power/District Heating schemes in Winchester, the Council should continue to work with the County Council to establish an Energy Services Company (ESCO)

Transport

9. With effect from 1 April 2012, a new and attractive pattern of incentives to be introduced for staff who share cars, walk, cycle and use public transport. These to include interest free loans for rail season tickets (and, if possible, discounts on season tickets negotiated with SWT).
10. Except for Essential Car Users, registered disabled, and those who regularly car share, no free parking to be provided for staff, other than at Park and Ride sites. This should come into effect on 1 April 2012.

11. While recognising the importance of appropriate retention and recruitment policies, the City Council should plan for – and negotiate - a steep and steady reduction in the number of Council posts attracting an ‘Essential Car User’ contribution. The aim, by 2015, should be to reduce the number of ‘Essential Car Users’ to a minimum number of posts that genuinely meet a stringent definition, with appropriate arrangements for other ‘essential car use’ to maintain and enhance a fully effective and efficient Council. (All existing ‘Essential Car Users’ who do not qualify or who wish voluntarily to resign from the ‘Essential Car User’ category to be compensated; this will come into effect at an appropriate date suiting their current car rental leasing agreement).
12. As and when leases on cars come up for renewal in 2012 and thereafter, to reduce the emissions limit on lease cars from 140g to 120g.
13. With effect from 1 April 2012, car expenses on business travel should not normally be payable to staff (except for disabled staff or when heavy equipment is being carried) to locations within the urban area of Winchester (the six wards represented on the Winchester Town Forum). Unless there are compelling reasons to use a car, staff will be encouraged to use public transport or to walk or cycle (including motor-assisted cycles where needed) for short journeys.
14. In the light of the additional incentives referred to in recommendation 9 above, the Head of Organisational Development and the Head of Access and Infrastructure to lead an officer working group:
 - to revisit the City Council’s Travel Plan and to set significantly more ambitious targets for ‘modal shift’ including a reduction in ‘single occupancy’ car trips for the journey to work of 10% a year for each of the next three years: 2012, 2013 and 2014.
 - to conduct a Business Process Review with the aim of promoting smarter travel, encouraging more home working as appropriate, minimizing ‘sole occupancy’ car use as a mode of business travel, promoting greater car sharing and encouraging more walking and cycling.

The working group to report to the Personnel Committee before the end of the 2011/12 Municipal Year.

OTHER CONSIDERATIONS:

1. SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

The City Council has a priority to reduce its own Carbon Footprint within not only the Community Strategy but also within the High Quality Environment

Change Plans. The work also supports the Climate Change Programme within those plans.

2. RESOURCE IMPLICATIONS:

The resource implications of some of the recommendations have not yet been quantified and this will be done as part of considering their implementation if agreed.

The recommendation to establish a £30,000 revolving fund to procure energy saving measures would be a one off growth bid and as such will need to be considered alongside any bids as part of the 2012/13 budget setting process.

Whilst the post of Energy Manager is currently a temporary post for 12 months it is funded from existing budgets within the Estates Team. The proposal to make this permanent would therefore not have additional budget implications and some of the cost would be offset by utility bills savings.

3. RISK MANAGEMENT ISSUES

The main risk associated with this report are in terms of the reputation of the City Council if they are not implemented because it has committed to the priorities within the Community Strategy which include the reduction of greenhouse gases and carbon emissions. In terms of reducing carbon emissions across the District then individuals and organisations look to the City Council to show leadership in addressing these issues.

BACKGROUND DOCUMENTS:

Files held in the Democratic Services Division.

APPENDICES:

1. The City Council's Efforts to Reduce its Carbon Footprint Informal Scrutiny Group - Final Report
2. Table Showing City Council Greenhouse Gas Emissions
3. Table of carbon reduction quick wins

Appendix 1**CITY COUNCIL'S EFFORTS TO REDUCE ITS CARBON FOOTPRINT INFORMAL SCRUTINY GROUP****INTRODUCTION**

In 2006 the Council joined the Carbon Trust and agreed an initial carbon reduction implementation plan. Implementation of the Plan has been restricted by a lack of funding. In recent years the City Council has made commitments to reduce its own greenhouse gas emissions – and those of Winchester District – by 20 per cent by the end of 2012, and by one-third by 2015 (using 2007 data as baseline figures).

Apart from fulfilling an important public commitment, if carried through with skill and diligence, achieving the City Council's carbon reduction targets should result in a quadruple win:

- considerably reduced energy and transport bills for the City Council
- improved facilities for work and leisure
- healthier lifestyles for City Council staff
- less traffic congestion and pollution, particularly in Winchester City Centre.

At its first meeting the ISG agreed the following terms of reference

Terms of Reference

1. *To agree what emissions fall within the City Council's carbon footprint (i.e those activities for which the Council has managerial responsibility).*
2. *To summarise the efforts made to date to measure and reduce the City Council's carbon footprint.*
3. *To analyse whether the City Council has met – or is on course to meet – any targets that it has set itself (e.g 10:10 and Winchester Declaration on Climate Change) for reducing its carbon footprint.*
4. *To analyse the costs and benefits of an approach to reducing its own emissions which would justify a claim that the City Council is 'leading by example' in facing up to the challenge of climate change.*
5. *To learn from the Carbon Trust and other local authorities about current 'best practice' in reducing public sector emissions.*
6. *To recommend to the Cabinet and City Council further measures to reduce the Council's carbon footprint, and the means to ensure that targets are met.*

The ISG met on 5 occasions over a period of 3 months from July to October 2011 and considered the issue under a variety of topics including

- Meeting 1 – Current Position & Emissions
- Meeting 2 – The Estate & Funding
- Meeting 3 – Transport
- Meeting 4 – Best Practice & Opportunities
- Meeting 5 – behavioural change and energy saving progress report

This report is organised under four headings: 1. Leadership and progress so far; 2. The Council's Estate; 3. Transport; and 4. Behaviour change. Appendix 2 shows the figures for the City Council's current emissions

LEADERSHIP AND PROGRESS SO FAR

Leadership is the key to most collective success stories. This is particularly true in relation to efforts to reduce greenhouse gas emissions. Many people see 'climate change' as somebody else's problem, or prefer not to think about it, or believe that there are too many uncertainties in the scientific understanding of global warming to make it an important or pressing issue. Achievement of the City Council's carbon reduction targets is unlikely to happen without clear corporate and political commitment. The effects of climate change – more droughts and more floods - are already causing severe problems in many parts of the world. One of the tests of leadership is to recognise a problem before it becomes an emergency.

The ISG welcomes the progress made so far in reducing the Council's carbon footprint. This includes:

- the refurbishment of the Guildhall which included thorough insulation of the roofs, the replacement of boilers, and the installation of air source heat pumps
- the appointment of an Energy Manager and identification of energy saving opportunities
- A revised internal staff travel plan
- that under the new waste management contract, the existing refuse freighters will be replaced by new Euro 5 standard vehicles; and Street Scene and Pest Control vehicles will be new low emission diesel and electric vehicles.
- insisting that all cars leased by the Council for staff have a CO2 emissions value of 140g/km or less.
- Procurement of low emission vehicles for in house services such as car parking
- Establishment of a carbon reduction behavioural change group

The Asset Management Plan

Following the discussion on Asset Management Planning at September's Cabinet meeting of the City Council the following were among the recommendations that were approved (CAB2209 refers) :

- That the principle of using "Prudential " borrowing to undertake development which meets the objectives of the Community Strategy or the Efficient and Effective Council policy be considered on a case by case basis, as appropriate, and fully in accordance with the Council's Treasury Management Strategy.
- That a clear strategy for the Council's core office requirements is developed and is subject to a further report to Cabinet.

- That a plan be developed for the refurbishment and improvement of the River Park Leisure Centre.
- That the Council review the energy and utility costs of its estate and undertake such works of improvement to reduce consumption where there is a business case for so doing.

The recommendations of this ISG are in line with the above points. It should be added that investing in basic maintenance work on Council assets and equipment, with systematic monitoring of progress on maintenance, is vital for ensuring the best value for money on any investments in the Council estate. This is sometimes lost sight of, given the greater excitement of undertaking new initiatives.

The three buildings in the Council's Estate that generate the most carbon emissions are the Guildhall (339 tonnes in 2010/11) the City Offices (296 tonnes in 2010/11) and River Park Leisure Centre (1,222 tonnes in 2011/12). The Guildhall has recently had a full refurbishment. There are pressing arguments for major investments in the City Offices and the River Park Leisure Centre – to reduce energy bills, improve the facilities for the public at the Leisure Centre, and working conditions for City Council staff at the City Offices, and substantially reduce carbon emissions in two buildings in both of which there is huge scope for improvement in the efficient use of energy.

There are also opportunities for many 'no cost' and low cost improvements in both heating and lighting throughout the Council's estate. The appointment of Paul Cooke as Energy Manager is particularly welcome. A wide range of improvements – mainly 'quick wins' - can now be put in place. These should include removal of electric hand driers; energy saving lighting in car parks and Council offices; efficient sealing around existing double-glazed windows; and valve and flange covers in boiler rooms.

River Park Leisure Centre (RPLC)

The City Council has recently extended – to 2023 - its contract with DC Leisure for running the Leisure Centre. DC Leisure currently operates 100 sites nationally. RPLC has suffered from a lack of investment and currently has no long-term plan of refurbishment. In particular the roof above the pool needs replacing, as the chlorine, moisture and intense heat have rusted many of the retaining bolts. Replacement of the roof presents a good opportunity to introduce an air circulation system to control the heat above the pool, solar panelling along the long south facing roof slope, and insulation. The Head of Estates recommends that - in addition to these works – the City Council (in partnership with DC Leisure) should invest in making RPLC more attractive to its customers, which would include refurbishing the reception.

These works are detailed in the emerging Asset Management Plan, with an estimated total cost of £3.5m - £4.0m. RPLC currently receives 600,000 visitors per year. Since DC Leisure should substantially increase its income and reduce its costs following a major capital investment programme, further negotiation is needed to apportion the capital costs fairly between WCC and DC Leisure. (Under the terms of its contract with WCC, DC Leisure pays the utility bills whilst any capital costs above £7,000 are funded by WCC).

City Offices

The City Offices were basic steel framed system built offices erected in two stages in the 1960s and 1970s. The heating and hot water plant was recently replaced with high efficiency condensing boilers. However many of the efficiency gains made possible by this investment are yet to be realised because the windows are single glazed. As with the RLPC the City Offices need major investment if they are to be made fit for the twenty-first century.

The Council's Housing Stock

The Council is responsible for approximately 5,000 dwellings. The Council's Head of Landlord Services told the ISG that:

- The Council had invested in energy efficiency in the 1980s through wall and roof insulation and double glazing. However, the current investment programme was very stretched, with a priority on replacing tenant's kitchens, bathrooms and boilers. The Council is committed to spending £1.4m on replacement domestic boilers each year with insulation improvements.
- 800 properties remain on Economy 7 systems and the Council is currently undertaking a trial of electric radiators. The Council is also trialling a solar thermal heating scheme at one of its domestic properties.
- 153 rural properties used solid fuel systems.
- The project to install PV panels on the roofs of Council houses had not progressed as initially anticipated. Although it was the Council's view that there was an opportunity to install PV onto the roofs of 1-1,500 properties, the Council's legal advice was that the process should be subject to European procurement rules. As a consequence, the company the Council had been originally in discussions with had declined to commit to the tendering process. The only company that had tendered had offered a very small rental for the roof space and would only install on a small number of roofs. Although the affected tenants would benefit from reduced energy costs, the greater benefit for the Council could be in purchasing the PV installations direct. Due to budget constraints, it appeared that the only viable option for this would be from the benefits of Housing Finance Reform, to be implemented in April 2012,,which would provide some scope for this to be used in improving the housing stock, although the timing of when these benefits could be derived is still very uncertain.
- From April 2012 the accounting regulations regarding Housing Revenue Account and the General Fund are due to change.
- Although the PV panels were designed to be maintenance free, there were some concerns regarding the condition of the roofs to which they would be attached. It was uneconomic to install the system on a roof which had a short life span/needed replacement.

A reducing tariff

On 31 October 2011, Greg Barker, the Climate Change and Energy Minister announced that the Government was introducing a new tariff for schemes up to 4kW in size of 21p/kWh – down from the current 43.3p/kWh. The new tariffs will apply to all new solar PV installations with an eligibility date on or after 12 December 2011. According to the Minister, the cost of an average domestic PV installation has fallen by at least 30% since the start of the scheme – from around £13,000 in April 2010 to £9,000 now.

Hampshire County Council is seeking permission to complete procurement for the installation of solar panels on approximately 60 County Council buildings in order to reduce the area's carbon footprint as well earning an income from Feed in Tariffs

(FiT). It is understood that the first phase of the project will involve initial capital investment of around £3.5 million, funded from prudential borrowing.

The City Council should consider working with the County Council to see if it is possible to secure economies of scale in the purchase, installation and funding arrangements for solar PV panels.

TRANSPORT

Carbon emissions resulting from City Council activities

Greenhouse gas emissions data for Winchester City Council for 2010/11 show 66 tonnes of CO₂ from lease cars/fleet vehicles (on business travel), 796 tonnes from Serco/grey fleet, and 347 tonnes of CO₂ from Park and Ride vehicles. Travel to and from work is not included in the greenhouse gas emissions data that the City Council is required to publish. But staff travel to and from work is a significant part of the emissions generated as a result of the Council's work. 74% of Council staff currently travel to work by car (see below). If the average daily commute covers 24 miles (a low estimate) it is estimated that staff commuting covers 1.5 – 1.8 million miles each year. From this assumption, it is possible to make a reasonable estimate of the annual emissions resulting from staff commuting.

City Council employees' – the journey to work

The City Council currently has 525 employees, and, according to the Staff Travel survey 70 per cent of them currently drive to work alone; 4% drive to work with others; 13% walk, 6% come on the bus, 3% cycle and 4% come on the train. 26% of the staff live within 5 miles of the Guildhall and 74% come from further afield.

Transport - parking permits

327 staff are currently entitled to "G" and "H" parking zone permits. 108 G permits allow car parking in long stay City Centre car parks and 219 H permits allow parking across the District car parks and on street. "H" permits are provided to staff who require short stay and on-street parking as part of their employment, for example if they have to carry equipment or travel around the District on a regular basis. The Council's policy since 2003 is that new starters are only entitled to Park and Ride car parking, unless they are deemed to be essential users. As such there are staff who were employed before that time who have G permits who are not essential users. Of the 103 Park and Ride permit users, some are part-time. In certain extenuating circumstances, such as injury or disability, a permit for zones G and H might be provided on a temporary basis in addition to those deemed to be essential users. There is one pool car available.

Leased cars

Lease cars are benchmarked on grade, with the employee making a private contribution for lease costs above the benchmark figure and paying for private mileage. There is a threshold on emissions set at 140 grams above which the leasing of a vehicle is not permitted. At present there are 226 lease cars in the Council's fleet (including vacant posts), of which 72 are held under the Housing Revenue Account.

There are also incentives within the scheme to lease lower emission vehicles, with a £400 additional Council contribution for zero emission vehicles.

The definition of an essential car user is presently the subject of negotiation with Unison; it is based on business needs and, historically, on employment grade. Changes in terms and conditions of employment, which included lease cars, will take place over time as employees leave the authority. The lease car scheme is popular with staff, and is regarded by management as a significant factor in retention and recruitment policies. Many employees live outside the District due to the high property prices within Winchester.

Management also believes that should lease car arrangements be ended, it is probable that employees will purchase older cars with higher emissions than those offered under the lease scheme.

The Head of Organisational Development believes that a fleet of pool cars for employees' use would be costly and difficult to administer. For example, if a standard car was in the fleet then this might be difficult to drive for people of different shapes and sizes. Employees would also have to drive to the City Offices to pick up the pool car. There were also tax implications if the pool car was taken home for private use.

City Council expenditure on transport - budgeted figures for 2011/12

- There is no direct cost to the Council of providing free parking to staff but the Council's Parking Department internally recharge Services for this cost – in the revised budget for 2011/12 this sum amounts to £263,811 (the costs of pollution and congestion are not included in this figure), Park and Ride is charged at £2.70 less VAT = £2.25 per day. All other permits are at Chesil Multi-storey annual rate less VAT = £920 per annum.
- Essential car users allowances (other than mileage) £101,776
- Business mileage - £101,343
- Councillors' parking and mileage claims mileage = £14,588, Public Transport = £6,000
- Other City Council transport expenditure
 - Fuel £23,700
 - Public Transport £16,280 (excluding the £6,000 for Councillors above)
 - Lease Cars £524,922
 - Other Transport Costs £1,630

This brings total budgeted transport costs to £1.05 million or, excluding costs for elected members, £1.03 million - an average of £1,968 for each staff member; 98 per cent of this expenditure is on car use, mainly sole occupancy car use.

Comparisons with other local authorities

Woking Borough Council – an authority of similar size to Winchester City Council and where carbon reduction has been identified as a strategic priority - has 70 leased cars, and Eastleigh Borough Council reduced the number of essential car users from 77 to 40 between 2008 and 2011 and is looking further to reduce this number. These figures compare with 226 essential car users in Winchester although this figure is partly higher due to additional HRA staff at the City Council. In Eastleigh, from June 2011, essential car users are receiving an annual lump sum of £963 – in Winchester

the fixed sum towards the annual rental of a company car ranges from £2,000 to £3,150 depending on an officers' salary grade.

CO2 emissions from transport

Emissions per kilometer from car travel vary widely depending on the type of car, the speed at which is driven, levels of congestion and other factors. It has been estimated (by members of the WinACC transport group) that the average car – with one occupant - emits 240gm of CO₂e per passenger km, the average bus outside London (when full) emits 18gm per passenger km, and train travel in the UK (when the trains are full) emit 24gm of CO₂e per passenger km. However a four occupancy-car on average emits fewer greenhouse gases than a two-thirds empty train. And none of the figures include the energy involved in car, bus or train manufacture.

Incentives for more sustainable transport modes

In respect of the promotion of cycling, approximately 15 City Council employees have taken up the option to buy cycles under the Government's tax incentive scheme. The Council is looking at promoting the use of electric bikes for shorter journeys; and the ISG supports investment, initially in a couple of such bikes for business use. There are facilities in the Guildhall for employees to shower after cycling to work and the possibility of providing separate male and female showers is being considered so as not to deter their use. Under the Staff Travel Plan the Council was also considering providing interest free loans for rail season tickets.

From here to sustainability

Staff can travel to work in any way that they please. The provision of leased cars – for 226 'essential car users' - is currently an important part of staff retention and recruitment packages. There are major sensitivities – and senses of entitlement – involved in discussing how employees' commute to work. However nothing is immutable. There is a distinction to be made between 'essential car use' and an 'essential car user'. And – while recognising that there are varied forms of 'essential car use' - it is questionable whether '*essential car user*' is any longer a category appropriate for widespread usage in an era when concern with climate change and ever-rising oil prices are becoming major drivers of change.

All the main incentives and subsidies for transport provided by the City Council encourage single occupancy car use - one of the most unsustainable forms of transport (even with low emissions vehicles). For the City Council to show that it is serious about reducing its carbon footprint there needs to be a paradigm shift in the pattern of incentives covering journeys to work, as well as journeys on Council business. The biggest incentives should be given to those who walk or cycle, and stronger incentives provided for those who use public transport and choose to share cars. Single occupancy car use should be discouraged and incentives for single occupancy car use steadily withdrawn.

Lessons should be learned from other local authorities which have already succeeded in greatly reducing the number of leased cars. There needs to be a steep and steady reduction in the number of Council posts attracting an 'Essential Car User' contribution and such contributions need to be scaled down – rather than increased – over the next five years. This reduction could be achieved by producing a much tighter set of criteria of which posts qualify for such an annual contribution, with salary grade no longer a relevant factor in these criteria. While phasing out such entitlement when existing post-holders leave the Council could be the normal way of steadily reducing the number of leased cars, existing Essential Car Users who do not meet the new

criteria or who wish voluntarily to resign from essential-car usage should be compensated for the financial loss by a commensurate increase in salary.

There are many reasons why people choose to work for one local authority rather than another. While the City Council will always want to recruit and retain staff of the highest calibre, it should be possible, over a five-year period, to negotiate new 'retention and recruitment' packages – with a range of incentives and 'perks' including those that promote more sustainable and healthier travel modes, and do not depend on encouraging the use of fossil fuels.

The City Council has already made progress by insisting that all leased cars have a CO2 emissions value of 140g/km or less. This is a good start but negotiations are needed to encourage a different approach to 'retention and recruitment' measures and to recognition that for the City Council to be a leader on energy efficiency and carbon reduction it is essential more actively to promote more sustainable transport modes.

As itemised in the Introduction to this report, the changes suggested here should achieve multiple objectives and should improve – not detract from – further developing the Council as an efficient and effective organisation. It is well established that there are considerable health benefits to encouraging more walking and cycling – fitness and greater effectiveness at work generally go together. Any financial savings from a steady reduction in the number of leased cars can be re-invested in energy conservation and more sustainable transport across the range of the Council's work. And fewer non-essential cars in the City Centre will help the Council achieve its air quality objectives and enable the Council to 'lead by example' in reducing traffic congestion.

BEHAVIOUR CHANGE

The ISG welcomes the work of the carbon cutters forum and 'low carbon champions' amongst council staff. It appreciates that this work is being carried out entirely on a voluntary basis, but recognizing the importance of group encouragement and peer pressure in behaviour change hopes that all staff – as well as elected members - will be encouraged to measure and reduce their own carbon footprints.

RECOMMENDATIONS

Leadership and Review

1. The Leader and Chief Executive need to take particular responsibility for ensuring that the City Council achieves its carbon reduction commitments. At least twice a year the Leader should attend the regular meetings of the Climate Change Programme Board and, at least twice a year progress in reducing the Council's carbon footprint should be reported to, and discussed by the Corporate Management Team. Additional measures needed to achieve the agreed targets should be adopted as and when needed.
2. That a report on progress in implementing the ISG recommendations be brought back to Overview & Scrutiny Committee early in the 2012/13 municipal year.

The Council's Estate

3. Priority for investment in the Council's Estate should be given to major refurbishment of the River Park Leisure Centre and of the City Offices. For each of these two properties two approaches are needed: (a) a programme of

'quick wins', i.e energy saving measures that can be introduced relatively quickly and at relatively low cost – an initial list has been prepared by the Energy Manager; and (b) a major capital programme based on a 'business case'.

4. In the case of the River Park Leisure Centre that officers investigate the options for ensuring the costs of investment in energy saving measures should be fairly borne between the Council and DC Leisure
5. As a matter of urgency, the Council should re-visit the costs and benefits of investing in solar PV panels for Council house roofs; and explore possible new sources of borrowing (other than through the HRA).
6. That Corporate Management Team be asked to consider making the Energy Manager's post permanent.
7. The City Council should create an energy saving ring fenced budget £30,000 as the start of a 'revolving fund' for energy saving measures – any savings made as a result of initial investments to be invested in further energy saving measures.
8. With a view to increasing the City Council's capacity for making long term energy and environmental investments, comparable to those made in Woking over the last decade, and in the light of current plans for Combined heat and power/DH (stands for) schemes in Winchester, the Council should continue to work with the County Council to establish an Energy Services Company (ESCO). [*This builds on a recommendation of the Energy Efficiency and the Planning Process ISG in November 2010 'that Cabinet or Senior Officers be encouraged to contact Thameswey (Woking Borough Council) to hear directly their experiences of encouraging and assisting the development of energy efficient projects*].

Transport

9. With effect from 1 April 2012, a new and attractive pattern of incentives to be introduced for staff who share cars, walk, cycle and use public transport. These to include interest free loans for rail season tickets (and, if possible, discounts on season tickets negotiated with SWT).
10. Except for Essential Car Users, registered disabled, and those who regularly car share, no free parking to be provided for staff, other than at Park and Ride sites. This should come into effect on 1 April 2012.
11. While recognizing the importance of appropriate retention and recruitment policies, the City Council should plan for – and negotiate - a steep and steady reduction in the number of Council posts attracting an 'Essential Car User' contribution. The aim, by 2015, should be to reduce the number of 'Essential Car Users' to a minimum number of posts that genuinely meet a stringent definition, with appropriate arrangements for other 'essential car use' to maintain and enhance a fully effective and efficient Council. (All existing 'Essential Car Users' who do not qualify or who wish voluntarily to resign from the 'Essential Car User' category to be compensated; this will come into effect at an appropriate date suiting their current car rental leasing agreement).
12. As and when leases on cars come up for renewal in 2012 and thereafter, to reduce the emissions limit on lease cars from 140g to 120g.
13. With effect from 1 April 2012, car expenses on business travel should not normally be payable to staff (except for disabled staff or when heavy equipment is being carried) to locations within the urban area of Winchester (the six wards represented on the Winchester Town Forum). Unless there are compelling reasons to use a car, staff will be encouraged to use public transport or to walk or cycle (including motor-assisted cycles where needed) for short journeys.

14. In the light of the additional incentives referred to in recommendation 9 above, the Head of Organisational Development and the Head of Access and Infrastructure to lead an officer working group:

- to revisit the City Council's Travel Plan and to set significantly more ambitious targets for 'modal shift' including a reduction in 'single occupancy' car trips for the journey to work of 10% a year for each of the next three years: 2012, 2013 and 2014.
- to conduct a Business Process Review with the aim of promoting smarter travel, encouraging more home working as appropriate, minimizing 'sole occupancy' car use as a mode of business travel, promoting greater car sharing and encouraging more walking and cycling.

The working group to report to the Personnel Committee before the end of the 2011/12 Municipal Year.

Winchester City Council - GHG report

Greenhouse Gas Emissions data for Winchester City Council

Data for the period 1 April to 31 March

Figures are for tonnes of CO ₂ e	2008/09	2009/10	2010/11	% Change 08/09 to 10/11
Scope 1 (direct)				
- Gas	267.04	212.21	183.70	-31.21%
- Transport (Lease Cars/Fleet Vehicles)	75.46	70.84	66.36	-12.06%
Total Scope 1	342.50	283.04	250.06	-26.99%
Scope 2 (energy indirect)				
- Electricity	1,607.80	1,667.28	1,537.27	-4.39%
Total Scope 2	1,607.80	1,667.28	1,537.27	-4.39%
Scope 3 (other indirect)				
- Electricity (Outsourced Services)	85.85	90.48	107.92	25.70%
- Gas (Outsourced Services)	62.80	59.81	55.15	-12.18%
- Transport (Serco/Grey fleet)	808.55	814.12	795.99	-1.55%
- Park & Ride Buses	108.84	108.84	347.30	219.10%
Total Scope 3	1,066.04	1,073.25	1,306.36	22.54%
Total Gross Emissions	3,016.34	3,023.57	3,093.69	2.56%
Carbon offsets	0.00	0.00	0.00	0.00
Green Tariff	0.00	0.00	0.00	0.00
Total Net Emissions	3,016.34	3,023.57	3,093.69	2.56%

SITE	PRODUCT / ACTION	COST	SAVINGS £ per annum	kWh Savings per annum	PAYBACK - Years	AFTER PAYBACK, how much money will be saved over lifetime of Product?	Total kWh saved over lifetime of product	NOTES
GAS								
West Wing	Heating Policy	£0.00	£500.00	17596	0	£ 5,000.00	558420	Extended savings worked out on 10 year basis
City Offices	Valve & Flange Covers in boiler room	£1,000.00	£656.00	15630	1.50	£ 5,576.00	156300	
West Wing	Valve & Flange Covers in boiler room	£950.00	£313.00	11176	3.00	£ 2,191.00	111760	
Guildhall	Valve & Flange Covers in boiler room	£2,000.00	£1,570.00	37374	1.30	£ 13,659.00	373740	
		£3,950.00	£3,039.00	81776		£ 26,426.00	1200220	
ELEC								
West Wing	Air Conditioning Policy	£0.00	£55.00	614	0	£ 275.00	3070	Extended savings worked out on 5 year basis
All Buildings	Water coolers off at night and at weekends	£0.00	£250.00	3000	0	£ 750.00	9000	Extended savings worked out on 3 year basis
Guildhall 1871	50w halogen to 5w LED	£2,255.00	£993.31	11249	2.27	£ 17,000.00	223200	Savings don't include current 50watt halogen replacements over the course of the LED lights
Guildhall Corridors	50w halogen to 5w LED	£691.00	£604.00	6846.00	1.14	£ 5,348.00	68400	
Guildhall Courtyard Cafe	50w halogen to 5w LED	£1,491.58	£406.63	4605.00	3.67	£ 11,541.50	147600	
Guildhall Reception	50w halogen to 5w LED	£327.42	£286.38	3243.00	1.14	£ 2,533.50	32400	
Guildhall Secret Rooms Stairwell	50w halogen to 5w LED	£127.33	£111.37	1261.26	1.14	£ 985.25	12600	
Guildhall Walton Room	50w halogen to 5w LED	£291.04	£165.30	1872.00	1.76	£ 2,252.00	28800	
City LED	Lighting - LED	£112,755.00	£6,275.43	72334	17.97	£ 59,646.89	1987200	If all of the current T8 bulbs are replaced at the end of their life, then £26,000 would need to be spent during the life of the LED scheme. However, the lights are not currently being replaced, with little money spent when bulbs go.
West Wing LED	Lighting - LED	£56,284.00	£4,528.83	51512.37	12.43	£ 26,661.64	943450	
Chesil Multi Storey Car Park LED	Lighting - LED - T8 Bulb out, LED into fitting	£46,487.00	£18,492.00	122076	2.51	£ 53,413.90	495000	LED bulb gaurenteed for 5 years
		£220,709.37	£32,168.25	278612.63		£ 180,407.68	3950720	
WATER								
City Offices, WACA, Annex	Water displacement bags in cisterns	£0.00	£465.00	165	0	£ 4,650.00	1650	Extended savings worked out on 10 year basis
West Wing	Water displacement bags in cisterns	£0.00	£181.00	64	0	£ 1,810.00	640	Extended savings worked out on 10 year basis
City Offices	Taps - Flow restriction	£58.00	£1,970.59	699	0.03	£ 19,647.59	6990	
City Offices, West Wing, Guildhall	Urinals - Bio Ball	£1,414.00	£2,870.67	1463	0.49	£ 2,870.67	14630.00	
		£1,472.00	£5,487.26	2391		£ 28,978.26	23910	
TOTAL		£226,131.37	£40,694.51			£ 235,811.94		