Carbon Management Plan (CM Plan) 2018 to 2023

Scottish Social Services Council

RESOURCE EFFICIENT SCOTLAND

Growth that doesn't cost the earth

Created by: Scottish Social Services Council
Prepared by: Carole Keillor, November 2018

A programme from **ZERO WASTE SCOTLAND**

natural scotland
SCOTTISH GOVERNMENT

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1 Foreword from the Project Sponsor – Lorraine Gray, SSSC Chief Executive

I was appointed as Chief Executive in August 2018 but I have been with the organisation since 2002 and can confirm our continued commitment to reducing our impact on our local environment and recognise the Scottish Government's commitment to environmental sustainability. We comply with environmental requirements in areas such as procurement, business travel, and office equipment and we recognise the contribution that public bodies can make to meeting environmental objectives.

Our offices in Dundee were purpose built in 2002 and 2006, both being EPC 'C' rated in 2008. Having completed LED lighting replacement, new waste management arrangements and voltage optimisation, we are hopeful that this rating will improve when the Certificates are renewed this year. Although we are a relatively small organisation, we are keen to reduce our environmental impact and do whatever we can wherever possible.

Staff awareness is crucial to helping reduce the environmental impact of our business. As part of our shared service arrangement with the Care Inspectorate, who we are co-located with, we will be increasing staff awareness with Green Champions. It is envisaged that through better engagement with staff, we can achieve further carbon savings.

We have set a realistic target of a 25% reduction in carbon emissions from our baseline figure of 2015-16 to 254 TCO2e. Achieving this target will see a reduction of approximately 85 tonnes less CO_2 produced by our organisation in the five years of the Carbon Management Plan (CMP).

2 Foreword from Resource Efficient Scotland

On behalf of Zero Waste Scotland, which delivers the Resource Efficient Scotland programme for the Scottish Government, I commend the commitment of the Scottish Social Services Council for their ongoing aim of improving resource efficiency throughout their operations in this Carbon Management Plan.

There are clear benefits of using fewer resources and reducing emissions to any organisation and this plan details how the Scottish Social Services Council will reduce their carbon footprint by 25% by 2023 based on a baseline year of 2015/16.

The projects detailed in this Carbon Management Plan will improve the environmental performance of the organisation. By implementing all these projects, it is anticipated that cumulative CO2e savings of 254 tonnes by 2023 can be achieved not only reducing the adverse effect on the environment but realising valuable cost savings for the organisation.

Marissa Lippiatt, Head of Resource Efficiency

3 Executive Summary

In the previous Carbon Management Plan (CM Plan) published in 2012, the Scottish Social Services Council (SSSC) stated its aspiration to achieve a reduction target of 15%, based on the 2010/11 carbon footprint baseline by 2016.   A number of factors have made this a challenging target including: the complexity of the carbon management process:

- time for existing staff in the identification, planning, resourcing and tracking of carbon reduction projects/initiatives;
- a changing legislative and policy framework,
- the need to deliver our requirements as a national regulatory body and staff numbers.
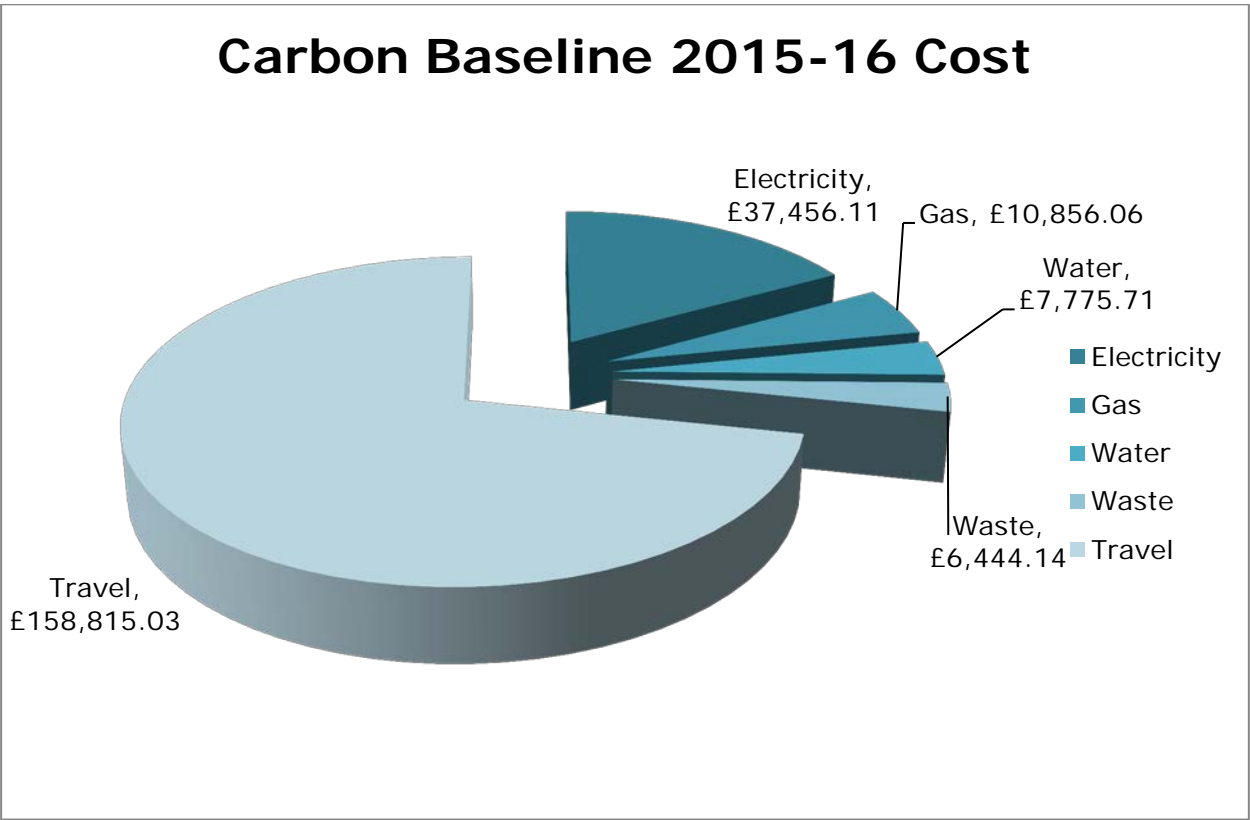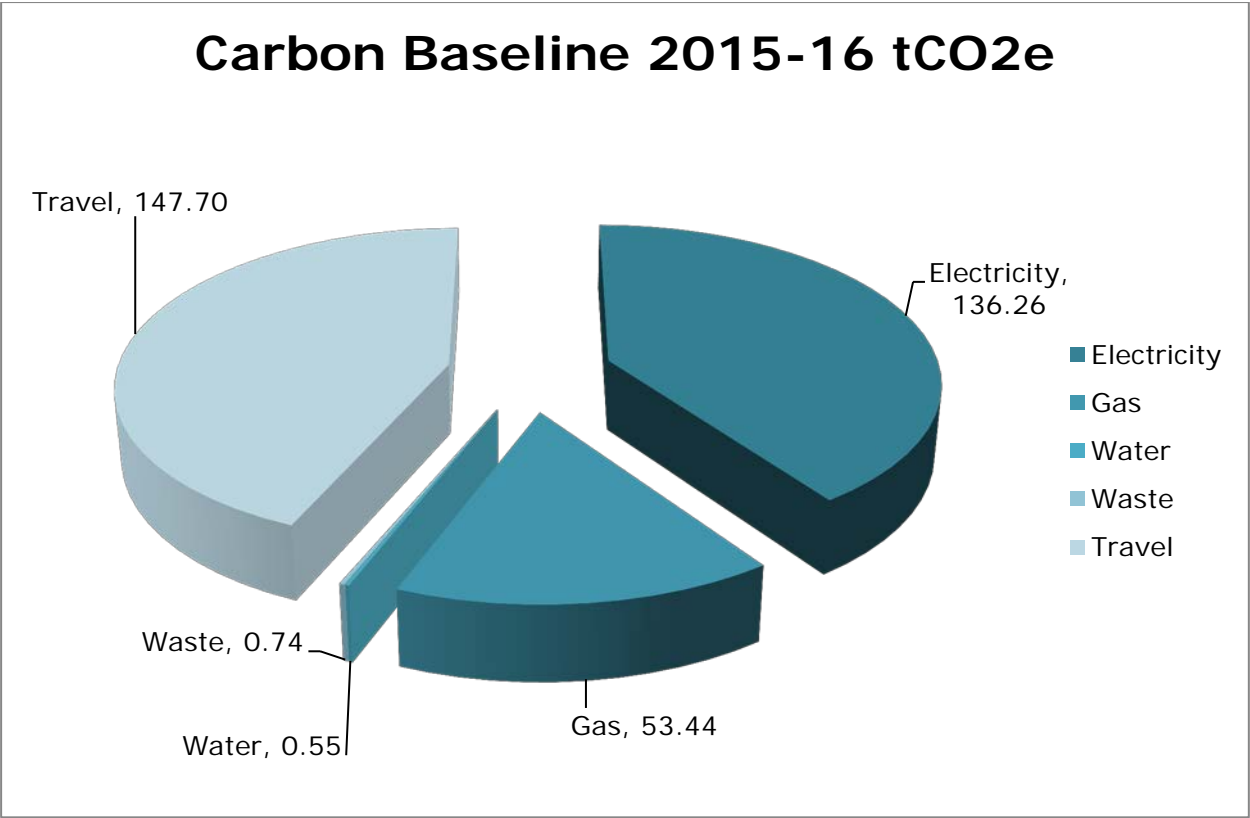
These factors combined to suggest that a review and revision of the original Carbon Management Plan, including reduction targets, would help the SSSC move forward constructively.

This Carbon Management Plan (CM Plan) sets out our ambitions for our organisation, and a roadmap for progress. Reducing carbon emissions is not just about our commitment to the environment. The same processes we use to identify carbon emissions reduction will also identify and realise financial savings through improved efficiency in the procurement and operation of our buildings and travel. The actions outlined within this Plan form part of our efficiency plan to reduce consumption and provide value for money.

The carbon reduction projects were delivered and significant improvements have been made in data collection methods.   It was decided to use the 2015-16 figures as our new baseline of 339 tonnes of carbon dioxide equivalent (tCO_2e) and covered utilities (electricity, gas and water consumption), travel (grey fleet and public transport) and waste disposal. The 2016/17 carbon footprint was calculated to be 278 tonnes of carbon dioxide equivalent (tCO_2e), showing a reduction of 18% on baseline.   This was mainly due to a significant reduction in travel and electricity consumption.

> **By 2023, the SSSC will have reduced its carbon emissions by 25% on a baseline of 2015/16. This equates to a figure of 254 tonnes CO_2e in 2023**

The following graphs (Graph 1 and Graph 2) detail the SSSC's 2015/16 baseline carbon footprint and related expenditure:

Carbon Baseline 2015-16 tCO2e

Travel, 147.70

Electricity, 136.26

Waste, 0.74

Water, 0.55

Gas, 53.44

Legend:
- Electricity
- Gas
- Water
- Waste
- Travel

Carbon Baseline 2015-16 Cost

Electricity, £37,456.11

Gas, £10,856.06

Water, £7,775.71

Waste, £6,444.14

Travel, £158,815.03

Legend:
- Electricity
- Gas
- Water
- Waste
- Travel

Reductions will continue to be achieved through a range of projects including travel reduction and awareness raising initiatives.

If all identifiable carbon saving projects from the 2015/16 baseline were to be continued, the projected cumulative **financial savings** (avoided costs) to the organisation are in the region of **£900,000** over the period 2018 to 2023. This is based on the increased costs per tCO_2e increasing at a rate 8% per annum.

The Project Sponsor for this CM Plan is the Director of Corporate Services, who will be assisted in its delivery by the Estates, Health & Safety Manager. The SSSC will be introducing Green Champions to enhance communication and awareness-raising by actively promoting and monitoring environmental projects both locally and among wider stakeholders.

This CM Plan is viewed as a 'live' document and forms an integral part of the organisation's overall approach to sustainability. To ensure that it remains 'fit for purpose' to deliver targeted carbon savings, this document will be reviewed on an annual basis and will be overseen by the Executive Management Team.

4   Introduction

4.1   Background to the Organisation

The Scottish Social Services Council (SSSC) is the regulator for the social service workforce in Scotland. Our work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce. We protect the public by registering social service workers, setting standards for their practice, conduct, training and education and by supporting their professional development. Where people fall below the standards of practice and conduct we can investigate and take action.

We:

- publish the national codes of practice for people working in social services and their employers
- register people working in social services and make sure they adhere to our codes of practice
- promote and regulate the learning and development of the social service workforce
- are the national lead for workforce development and planning for social services in Scotland.

The SSSC is located in Dundee, where its offices are shared with other Scottish Government bodies. Our occupation is 1,831m^2 NIA and is of modern construction.

4.2 The SSSC's Performance on Carbon Management to date

The SSSC began their Carbon Management Programme in 2012. With the organisation's reporting obligations through the CRC Energy Efficiency Scheme and other reporting requirements, there is already a well established process for measuring and monitoring carbon emissions and measures to achieve carbon savings.

The key issue facing the organisation is changing regulatory requirements and practices which will have significant impacts on future carbon emissions. The SSSC will continue to take measures to adapt the CM Plan to any potentially significant impacts on achieving Carbon Management Plan targets.

In the previous Carbon Management Plan published in 2012, the organisation set a reduction target of 15% based on a 2010/11 carbon footprint baseline of 249 tCO_2e; this equated to a target footprint of 212 tCO_2e by 2017. The 2012 footprint included emissions from: utilities, travel and waste.

A number of factors have made this a challenging target. In common with their peers and many other public sector organisations at that time, the complexities   associated   with   delivering   a   comprehensive   carbon

management programme were new and not fully understood. The development of management information systems to capture and report on carbon emissions means we can now report at a more detailed level however the ability to capture and report more accurately could have had a negative effect on the results.

Furthermore, the changing legislative and policy framework has meant that the drive to meet the stated CM Plan carbon reduction target has often been overshadowed. Finally, energy intensiveness within buildings is increasing, estate is changing and there is a constant drive to increase service delivery.

These factors have combined to suggest that a review and revision of the original Carbon Management Plan, including targets, would help the organisation move forward constructively.

5 Carbon Management Strategy

5.1   Context and Drivers for Carbon Management

The organisation faces a complex set of drivers which set the context for carbon management. Crucially, the organisation recognises that these cannot and should not be viewed in isolation from each other or the principle goal of continuously minimising its environmental impact whilst maximising its contribution to society and the economy.

Ultimately, a strong performance with respect to carbon emission reduction should deliver financial benefits to the SSSC by mitigating the risks associated with e.g. increases in energy tariffs and fuel costs.

The following represent the key carbon drivers:

- Scottish Government targets

- UK & European targets

- Climate of reducing financial allocations

- Rising energy costs

- Principle that investments in carbon reduction are generally associated with commensurate reductions in future expenditure

- The need to eliminate waste of resources and to increase efficiency

- The organisation's own carbon management targets

- Depletion of the world's finite resources

- It's the right thing to do

5.1.1 Legislative drivers for carbon management

Over the past 20 years there have been many pieces of legislation enacted at an increasing rate in the UK and Scottish Parliaments which aim to address the issue of climate change, carbon dioxide and greenhouse gas emissions, and sustainability. Many of these stem from European Union Directives which in turn were developed in order to meet the obligations of the Kyoto Protocol, adopted in December 1997 and enforced in 2005. Under Kyoto, ratifying countries agreed to commit to reductions in their carbon emissions by, on average, 5.2% below 1990 levels by 2008-12.

The Agreement was supported in the UK by the findings of the Stern Review[1] on the Economics of Climate Change, published in October 2006, which provides compelling economic reasons to address climate change.

The UK share of the collective Kyoto target assumed by the European Union under the Protocol is a 12.5% reduction in emissions below 1990 levels by 2012. Subsequently the UK Climate Change Programme (launched in 2000) set a target of 20% reduction by 2010 and 60% reduction by 2050. The Climate Change (Scotland) Act 2009 pledges to reduce Scotland's greenhouse gas (GHG) emissions by 42% by the year 2020 and by 80% by the year 2050. Scottish Ministers are also committed to the promotion of renewable energy in Scotland. They set a target that 80% of the electricity generated in Scotland (as a proportion of gross consumption) should come from renewable sources by 2020, with an interim target of 31% by 2011.

The UK Government has placed an emphasis on the public sector setting a leading example. Public sector leadership will be critical to the achievement of the Government's climate change objectives.

In addition to the EU's Emissions Trading System (EU ETS), a number of legislative instruments such as the Climate Change Levy (CCL) and Carbon Reduction Commitment – Energy Efficiency Scheme (CRC EES) have been introduced by the UK Government, designed to encourage organisations to reduce emissions. The CRC EES introduces carbon trading to energy intensive organisations not part of the EU ETS. The EU Energy Performance of Buildings Directive (EPBD) was transposed into Scottish law in 2008 and has placed an obligation to evaluate energy usage for inclusion in Energy Performance Certificates to be displayed in all public buildings meeting certain criteria. The 2010 recast Directive also includes provisions to include nearly zero energy requirements for new public buildings within 8 years or less while Scottish and UK Sustainable Construction strategies aim for zero energy buildings in the same time-frame. This, allied to recent changes in Buildings Regulations, will require the organisation to be proactive in terms of building design, construction and use.

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[1] Stern Review Report on the Economics of Climate Change. N Stern, 2006. HM Treasury, London.

Legislative drivers for carbon management can take the form of targets (e.g. from UK or Scottish Government), incentive systems, charging schemes or regulatory compliance requirements.

5.1.2　　Other drivers for carbon management

While reducing the financial and legal risks posed by various legislative requirements is a significant driver behind the SSSC's carbon management programme, there are other factors supporting the need for improving energy efficiency and reducing carbon emissions.

- **Cost saving**: The case for carbon reduction is strengthened by current financial constraints requiring reduced operating costs whilst improving service delivery. This provides a strong incentive to cut resource consumption to release this money for frontline services.

- **Reputational benefit**: By delivery of sustained carbon reductions, the SSSC will be viewed as an exemplar enhancing the organisations broader sustainability credentials.

- **Improved staff satisfaction**: Studies have identified a correlation between an organisation with strong environmental performance and high staff satisfaction.

- **Improved engagement with key stakeholders**: Key stakeholders of the SSSC are increasingly focusing on sustainability. Our engagement and enhanced commitment will enhance the relationship with these stakeholders.

6　Emissions Baseline and Projections

6.1　Carbon Footprint Baseline, Cost and Projections

This section covers the establishment of the organisation's carbon footprint, associated cost and 'Business As Usual' (BAU) cost projections.

6.2　Scope and Boundaries of the Carbon Footprint

The resources to be included in a carbon footprint are defined in relation to two boundaries, the organisational and the operational boundary.

Definition of the boundaries is determined by the extent of the estate, goods and services over which the SSSC has operational control, and the availability of good quality data.

6.3　Operational Boundary

Operational boundary: essentially sets out the emission sources included in the footprint and is shown in the "emissions source" column in Table 1 below.

In keeping with the Greenhouse Gas Protocol[2] (WRI 2004), the operational boundary should include all Scope 1 and Scope 2 emissions (e.g. on-site fuel combustion, company owned vehicles and purchased electricity consumption). Scope 3 emissions (e.g. waste, water, commuting and business travel) are considered discretionary but are included where data is available.

Table 1: SSSC Carbon Footprint Boundaries

Category	Function Examples	Emissions Source
Offices	Our estate	Electricity, gas, water, waste
Travel	Core business activity, Training, Attending Meetings	Fuel and Business Miles

Excluded Emission Sources include:

- Contaminated waste e.g. medical
- Specialist waste e.g. media

6.4 Data Sources

The data sources used in our CM Plan are based on robust data provided by both internal and external partners. The main streams of data (consumption and costs) input are as follows:-

i) Stationary Sources

- Electricity – Automatic Meter Reading (AMR) data, utility provider billing.

- Gas - AMR data and utility provider billing.

ii) Water

- Utility provider water reports.

iii) Waste

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[2] The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard Revised Edition, Worlds Resources Institute; World Business Council for Sustainable Development, 2004.

- Waste services provided data, confidential waste paper recycling provider data.

iv) Transport

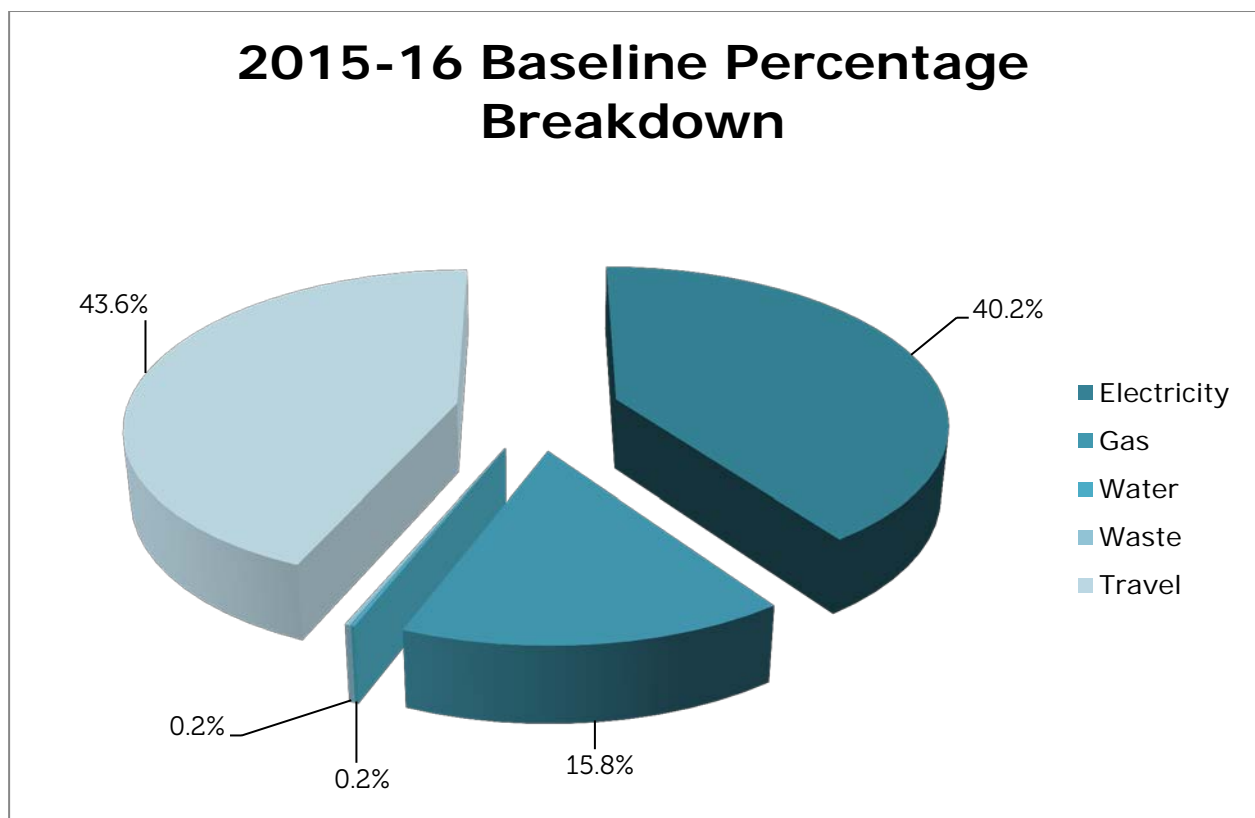- Travel booking company, travel and subsistence receipts.

Data is then collated and converted to a CO_2e tonnage equivalent using DEFRA factors for Company Reporting[3].

Conversion factors were taken for Scopes 1, 2 and 3 which relate to total direct emissions and are therefore in keeping with the methodology employed to determine previous Carbon footprints. As such, no 'Well to Tank' or 'Outside Scope' factors have been used.

6.5 Carbon Footprint Baseline and Cost

Our overall Carbon Footprint for the Baseline year of 2015/16 was 339 tonnes CO_2e. Graph 3 below shows that travel constitutes 43.6% of the 2015/16 Carbon Footprint with electricity (40.2%) and gas (15.8%) representing the two next largest contributors. (Water and Waste account for 0.2% each.)

Graph showing 3 baseline Carbon footprint

2015-16 Baseline Percentage Breakdown

43.6%   40.2%

Electricity
Gas
Water
Waste
Travel

0.2%
0.2%
15.8%

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[3]http://www.ukconversionfactorscarbonsmart.co.uk/

The overall cost of the Carbon Footprint for the Baseline year of 2015/16 was £221,347.

Graph 4 below reveals that travel constitutes the largest percentage of costs at over 71%. Electricity and gas have smaller cost percentage compared to their consumption percentage. Significantly, water and waste take on a larger impact on the overall cost (4% and 3% respectively) when compared with the carbon footprint.

Graph showing 4 baseline Percentage Carbon Consumption Compared to Percentage Cost
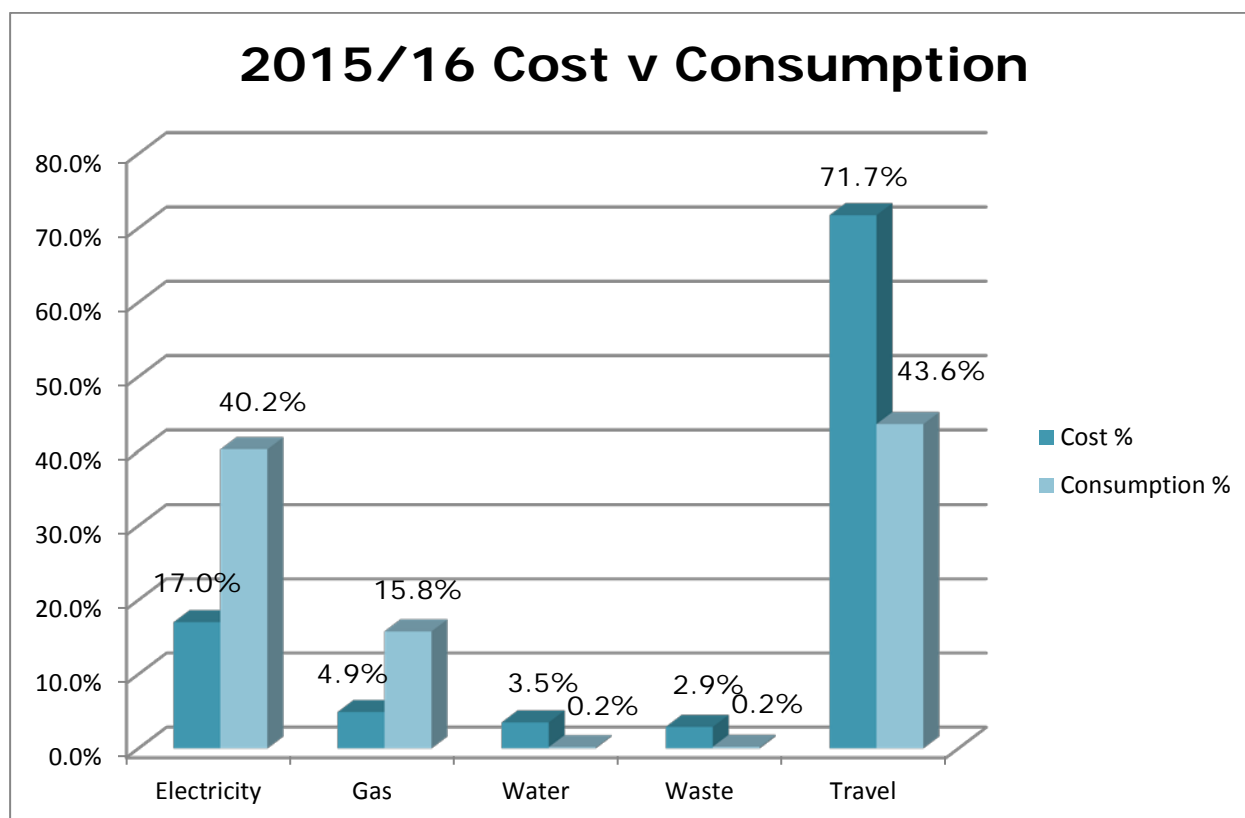
Appendix A provides a table detailing the individual consumptions and costs for each element of the footprint.

6.6   Business as Usual (BAU)

Analysis of projected emissions and the expected impact of BAU allows an evaluation of how the organisation's carbon emissions will change over time in terms of tCO_2e emitted and cost.

The results of the BAU analysis help to explain what is happening in the short and long term, what is happening to different parts of the footprint e.g. gas and electricity, and the current importance of the grid emission

factor forecast, including the level of uncertainty in relation to this beyond a certain point.

While the organisation does not envisage any change in the size of their estate, it is forecast that there will be an increase in staff numbers from the baseline.

7 Carbon Management Projects

7.1 Introduction

In order to continue achieving emissions reductions and avoiding financial exposure, the SSSC is committed to continuing with the previously identified measures and implementing new carbon saving projects.

The organisation recognises that successful attainment of its carbon reduction targets is contingent upon the following key elements being in place:

- An organisational framework within the organisation that is sufficiently robust to support the financing, delivery and monitoring of carbon reduction projects.

- Clearly identified responsibility and accountability for delivery against carbon reduction targets from the CM Plan outset.

- Identification of a realistic suite of carbon reduction measures across a range of areas relevant to the carbon footprint; this list must be regularly reviewed and flexible to adapt to emerging needs and opportunities for funding.

- A data collection and collation system that is integrated sufficiently to inform both an annual progress update on the CM Plan and other Government and associated returns.

7.2 Existing Projects

The following measures have already been completed or implemented since 2014. The carbon emission savings achieved by these schemes will therefore have already contributed towards our carbon reductions and corresponding savings will therefore included in the baseline carbon footprint for 2015-16.

- Voltage optimisation;
- LED lighting replacement;
- Server virtualisation;
- Boiler Replacement;
- Flush water volume restriction;

7.3 Planned Future Measures

The measures identified below are a sample of those that have been selected for continuation and implementation within the period 2018 to 2023 because they either generally provide the largest proportion of savings or are those seen as being realistic, considering the size and nature of the organisation and its estate.

7.3.1   Energy

- Digital transformation project.

- Equipment selection – selection of ICT and other equipment with low energy consumption figures.

- Engagement of Green Champions – to provide ideas, enthusiasm and local points of contact on Green matters,

- Cultural change – engagement with staff to encourage energy reducing measures e.g. turning off computers and monitors at night or when in meetings.

7.3.2   Travel/Transport

- Continued encouragement of the use of alternatives to travel, e.g. use of Video Conferencing and Skype for Business, in line with the organisation's Business Travel and Subsistence Policy.

- Continued encouragement of the use of public transport and car sharing, in line with the organisation's Business Travel and Subsistence Policy.

- Introduction of 'Hearings on Demand'.

7.3.3   Waste

- Continued awareness raising and provision of facilities for recyclable materials.

- Encouraging the use of mailboxes in Multi-Functional Devices to reduce paper usage.

- Continued awareness in only printing necessary items.

- Making publications / statutory returns available online.

7.3.4   Water

- Continued use of flushwisers or water bricks to reduce flush capacity.

- Replacement of old cistern mechanisms with dual flush systems when replacement is required.

- Monitoring water consumption data to ensure any leaks are identified and rectified quickly.

7.4   Financing Carbon Saving Measures

Most opportunities to provide significant savings from carbon reduction measures have been implemented, meaning there is limited scope during the period of this plan. Although it is hoped the planned measures identified in section 7.3, if successfully implemented, will provide financial savings (avoided costs) to the SSSC it is more likely there will be a wider Scottish saving from an increased awareness leading to changes in behaviour.

Opportunities will be taken to maximise any other funding streams from the Scottish Government and other sources for Invest to Save Initiatives.

7.5   Target Setting

With the current projects in place and the anticipated BAU, carbon emissions will decrease throughout the duration of the CM Plan to reach 254 tCO_2e by 2023.

The Scottish Social Services Council therefore commits to a target of 254 tCO_2e (25%) reduction on the 2015-16 carbon footprint by 2023.

> **By 2023, the Scottish Social Services Council will have reduced its carbon emissions by 25% on a baseline of 2015-16. This equates to a figure of 254 tonnes CO_2e in 2023.**

We would be likely to achieve our emission reduction target if all projects were to be implemented in accordance with the intended timescales.

We expect the average cost per tCO_2e will increase year on year. Although the SSSC has no control over utility, petrol, waste and water costs (limited also through procurement choices), it can have influence over the amount of each used. In order to reduce the financial burden, we must reduce the amount of carbon emissions.

8 Management and Delivery of the Carbon Management Plan

8.1 Introduction

In order to ensure that there is effective and ongoing ownership of the Carbon Management Plan, it is important to have a fully defined governance structure. The SSSC will continue to adopt the following structure for management accountability.

8.2 Operational Roles and Responsibilities

Carbon Management Plan/Project Sponsor

The Chief Executive will champion the project and have ultimate responsibility for strategic direction and for agreeing budgets outside those already available to Estates.

Director of Corporate Services

The Director of Corporate Services will oversee the strategic implementation plan, have strategic input into its development, and review progress.

Estates, Health & Safety Manager

The Estates, Health & Safety Manager will coordinate the implementation of the CM Plan and report on its progress to the Project Sponsor. Responsibilities of the Estates, Health & Safety Manager will also include the incorporation of progress into the organisation's existing sustainable development governance. Data collection and reporting of utilities data.

Finance Team

The Finance Team will be responsible for data collection and reporting (excluding utilities).

Green Champions

The Green Champions will work closely with the Estates, Health & Safety Manager to raise awareness and engage staff to promote more environmentally conscious behaviour.

8.3 Resourcing and Ownership

The Carbon Management Plan and carbon saving target will be approved by the SSSC's Resources Committee, providing endorsement and a clear commitment at the highest level, reinforcing the need for action across the organisation. Resources Committee approval will continue to provide long-term organisational momentum for embedding the CM Plan and carbon savings across the organisation. This will primarily be delivered through the governance structure for carbon management described in this Section.

The CM Plan will be published online, and in pdf format, with a limited number of printed copies available for key stakeholders on request, thus leading by example and saving paper and distribution costs.

The key to success of this updated CM Plan is effective engagement with staff. Everyone has a role to play in embedding and delivering the CM Plan and collaborative working is essential to deliver the desired carbon savings.

The key stakeholders in the organisation who will continue to shape and change culture and awareness are:

- The Chief Executive

- Executive Management Team

- Heads of Service and Managers

- All staff

8.4   The Internal Delivery Model

Green Champions will be appointed by the SSSC. Their task is to encourage good environmental practices amongst colleagues by setting an example in their own work places. They will receive training so that they can answer basic questions about issues such as climate change, energy efficiency and building performance.

Green Champions promote and implement energy saving activities within their area, from educating and encouraging staff to monitoring and evaluating energy usage and identifying opportunities for reduction. The Estates, Health & Safety team engages with Green Champions on awareness-raising initiatives. These key staff will be given a copy of the updated Carbon Management Plan, to serve as their roadmap towards achieving tangible carbon savings across the organisation.

8.5   Data Collection and Management

Our current data collection is by the monitoring of all energy costs and consumption from invoice data and payroll data. We have had Automatic Meter Reading installed as part of our utilities contracts, which has greatly improved data collection and monitoring of building energy performance.

Performance data will be communicated to staff to raise their awareness of the implications of their energy use to their office, if possible. This will be done regularly through the Green Champions.

Energy performance is reported on a monthly basis. Any energy spike is investigated and remedial measures put in place if required, e.g. lighting control failures, water leaks etc.

8.6   Communication and Training

The creation of Green Champions must be associated with the provision of management information on carbon consumption at all levels.

The Estates, Health & Safety Manager will work with both the internal and external Communications teams to develop a planned approach to raising carbon reduction awareness through the development of a robust communications and awareness strategy. The Green Champions will provide support in delivering the low carbon message.

There are many avenues of communication available and these will be fully utilised in promoting the carbon reduction message to all staff and visitors. Effective communication and engagement is the key to success.   It is recognised that substantial cultural change will take time to deliver.

Initiatives for building awareness include:

- Poster Campaign

- Quarterly Energy Consumption figures on the intranet

The Estates, Health & Safety Team will regularly monitor progress and formally report to the Executive Management Team.

9 Progress Reporting

9.1   Yearly Updates to the Carbon Management Plan

The Carbon Management Plan is viewed as a 'live' document and it is envisaged this will change on an annual basis as the organisation's estate changes and planning assumptions become reality. It also forms an integral part of the organisation's Sustainability reporting. To ensure that the CM Plan remains 'fit for purpose' to deliver targeted carbon savings, the document will be reviewed on an annual basis. This process will be overseen by the Director of Corporate Services, the Executive Management Team and coordinated by the Estates, Health & Safety Manager.

Specifically, the following areas of the CM Plan will be subject to annual review:

- Progress towards overall carbon reduction target including CO_2e savings against target

- Financial savings achieved as a result of carbon reduction projects

- Risk Register

- Wider benefits

The annual progress review will be published on the intranet.

9.2   Data Collection and Management

Data measuring the progress of the CM Plan will be collected regularly and presented to the various relevant levels of governance at least annually.

The data collected will include:

- Progress on specific projects
- Details of the performance of the variables contributing to the emissions in the quarter such as utilities, water, fuel and waste generated.

As noted above, an annual Carbon Management Plan Review will be completed and presented to the Executive Group in the first instance.

9.3   Other Reporting Requirements

The SSSC will continue to fulfil requirements to report on environmental performance through a range of other mechanisms.

9.4   Annual Improvement Action Plan

Following each annual review, an Annual Improvement Action Plan (AIAP) will be compiled in response ensuring that Carbon Management Plan remains on track. This document will highlight the priorities for the forthcoming year and will become a formal addendum to the CM Plan.

Subsequent Annual Reviews will thereafter require assessing of progress against both the original CM Plan and the AIAP.

Appendix A

Detail of the individual consumptions and costs for each element of the 2015/16 carbon footprint.

	Consumption (tCO2e)	Cost (£)
Electricity	136.26	£37,456.11
Gas	53.44	£10,856.06
Water	0.55	£7,775.71
Waste	0.74	£6,444.14
Travel	147.70	£158,815.03
	338.69	**£221,347.05**