



# Energy Strategy Annual Implementation Plan 2010 - 2013

Year 2

September 2010

Annex 1

D8

# Energy Strategy Annual Implementation Plan (AIP) 2010 – 2014

## Year 2 Plan

### Introduction

The Royal Borough of Kingston Energy Strategy (ES) was approved by the Executive Committee in May 2009. The strategy establishes a strategic framework to tackle the energy challenges that Kingston faces through the delivery of twenty principle objectives. These objectives address the key elements of reducing the impact of climate change through mitigation by energy management.

### Energy Strategy purpose

1. To improve resource management
2. Reduce carbon dioxide emissions and contribute to mitigating against climate change
3. Contributing to tackling fuel poverty
4. Contributes to Kingston's economy by increasing job opportunities and innovation in delivering sustainable energy, and improving Kingston's housing and other building stock.

### Energy Strategy outcomes

5. Work in partnership to address energy and carbon management
6. Lead implementation through a rolling annual implementation plan
7. Ensure action is guided by four broad approaches; reduce energy demand, efficient energy use, renewable energy generation and to get more from conventional finite fuel sources.

The strategy looks at the three functional roles of the Council in respect to energy management, that of a Community Leader, as a Planning Authority and as an Asset Holder and Service Provider. The twenty principle objectives are divided between these three strategic functions.

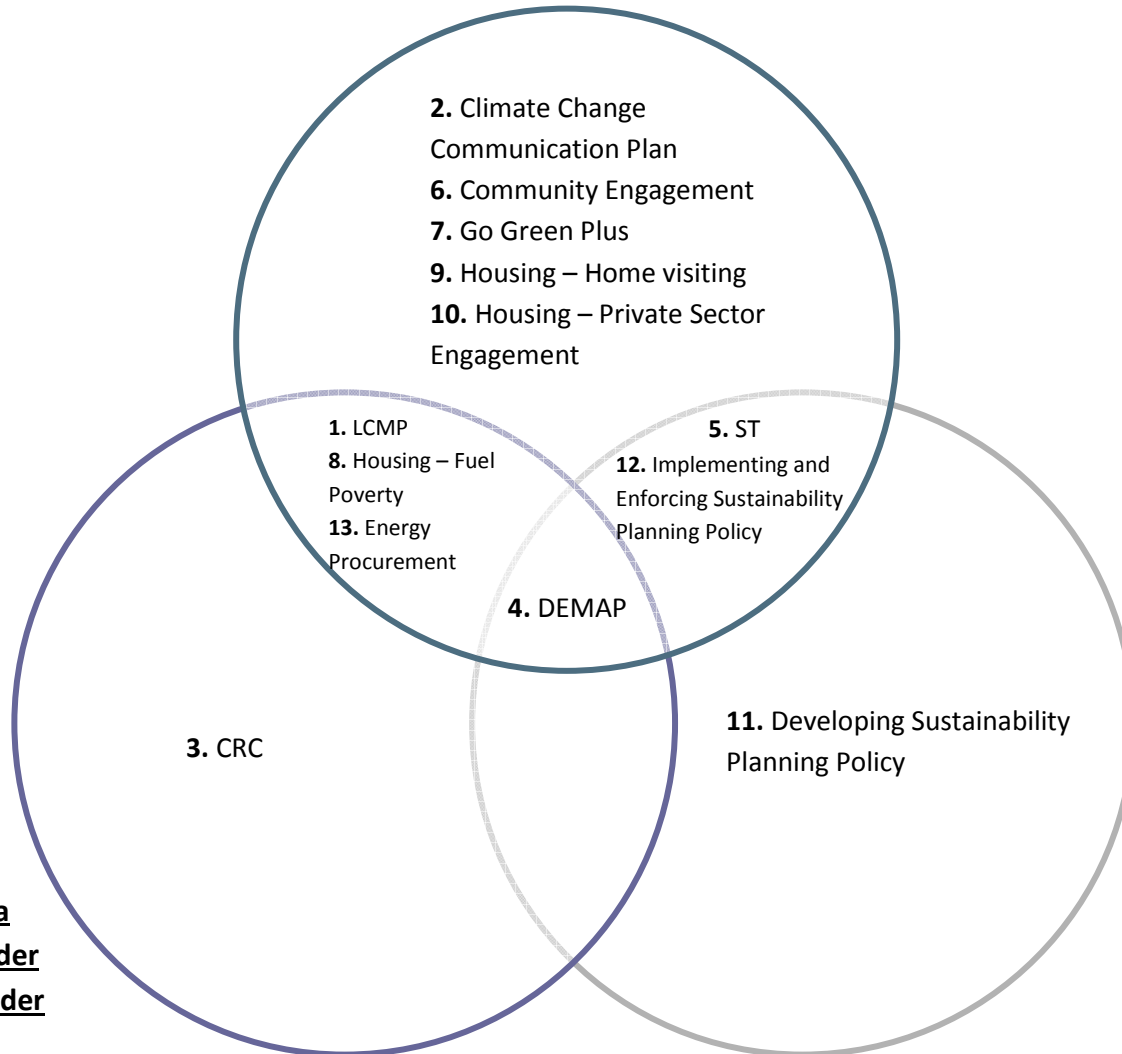
## Key priorities for Year 2

In order to deliver the objectives of the Energy Strategy a number of projects have been outlined within this Annual Implementation Plan. Within these projects are a certain number of specific areas that have been prioritised to ensure the delivery of the Energy Strategy in the year 10/11.

These priorities are complemented by work which is well established within the council including the projects of the Smarter Travel Programme and the projects within Community Engagement. It has been recognised that there is still a need to ensure the council is applying the principles of the Energy Strategy to its own services and assets and to therefore lead by example before the key focus is switched to addressing the borough as a whole.

- 1. Deliver the objectives of the Climate Change Programme** – The projects within the programme relevant to the Energy Strategy are the Low Carbon Management Plan, The Climate Change Communication Plan, The Carbon Reduction Commitment Energy Efficiency Scheme and the Decentralised Energy Masterplanning Project. This suite of projects delivers a vast number of the objectives of the Energy Strategy and therefore their effective delivery is essential under the second AIP.
- 2. Position the objectives of the Energy Strategy within the One Council framework** – The One Council Projects are to be the key delivery mechanisms of council services going forward. It is therefore essential that the objectives of the Energy Strategy are embedded and positioned within these projects to ensure the effective implementation of the Strategy.
- 3. Establish a framework to deliver energy efficiency within the domestic sector** – The domestic sector accounts for a large proportion of the boroughs CO<sub>2</sub> emissions. It is therefore essential that the necessary plans, processes and resources are in place within the council to actively address this challenging area.
- 4. Establish a framework to develop and implement robust planning policies** – The development of new and existing planning policies is an essential tool to regulate the environmental impact of new developments within the borough. These policies must be comprehensively applied and robustly enforced to ensure a high level of environmental performance is achieved throughout development within Kingston.

**Council as a  
Community  
Leader**



<b>Project Legend</b>	
1.	LCMP – Low Carbon Management Plan
2.	Climate Change Communication Plan
3.	CRC – Carbon Reduction Commitment Energy Efficiency Scheme
4.	DEMAP – Decentralised Energy Masterplanning
5.	ST - Smarter Travel Programme
6.	Community Engagement
7.	Go Green Plus
8.	Housing – Fuel Poverty
9.	Housing – Home Visiting
10.	Housing – Private Sector Engagement
11.	Developing Sustainability Planning Policy
12.	Implementing and Enforcing Sustainability Planning Policy
13.	Energy Procurement

**Council as a  
Service Provider  
and Asset Holder**

**Council as a  
Planning  
Authority**

## Project List 2010 – 2013

## Annex 1

Project	2010/11	2011/12/13	Meets objective number Key Priority (KP)	Resource required 10/11	Resource required 11/12/13
Low Carbon Management Plan (LCMP)	Deliver the short and medium term objectives of the Low Carbon Management Plan.	Deliver the long term objectives of the Low Carbon Management Plan.	1, 3, 5, 6, 7, 16, 17, 18, 19. KP 1,2	2 FTE Support from wider project team	3 FTE Support from wider project team
Climate Change Communication Plan (CCCP)	Engage with key external stakeholders and develop a Plan to communicate the Climate Change Programme.	Utilise the Climate Change Plan to communicate the Climate Change Programme to borough residents and businesses.	4, 6, 7. KP 1,2,3	0.5 FTE Support from KSP	0.5 FTE
Climate Change Adaptation Strategy (CCA)	Defining scope and objectives of the strategy and the approach.	Undertake a risk assessment to building climate resilience and embed in council strategy. Work with strategic partners to adopt the same approach.	2,8, KP 1,2,4	0.5 FTE	0.5 FTE
Carbon Reduction Commitment and Energy Efficiency Scheme (CRC)	Deliver the initial requirements for registration and put in place policies and procedures to minimise potential penalties.	Maximise performance within the scheme within resource constraints.	14, 15. KP 1,2	1 FTE Support from wider project team.	1 FTE Support from wider project team.
Decentralised Energy Masterplanning (DEMAP)	Deliver phase 2 of the DEMAP Project.	Assess the viability of Decentralised energy in Kingston	1, 2, 3, 4, 6, 9, 10, 11, 13, 20. KP 1,2,4	0.5 FTE	1.5 – 2FTE
Smarter Travel Programme	Deliver the relevant projects of the Smarter Travel Programme.	Deliver the relevant projects of the Smarter Travel Programme.	13, 15, 16. KP 1,2,4	6 FTE	6 FTE
Community Engagement	Deliver projects that engage with community groups and local	Monitor the progress of delivered projects and assess	1, 2, 5, 7.	1 FTE	1 FTE

	residents to help reduce their environmental impact.	their success on an annual basis.	KP 1,2,3,4		
Go Green Plus	Engage with local businesses to provide advice and guidance on improving their energy efficiency	Project closed	1, 2, 4, 5, 6, 7. KP 1,2	0.5 FTE	0.5 FTE
Housing – Fuel Poverty	Develop plans and policies to tackle fuel poverty within the borough.	Implement policies, procedures and measures to deliver a reduction in the proportion of borough residents in fuel poverty.	1, 2, 6, 8, 15. KP 1,2,3	TBC	TBC
Housing – Home Visiting	Pursue internal and external opportunities to undertake home visiting programmes in targeted areas of the borough.	Expand home visiting programmes to reach a higher proportion of the boroughs residents.	1, 2, 3, 6, 7. KP 1,2,3	TBC	TBC
Housing – Private Sector Engagement	Develop plans and policies to identify areas of private sector housing to target for energy efficiency.	Engage with private sector residents, landlords and tenants to provide advice on energy efficiency.	1, 2, 5, 6, 7. KP 1,2,3	TBC	TBC
Developing Sustainability Planning Policy	Establish the evidence base required to develop new sustainability planning policies.	Develop and review new and existing sustainability planning policies.	9, 10, 11, 12, 13. KP1,2,3,4	1 FTE	1 – 2 FTE
Implementing and Enforcing Sustainability Planning Policy	Establish plans and processes to robustly implement and enforce sustainability planning policies.	Implement, monitor and enforce sustainability planning policies.	1, 3, 6, 10, 12, 13. KP 1,2,3,4	2 – 3 FTE	2 – 3 FTE
Energy Procurement	Establish the current CO <sub>2</sub> intensity of all the councils energy supply.	Reduce the impact of energy procured by the council.	3, 14, 19. KP 2	0.25 FTE	0.25 FTE

## 2010 – 2011 Project List with Outcomes and Success Criteria

## Annex 2

No	2010/11	Outcomes	Success Criteria
1	<b>Low Carbon Management Plan</b>	<p>Launch the LCMP across the authority.</p> <p>Develop training and awareness raising resources.</p> <p>Report 09/10 NI185 CO<sub>2</sub> data.</p> <p>Identify and implement performance processes to manage and monitor carbon reduction projects.</p> <p>Develop a financial framework to deliver carbon reduction projects.</p> <p>Develop a performance management framework</p> <p>Embed carbon management throughout the council</p> <p>Commit investment in carbon reduction projects.</p>	<p>LCMP approved by the Carbon Trust and AIP adopted by Executive.</p> <p>Training resources – e-learning module and handbook are available to staff.</p> <p>Staff are recruited to the Green Champions Network.</p> <p>NI185 data is collated quarterly.</p> <p>Financial framework is incorporated into the forward planning for 10/11 and thereafter.</p> <p>New clauses are incorporated in the OCP 3 Commissioning framework.</p> <p>Press articles are seen in internal and local publications.</p> <p>Existing contracts and service agreements are amended where possible to include carbon management responsibilities.</p> <p>CCST has a lead officer liaising with schools.</p> <p>Schools corporate asset management team take ownership of carbon management.</p> <p>The LCMP AIP is reported to the relevant project boards and regular meeting are held with the project team.</p>
2	<b>Climate Change Communication Plan (CCCP)</b>	<p>Engage members of KSP Environment Sub-Group</p> <p>Reading/Research/Benchmarking</p> <p>Engage with RBK officers who will potentially use the</p>	<p>Positive and constructive engagement with KSP Environment Sub-Group</p> <p>Meaningful and constructive feedback collected through consultation</p>

		<p>plan</p> <p>Write first draft document.</p> <p>Consult with key stakeholders and members of the community</p> <p>Prepare final document</p> <p>Prepare Executive Report</p>	<p>A clear and accessible document reflecting the priorities and views of Kingston's wider community around Climate Change and sustainability in general.</p> <p>Document to be signed off by Executive</p>
3	<b>Climate Change Adaptation Strategy (CCA)</b>	<p>Undertake a Comprehensive Risk Assessment of the Council's Services in relation to Climate Change.</p> <p>Identify priority risks and scope options to address.</p> <p>To develop a framework for embedding climate change risk assessment within the council.</p>	<p>An improved reported score annually via the National Indicator Framework through NI 188 Planning to Adapt to Climate Change and National Indicator 189.</p>
3	<b>Carbon Reduction Commitment and Energy Efficiency Scheme (CRC)</b>	<p>Registration via the Environment Agency web portal.</p> <p>Monitor data quality and evidence collation.</p> <p>Maximise performance under the Early Action Metrics within constraints.</p> <p>Internal audit assessment of the CRC programme.</p> <p>Prepare carbon footprint report</p> <p>Prepare annual emissions report</p> <p>Re-assessment of organisational structure.</p> <p>Purchase CO<sub>2</sub> allowances circa £162,000 in April 2011.</p>	<p>Establish a sophisticated data transfer and storage system.</p> <p>Submit key information and reports within CRC scheme deadlines.</p> <p>Minimised financial risk of significant administrative penalties.</p>
4	<b>Decentralised Energy Masterplanning (DEMAP)</b>	<p>Develop a road map to investigate at the DEMAP project.</p> <p>Collect information to explore if there is a business case for decentralised energy in Kingston</p>	<p>A robust business case that delivers significant CO<sub>2</sub> savings</p>

<p><b>5</b></p>	<p><b>Smarter Travel Programme</b></p>	<p><b>Green Vehicles</b></p> <p>Establish on-going maintenance and admin provision for existing charging points.</p> <p>Monitor the progress of the current measures to incentivise Green vehicles, i.e. electric vehicle charging point (EVCP) usage.</p> <p>Identify funding opportunities for Green vehicles.</p> <p>Identify target areas for EVCPs.</p> <p>Identify any opportunities for trialling Green vehicles or associated infrastructure.</p> <p>Raise the awareness of existing EVCPs</p> <p>Develop policies and incentives for Green Vehicles</p> <p>Ensure Green vehicle infrastructure is included in major projects.</p> <p>Ensure Green vehicles are considered in procurement of council vehicles.</p> <p>Secure measures for Green vehicles through the planning system.</p>	<p>Increased usage in existing Green vehicle infrastructure.</p> <p>Increase in the capacity of Green vehicle infrastructure in the borough meeting any national, regional or local policies.</p> <p>Increased number of Green vehicles in the borough and the council fleet.</p> <p>No net increase in the number of cars on the road due to Green vehicles.</p>
<p><b>6</b></p>		<p><b>Travel Awareness</b></p> <p>To deliver three specific travel awareness activities, namely Work to Work Week in April; Bike Week in June; and European Mobility Week in September (as part of Paint the Town Green).</p> <p>Establish and equip an effective road show to attend community events throughout the year.</p> <p>To promote and take part in TfL's Cycle Challenge and Walking Challenge months.</p> <p>To increase the numbers of residents joining car clubs.</p>	<p>Meet targets for those participating in the three activities organised by Kingston Travel Awareness. Complete standardised evaluation of events as required by TfL. Targets will be based on increasing numbers involved in events held previously or establishing baseline figures for new events.</p> <p>Attend at least 8 community events across the year and monitor feedback and number of people signing up for environmental newsletter</p> <p>Increased number of participants in the Cycle Challenge</p>

		<p>month (Walking Challenge new this year).</p> <p>Increase in the number of members of Car Clubs</p>
<b>7</b>	<p><b>School Travel Planning</b></p> <p>Provide support to schools during the STP update process</p> <p>Raise awareness of the facilities at schools</p> <p>Make the process of reviewing STP's more efficient for schools and RBK</p> <p>Refine the primary school walking campaign to maintain impact at reduced cost</p> <p>Support schools wishing to achieve TfL travel plan accreditation for 2010/11 school year</p>	<p>Number of travel plan annual reviews / rewrites approved by TfL</p> <p>Successful delivery of a walking campaign for all primary schools with approved travel plans for £10k (vs. £30k in 2009/10)</p> <p>Maintenance or improvement upon figure of 18% of pupils travelling to school by car (NI 198 Target)</p> <p>Launch of new web-based facility that will enable schools to complete travel plans online</p>
<b>8</b>	<p><b>Workplace Travel Planning</b></p> <p>Establish regular communication with workplaces and business travel networks.</p> <p>Promote and seek involvement from workplaces and their employees on travel awareness activities such as 'Bike Week' and 'Walk to Work' week.</p> <p>Maintain the involvement of businesses in Business Travel Networks.</p> <p>Offer support to workplaces with existing travel plans to implement or action identified measures effectively.</p>	<p>Regular communication with workplaces and business travel networks established.</p> <p>Sufficient numbers of workplaces are participating in organised travel awareness activities.</p> <p>Measures identified in WTPs are implemented.</p> <p>Try Cycling to Work scheme has been effectively delivered.</p> <p>Businesses are aware of the Go Green Plus initiative.</p>

		Promote Go Green Plus initiative to businesses.	
9	<b>Community Engagement</b>	<p>Develop and promote the use of the Ecological Footprint Calculator for the domestic sector.</p> <p>Display the EcoHome roadshow throughout schools in the borough.</p> <p>Provide advice and guidance to staff on the available resources to effectively deliver the sustainability agenda within schools.</p> <p>Provide energy efficiency and energy monitoring equipment to be hired/borrowed by residents.</p>	<p>Increased number of residents using the Ecological Footprint Calculator.</p> <p>All schools to be engaged with the Eco/Sustainable Schools Scheme</p> <p>All energy monitors provided at libraries to be lent out 5 times.</p>
10	<b>Go Green Plus</b>	<p>Actively engage with businesses to promote the Go Green Plus programme.</p> <p>Direct businesses towards the energy efficiency advice offered by Go Green.</p>	Increased number of referrals to the Go Green Plus Programme.
11	<b>Housing – Fuel Poverty</b>	<p>Maintain and develop membership of the Fuel Poverty Focus Group.</p> <p>Prepare and consult on a Fuel Poverty Statement and associated implementation plan.</p>	To be determined by Housing/CCST working group
12	<b>Housing – Home Visiting</b>	<p>Bid for any relevant funding sources to secure the home visiting service to promote energy efficiency in targeted areas.</p> <p>Continue the Home Visiting Programme subject to funding considerations, in areas that have not been previously targeted.</p>	To be determined by Housing/CCST working group
13	<b>Housing – Private Sector</b>	<p>Bid for funding and deliver RE:NEW programme which will involve:</p> <p>1500 households receiving home visits and have</p>	<p>Deliver home visiting to 25% of households in the targeted area, equivalent to c.1500 households.</p> <p>Spend £183k with an estimated cost of £120 per</p>

		<p>energy efficiency measures installed, energy efficiency advice, and receive benefits check and referrals to third party grants</p> <p>Carbon dioxide emissions reduction quantified from the easy to install energy efficiency measures in the households</p> <p>Monthly reports from the delivery agent and end of project report</p> <p>Regular reporting to the relevant project boards</p>	<p>household</p> <p>Lever in additional funding from utilities</p> <p>Kingston receives money to deliver the RE:NEW area based retrofitting programme for the April 2012 to March 2015 phase.</p>
<b>14</b>	<b>Developing Sustainability Planning Policy</b>	<p>Establish the required evidence base to deliver the preferred sustainability policies of the Local Development Framework (LDF) Core Strategy.</p> <p>Where necessary, appoint external consultants to deliver the necessary research to establish the sustainability policy evidence base.</p> <p>Where necessary, review the preferred options of the Core Strategy sustainability policies once the evidence base is developed.</p> <p>Review the sustainability requirements of the Planning Obligations Supplementary Planning Document (SPD).</p> <p>Review the need for any new SPDs relating to sustainability planning policy.</p> <p>Produce and consult on guidance on sustainable residential design and maximising opportunities to utilise building regulation to maximise efficiency in existing housing</p>	<p>A robust evidence base to deliver the preferred sustainability planning policies.</p> <p>A robust set of sustainability planning policies adopted within the LDF Core Strategy.</p> <p>A revised Planning Obligations SPD adopted.</p> <p>Approval to write further SPDs if necessary.</p> <p>Maximise energy efficiency in all developments</p>
<b>15</b>	<b>Implementing and Enforcing Sustainability Planning Policy</b>	<p>Ensure that all sustainability planning policies are being adhered to, and applied in a consistent manner.</p> <p>Ensure the information required for sustainability policies are submitted at the correct time.</p> <p>Enhance the ability of Development Control Officers to</p>	<p>A consistent and robust wording to planning conditions for sustainability policies.</p> <p>Increase in the number of sustainability reports submitted at planning and pre-planning application stage.</p>

		assess the requirements of sustainability policies.	Decrease in the number of applications assessed by CCST officers.
<b>16</b>	<b>Energy Procurement</b>	Determine the CO <sub>2</sub> intensity of all the councils energy supplies.  Develop a business case for reducing the CO <sub>2</sub> intensity of the councils energy supply.	A reduction in the average CO <sub>2</sub> intensity of the councils energy supply.

Update on key priorities of the Year 1 AIP Projects

	Priority	Progress made in 2009 – 2010
1	Develop a partnership and governance agreement and establish membership commitment to action	Sustainable Communities Group key priority Annex 4
2	Set up a reporting and partnership forum to monitor and evaluate progress	Climate Change Programme Board was established in April 2010 membership includes Programme sponsor (Roy Thompson) Programme Manager (MC Edwards Grp Manager CCST) Jule Baird (Head of Planning) Dean Tyler (Strategic Partnerships), Kevin Mitchell (Strategic Business) and Wendy Ahmun (Interim Service Manager Strategic Services)
3	Develop an climate change strategy to set long-term borough wide CO <sub>2</sub> targets	Climate Change Programme Project: <ul style="list-style-type: none"> <li>a) Energy Strategy</li> <li>b) Low Carbon Management Plan</li> <li>c) Carbon Reduction Commitment</li> <li>d) Decentralised Energy Mapping</li> <li>e) Climate Change and Sustainability Communication Plan</li> <li>f) Climate Change Adaptation Strategy</li> </ul>
4	Develop a Local authority Carbon Management Programme to set corporate reduction targets, improve the council's energy and carbon management and demonstrate commitment to action and community leadership	Plan signed off by Carbon Trust March 2010 and aApproved by Programme Board April 2010
5	Conduct a feasibility study for alternative energy sources in the borough, such as decentralised energy and onsite renewable technology to support planning policy and	Demap – Phase 1 complete Phase 2 starting

	implementation programmes	
6	Establish a resourced approach retrofitting in the domestic sector to address fuel poverty, hard to reach properties, and those as classified as 'asset rich but fuel poor'	The Council successfully bid for achieved £124k of funding to deliver the Mayor of London's Home Energy Efficiency Programme (HEEP) demonstration project to over 800 residents in the Berrylands and St. Marks ward. This initiative levered in addition funding of £58k and resulted in installation of energy efficiency measures that equates to 270 tonnes of carbon dioxide emissions saving per year during their lifetime.
7	Convert recommendations by the Energy Savings Trust (EST) into action and seek approval by Council Directorates to allow the council to access grant funding from the EST and support implementation	The delivery of the Mayor of London's Home Energy Efficiency Programme (HEEP) demonstration project in Kingston met the priority recommendation to address energy efficiency in privately owned housing. The Energy Strategy AIP2 will consider other relevant recommendations as part of the projects within the Climate Change Programme.

## Projects strands

### Strategic

Year: 2009/10 and 2010/11

Action: Undertake the EST 1:1 support programme

**09/10 Progress: RBK have been actively involved with the Energy Savings Trust on their 1:1 support programme. We have had on going meetings with our designated liaison officer. Our support package runs until December 2010.**

AIP Action	Planned Outcome	Responsibility
<p><b>Complete</b> - Collect data / complete questionnaire</p> <p><b>Incomplete</b> - Establish operational team</p> <p><b>Incomplete</b> - Develop action plan and reduction targets</p> <p><b>In Progress</b> - Seek approval from Directorates to adopt recommendations</p>	<p><b>Complete</b> - Recommendations report by end Feb 2009</p> <p><b>In Progress</b> - Action plan for 2nd energy strategy Approved March 2010</p> <p><b>Incomplete</b> - Stakeholder targets for CO2 reduction agreed March 2010</p>	Group Manager - CCST

Year: 2009/10

Action: Develop a partnership and governance agreement

**09/10 Progress: Informal arrangements are in place through the delivery of other projects within the Climate Change Programme.**

AIP Action	Planned Outcome	Responsibility
<p><b>Complete</b> - Prepare a partnership agreement</p> <p><b>Complete</b> - Engage with the KSP to seek commitment</p> <p><b>Complete</b> - Launch the partnership with the first AIP outcomes and second AIP</p>	<p><b>Complete</b> - Partnership agreement approved by Executive December 2009</p> <p><b>Incomplete</b> - Database of partners – Director and Energy managers details</p> <p><b>Incomplete</b> - Partnership meeting in April 2010 and annually thereafter</p>	Group Manager - CCST

Year: 2009/10

Action: Set up a Kingston borough wide emissions inventory

**09/10 Progress: No progress has been made on this action. This is primarily due to a lack of resources of the CCST and alternative priorities.**

AIP Action	Planned Outcome	Responsibility
<p><b>Incomplete</b> - Set up web based data collection software for Kingston</p> <p><b>Incomplete</b> - Gain commitment from KE&amp;CC Partnership to share energy and emissions data.</p> <p><b>Incomplete</b> - Gather data to create baseline year</p> <p><b>Incomplete</b> - Collect energy and emissions data quarterly</p>	<p><b>Incomplete</b> - Active web-based database by June 2009</p> <p><b>Incomplete</b> - KSP committed to sharing data by December 2009</p> <p><b>Incomplete</b> - Council data loaded onto the system by December 2009 and a system to upload quarterly data thereafter.</p> <p><b>Incomplete</b> - Begin to collect data from KSP partners in January 2010</p>	Group Manager - CCST

Year: 2009/10

Action: Prepare a Climate Change Strategy

**09/10 Progress: The form of the Climate Change Strategy has altered and is now covered by a full Programme of projects, including: Climate Change Communication Plan, Climate Change Adaptation Strategy, Low Carbon Management Plan (Mitigation Strategy), Decentralised Energy Mapping and Carbon Reduction Commitment (Legislative requirement).**

AIP Action	Planned Outcome	Responsibility
<p><b>In Progress</b> - Prepare a draft Climate Change Strategy for Consultation</p> <p><b>In Progress</b> - Consultation with the community through the KSP, it delivery groups and open forums and questionnaire.</p> <p><b>In Progress</b> - Engage with partners to agree actions</p> <p><b>In Progress</b> - Prepare an action plan for mitigation and adaptation</p>	<p><b>Changed</b> - Draft Climate Change Strategy approved by Executive for consultation by September 2009. <b>This will now be prepared as the Climate Change Communication Plan, the Climate Change Adaptation Strategy and the mitigation strategy is within the adopted Low Carbon Management Plan.</b></p> <p><b>Changed</b> - Consultation workshops across the four Neighbourhoods by December 2009. <b>Neighbourhoods will be consulted on the Climate Change Communication Plan in 2010.</b></p> <p><b>Changed</b> - Action planning workshop in January 2009. <b>Complete - Workshops with the Environment Group April – June 2010.</b></p> <p><b>Changed</b> - Final Climate Change Strategy and Action Plan approved by Executive in April 2010. <b>The Climate Change Communication Plan and Adaptation Strategy will be approved by Executive in</b></p>	<p>Group Manager – CCST</p>

Year: 2009/10

Action: Set up an ISIS data base for the Energy Strategy

**09/10 Progress: This action has so far not been pursued. A similar project, Decentralised Energy Mapping (DEMAP) has been carried out. This does not map renewable technologies but maps the potential for district heating networks and potential for Combined Heat and Power (CHP). This will be loaded onto ISIS.**

AIP Action	Planned Outcome	Responsibility
<p><b>Incomplete</b> - Meet with stakeholders Establish the scope of information possible to load onto the ISIS system, who and how.</p> <p><b>Incomplete</b> - Source the appropriate data for the domestic Sector</p> <p><b>Incomplete</b> - Log the details of renewable technology already installed</p> <p><b>Incomplete</b> - Map the locations suitable for renewable technology according to the finding of the feasibility study</p>	<p><b>Incomplete</b> - Agree the scope for using the Council's ISIS system and the resources need to load and manage the data base by January 2010</p> <p><b>Incomplete</b> - Approve officer time to deliver a useful system.</p> <p><b>Incomplete</b> - Phase 1: current renewable energy technologies mapped by December 2009</p> <p><b>Incomplete</b> - PHASE 2: Possible renewable technology locations mapped</p> <p><b>Incomplete</b> - PHASE 3: Domestic sector energy performance mapped</p>	<p>Group Manager – CCST</p>

<p><b>Incomplete</b> - Update the ISIS information on a quarterly basis by the appropriate officers</p> <p><b>Incomplete</b> - Publicise the resource to appropriate departments to aid monitoring and targeted action.</p>		
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### Own Estate

Year: 1, 2 (2009/10,2010/11)

Action: Establish the Carbon Trust Local Carbon Management Programme

**09/10 Progress: The Low Carbon Management Plan was finalised and approved by RBK and the Carbon Trust in March 2010. The Implementation plan has been drafted and has taken the form of an Annual Implementation Plan (AIP) and is being delivered over 5 years to achieve a targeted CO2 reduction of 24%.**

AIP Action	Planned Outcome	Responsibility
<p><b>Complete</b> - Establish operational team</p> <p><b>Complete</b> - Collect baseline data</p> <p><b>Complete</b> - identify and quantify options</p> <p><b>Complete</b> - Develop implementation plan</p>	<p><b>Complete</b> - Baselines published Sept 2009</p> <p><b>Complete</b> - Options analysis published Dec 2009</p> <p><b>Complete</b> - CO<sub>2</sub> reduction targets agreed March 2010</p> <p><b>Complete</b> - Implementation Plan published March 2010</p>	<p>Group Manager – CCST</p> <p>Project Manger - LCMP</p>

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### Environmental Services: Car Parking

Year: 2009-10 et seq.

Action: Display Energy Usage Certificate in car park buildings

**09/10 Progress: No progress has been made on this action. This is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<p><b>Incomplete</b> - NPS to provide data and issue certificate</p>	<p><b>Incomplete</b> - Certificate to be displayed</p>	<p>Service Manager – Highways</p> <p>Group Manager – Parking</p>

Year: 2009-10 et seq.

Action: Progressive plant & equipment replacement program delivering improved energy efficiencies for lighting, ventilation etc.

**09/10 Progress: Works have been carried out as part of the annual repairs and maintenance of RBK car parks by NPS. Where new equipment has been installed, energy efficiency has been prioritised to reduce energy consumption.**

AIP Action	Planned Outcome	Responsibility
<b><i>In Progress</i></b> - Through annual R&M program	<b><i>In Progress</i></b> - Improved equipment performance at reduced energy consumption	Service Manager – Highways Group Manager – Parking

Year: 2009-10

Action: Update site operating manuals to highlight energy saving procedures

**09/10 Progress: No specific progress has been made on this action. This is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

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AIP Action	Planned Outcome	Responsibility
<b><i>Incomplete</i></b> - Review/ update site procedures manuals	<b><i>Incomplete</i></b> - Improved attention to energy saving procedures	Service Manager – Highways Group Manager – Parking

Year: 2009-10 et seq.

Action: Continuation of programme of replacing lighting & ventilation equipment and vehicles with more energy efficient versions.

**09/10 Progress: Insufficient information.**

AIP Action	Planned Outcome	Responsibility
Through vehicle replacement and R&M program	Progressive modernisation with improved energy efficiency	Service Manager – Highways Group Manager – Parking

Year: 2009-10 et seq.

Action: Adhere to corporate procurement procedures for central purchasing of energy and fleet vehicle

**09/10 Progress: Insufficient information.**

AIP Action	Planned Outcome	Responsibility
Procurement via Strategic Services	Best value for money relative to cost	Service Manager – Highways Group Manager – Parking

Year: 2009-10 et seq.

Action: Monitor contractors vehicle for compliance with low emission specifications in contracts

**09/10 Progress: The requirement for low emission vehicles is built in to the contract with NPS, however little or no monitoring of this requirement has taken place. This is primarily due to resource constraints.**

AIP Action	Planned Outcome	Responsibility
<b><i>In Progress</i></b> - Monitor and review contractors vehicles and replacement strategies	<b><i>In Progress</i></b> - Continued improvement in emissions reduction	Service Manager – Highways Group Manager – Parking

D27

### **Environmental Services: Green Spaces**

Year: Year 1 (09/10) Year 2 (10/11) Year 3 (11/12)

Action:

Yr 1 Establish the current energy used to manage the green space service

Yr 2 Develop infrastructure to report energy use and set reduction targets

Yr 3 Reduce the energy used to manage the green spaces service

**09/10 Progress: Achieved required Year 1 (09/10) action, by collecting baseline data as a requirement of NI185.**

AIP Action	Planned Outcome	Responsibility
<b>Complete</b> - Steps to achieve action in Year 1	<b>Complete</b> - Set baseline for energy use by monitoring fuel use over a 1 year period. <b>Complete</b> - Promote green driver training	Service Manager – Green Spaces

### **Environmental Services: Street Scene**

Year: 2009/10

Action: Introduce Mobile Working in the Street Scene Inspectors Team

**09/10 Progress: All actions complete**

AIP Action	Planned Outcome	Responsibility
<b>Complete</b> - Using project Management Techniques to develop a process and system to embed mobile working	<b>Complete</b> - Streamlined process and systems supported by appropriate ICT equipment that allows 10 Street Scene inspectors to spend the majority of their working week out of the office	Service Manager – Street Scene

D28

### **Schools**

Year: 1,2 (2009/10, 2010/11)

Action: Replacement of current fleet of vehicles (Euro III) providing SEN Home to School Transport to meet Euro IV (12 vehicles 2009) and Euro V (if available for 5 vehicles in 2010)

**09/10 Progress: 12 vehicles have been replaced to meet EURO V standards, 5 vehicles are still in progress of being replaced for May 10/11. Driver training is regularly carried out and the vehicles are subject to a 14 week maintenance programme. All vehicles are currently high efficient diesels. Fuel usage/cost is monitored and presented at a joint review board.**

AIP Action	Planned Outcome	Responsibility
<b>Complete</b> - Agree specification of vehicles <b>Complete</b> - Collect baseline data	<b>Complete</b> - Baseline published March 2009 <b>Complete</b> - Target for 2009/10 published March 2010 <b>In Progress</b> - Target for 2010/11 published March 2011	Head of Resources and Commissioning – L&CS

Year: Year 1,2 or 3 (2009/10,2010/11,2011/12)

Action: To establish awareness within Learning & Children’s Services

**09/10 Progress: The CCST has made good progress in engaging the schools on carbon reduction issues through the Sustainable Schools Project (Education), the Carbon Reduction Commitment (Legislative requirement). This action is still in progress as more work is to be done, particularly through the Low Carbon Management Plan.**

**The Primary School Expansion and Building Schools for the Future Programmes have both embedded green technologies within their developments.**

AIP Action	Planned Outcome	Responsibility
<b><i>In Progress</i></b> - Make schools aware of carbon issues	<p><b><i>Complete</i></b> - School Visits throughout 2009</p> <p><b><i>Complete</i></b> - Incorporate “green” technology in new build/refurbs.</p> <p><b><i>Complete</i></b> - Pass on information on carbon saving/carbon neutral technology to schools for school action using DFC.</p>	Head of Resources and Commissioning – L&CS

D29

Year 1, (2009/10)

Action: All schools to have an approved Travel Plan during\* 2009 - (\*specific date not agreed at time of writing)

**09/10 Progress: 98% of all schools in the borough have a School Travel Plan.**

AIP Action	Planned Outcome	Responsibility
<p><b><i>Complete</i></b> - Regular chasing and follow up with remaining schools</p> <p><b><i>Complete</i></b> - Write travel plan with school representative at school travel meetings</p>	<b><i>In Progress</i></b> - 100% of RBK schools with a Travel Plan	Service Manager – CCST School Travel Plan Co-ordinator

Year: 1,2 (2009/10,2010/11)

Action: LAA NI198 – RBK’s Target 1% year on year ‘Reduction of Single Occupancy’ car journeys to school (refreshed in March 2009)

**09/10 Progress: RBK has surpassed its target of 19% single occupancy car journeys by achieving 18%. Therefore the target for 10/11 will be set to maintain this level in the borough.**

AIP Action	Planned Outcome	Responsibility
<p><b>In Progress</b> - All schools to have a Travel Plan</p> <p><b>Complete</b> - Annual travel surveys of school population</p> <p><b>In Progress</b> - Monitor and update school travel plans annually</p> <p><b>Complete</b> - Assist in implementation of modern, secure cycle parking</p> <p><b>Complete</b> - Continued promotion of the 'Walk One a Week' campaign</p> <p><b>Complete</b> - Maintain and expand existing School Travel Plan Network and network termly meetings</p>	<p>% of single occupancy car journeys to a school site;</p> <p><b>Complete</b> - 09/10 Target 19% of all borough children</p> <p><b>Changed</b> - 10/11 Target 18% of all borough children. <b>Due to the success of the first year this will be reworded to "Maintain 18% of all borough children"</b>.</p>	<p>Service Manager – CCST</p> <p>School Travel Plan Co-ordinator</p>

D30

Year: 1,2 (2009/10,2010/11)

Action: Develop the DCSF's 'Eight Doorways' – A National Framework for Sustainable Schools

**09/10 Progress: The Sustainable Schools Programme has been taken forward by the CCST. Good progress has been made on developing a strategy to deliver the project and good engagement with schools has been achieved.**

AIP Action	Planned Outcome	Responsibility
<p><b>Complete</b> - CC&amp;ST Officer to develop strategy from April 2009</p>	<p><b>Complete</b> - Targets to be developed over 2009 in line with Central Government's target that all schools will be sustainable by 2020</p>	<p>Service Manager – CCST</p> <p>Sustainable Schools Co-ordinator</p>

## Community Services

Year: 1 and 2 (2009/10 and 2010/11)

Action: To establish a lead officer to represent all the service areas of Community Services – Housing, Trading Standards, Community Care, Environmental Health

**09/10 Progress: Chris Atkins has been identified as the responsible person to represent Community services in all aspects of the Climate Change Programme. He has been heavily involved in the preparations for the Carbon Reduction Commitment. His role has not been formally adopted.**

AIP Action	Planned Outcome	Responsibility
<b>Complete</b> - Identify who the responsible officers are for asset management and decision making	<p><b>Complete</b> - Prioritise officers' time for the co-ordination of contributions and actions from Community Services (September 2009)</p> <p><b>In Progress</b> - Incorporate actions into service plans for 2010/11 and thereafter.</p>	Director – Community Services

Year: 1 (2009/10)

Action: Educate the Service delivery managers and site managers of their role in the delivery of the Energy Strategy

**09/10 Progress: Some progress has been made within the service areas but more work is required. Specific training to Service Managers has not taken place primarily due to resource constraints in staff capacity.**

AIP Action	Planned Outcome	Responsibility
<b>In Progress</b> - Make service managers and their teams aware of their contributions to the Energy Strategy	<b>Incomplete</b> - Training to Service Managers and Site managers on what actions can be taken and how.	Director – Community Services

## Sustainable Travel

Year: 1 (2009-10)

Action: Create a Travel Network in Surbiton (emulating work currently being performed in Kingston and Chessington)

**09/10 Progress: A Surbiton Travel Network was set up by Colin Buchanon consultants, it delivered travel plans for local businesses and regular forum events.**

AIP Action	Planned Outcome	Responsibility
<p><b>Complete</b> - Contact local businesses for engagement.</p> <p><b>Complete</b> - Set-up a working group.</p> <p><b>Complete</b> - Regular discussions.</p>	<p><b>Complete</b> - Frequent forums for businesses to raise common problems/issues (not just regarding transport).</p>	<p>Service Manager – CCST</p> <p>Workplace Travel Plan Co-ordinator</p>

Year: 2009/10

Action: Travel Awareness Campaign

**09/10 Progress: The CCST have conducted a number of events and projects to promote travel awareness both internally and externally.**

AIP Action	Planned Outcome	Responsibility
<p><b>Complete</b> - Series of public and community events to promote sustainable travel</p> <p><b>Complete</b> - Local PR and advertising campaigns</p> <p><b>Complete</b> - Promotion of cycle training</p>	<p><b>In Progress</b> - Ensure that all areas of the borough are targeted with the smarter travel message. Target to get at least 500 residents to sign sustainable transport pledge by end of 2009.</p> <p><b>Complete</b> - Regular information on Smarter Travel published in local papers. Six articles by end 2009.</p> <p><b>Complete</b> - Increase the uptake of cycle training and increase cycle count numbers year on year.</p>	<p>Service Manager – CCST</p> <p>Cycle Training Co-ordinator</p>

## Planning Policy and Building Control

Year: 1 (2009/10)

Action: Commission study to provide evidence to support the implementation of low carbon decentralised energy networks in Kingston to deliver PPS1 Supplement to Delivering Sustainable Development

**09/10 Progress: RBK have received support from the LDA in the form of the Decentralised Energy Masterplanning Project (DEMAP). RBK have completed phase 1 of this project, and have received a heat map of the borough which will support the evidence base for the LDF Core Strategy.**

AIP Action	Planned Outcome	Responsibility
<p><b>Complete</b> - Secure funding allocation of the Area Base Grant £67,000 available over a three year period to March 2011.</p> <p><b>Complete</b> - Create a work programme to deliver evidence and secure implement action.</p> <p><b>Complete</b> - Allocate a project manager to co-ordinate funding allocation</p>	<p><b>Complete</b> - Phase 1 by end of 2009/10. Identify locations in the borough for decentralised energy and district heat networks. This is to be presented as a heat map.</p> <p><b>In Progress</b> - Phase 2 by end of 2010/11 Identify delivery mechanisms and commitment from partners and stakeholders</p> <p><b>In Progress</b> - Phase 3 by end of 2011/12 Secure funding partners to deliver low carbon zones and energy networks</p>	Service Manager – Strategic Planning and Sustainability

D33

Year: 1 (2009/10)

Action: Develop a training programme for low carbon infrastructure in planning teams to increase knowledge capacity to inform planning advice and application decisions

**09/10 Progress: No specific action has been taken. Some adhoc training has taken place in relation to decentralised energy as part of the DEMAP project but no formal programme has been adopted. Increased advice to planners and developers has taken place as the CCST have provided additional support in the assessment of energy/sustainability requirements of planning applications.**

AIP Action	Planned Outcome	Responsibility
<p><b>Incomplete</b> - Identify a project manager</p> <p><b>Incomplete</b> - Establish the scope of the training programme</p>	<p><b>Complete</b> - Improved interpretation of energy statements and advice given to developers.</p> <p><b>In Progress</b> - Increased number of staff and range of groups trained.</p> <p><b>In Progress</b> - Increased knowledge on current legislation and practical</p>	Service Manager – Strategic Planning and Sustainability

<p><b>In Progress</b> - Identify delivery partners with appropriate expertise</p> <p><b>Incomplete</b> - Secure funding to provide training and agree contract</p> <p><b>Incomplete</b> - Integrate training requirement into Service Plans</p> <p><b>Incomplete</b> - Implement training on a biannual basis in 2010</p>	<p>solutions to meet them, eg Part L, Code for Sustainable Homes, Local Development Framework Policy.</p> <p><b>In Progress</b> - Increased low carbon infrastructure in the borough</p>	
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Year: 1, 2, 3

Action: Assist the Climate Change and Sustainable Travel Group to identify locations within the borough where alternative technologies have already been installed.

**09/10 Progress: No progress has been made, this is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<p><b>Incomplete</b> - Review client files and log new client installations in a database</p> <p><b>Incomplete</b> - Identify source and cost of installing monitoring equipment at clients property</p> <p><b>Incomplete</b> - Set up a quarterly monitoring system.</p>	<p><b>Incomplete</b> - Database of clients and renewable technology</p> <p><b>Incomplete</b> - Methodology to quantify energy generated from renewable sources.</p> <p><b>Incomplete</b> - Database of energy being generated by renewable in the borough.</p>	<p>Service Manager – Building Control</p>

D34

Year: 1, 2, 3

Action: Increase the awareness of conservation measures through enforcement of building regulations and promotion of best practice

**09/10 Progress: Some progress has been made, completion of actions will not be achieved in year 1.**

AIP Action	Planned Outcome	Responsibility
<p><b><i>In Progress</i></b> - Produce a leaflet to guide best practice options and sources of information</p> <p><b><i>In Progress</i></b> - Surveyors to continue to actively provide advice during site visits.</p>	Difficult to measure increased performance without a final energy efficiency assessment	Service Manager – Building Control

Year: 1

Action: Produce a simple householder guide on energy conservation measures for single family dwellings

**09/10 Progress: No progress has been made on this action. This is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<p><b><i>Incomplete</i></b> - Produce a leaflet to guide best practice options and sources of information</p> <p><b><i>Incomplete</i></b> - Make information available on the RBK website</p> <p><b><i>Incomplete</i></b> - Design and print leaflet making it available with planning applications, in reception areas and community events.</p>	Difficult to measure increased performance without a final energy efficiency assessment.	Service Manager – Building Control

D35

### **Community initiatives**

Year: 2009/10 and continues through year 2 and 3.

Action: Positive Environment Kingston (PEK) offers direct advice and support to small business and third sector organisations, to assist them in reducing their ecological footprint, including energy consumption.

**09/10 Progress: The PEK project was discontinued and has been replaced by the Go Green plus scheme, which RBK have signed up to. This scheme represents an enhanced service and good progress has been made in collaboration with Go Green.**

AIP Action	Planned Outcome	Responsibility
<p><b>Changed</b> - Continue working with volunteers,</p> <p><b>Changed</b> - Strengthening partnership with Kingston University</p> <p><b>The PEK project was discontinued and has been replaced by the Go Green plus scheme, which RBK have signed up to. This scheme represents an enhanced service.</b></p> <p><b>Complete</b> - Work in partnership with Go Green Plus Project</p>	<p><b>In Progress</b> - At least 20 new business have developed EAPs</p> <p><b>Complete</b> - At least 10 new Third Sector Organisations have developed EAPs</p>	Service Manager – CCST

Year: 2010/11 to 2011/12

Action: Develop a PEK project arm for schools and household in the borough

**09/10 Progress: This action has fundamentally changed due to the PEK project being discontinued. The outcomes of this action are still being pursued but in a different form. The schools element of the action has been taken forward by the Sustainable Schools Project. The domestic section has been actioned by the CCST.**

D36

AIP Action	Planned Outcome	Responsibility
<p><b>Changed</b> - Design a household advice/support project based on the learning from the Healthy Green Homes pilot scheme</p> <p><b>Changed</b> - Pilot the PEK households project</p> <p><b>Changed</b> - Role out the PEK households project</p> <p><b>Domestic engagement carried out by development of an Ecological Footprint Calculator.</b></p> <p><b>Provide equipment for residents to use to monitor their energy usage.</b></p> <p><b>Changed</b> - Design a PEK schools project base on the work the travel awareness team has done</p>	<p><b>Changed</b> - At least 80 households have benefit from the project</p> <p><b>Ecological Footprint Calculator has been launched which produces EAPs for domestic use.</b></p> <p><b>Smart meters to be made available for loans from council libraries.</b></p>	Service Manager – CCST

<p><b>Changed</b> - Pilot the PEK schools project</p> <p><b>Changed</b> - Role out the PEK schools project</p> <p><b>Ecohome roadshow to be displayed at all RBK schools.</b></p>	<p><b>Changed</b> - At least 10 schools have developed EAPs</p> <p><b>Changed</b> - Amount of CO2 saved based on actions taken buy households and schools involved</p> <p><b>All RBK schools to be engaged with the Sustainable Schools Project</b></p>	
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**Housing**

Year: 1

Action: Establish Fuel Poverty Focus Group. This group has held two initial meetings in 08/09. Maintain/develop membership and hold regular meetings to maintain focus on this topic by a range of stakeholders and delivery agents.

**09/10 Progress: No progress has been made, this is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<p><b>Incomplete</b> - A pilot focus group was established during 08/09. This group will be continued during 09/10 with a broad remit to generate activities that assist the fuel poor. Quarterly meetings will be set-up and hosted by RBK.</p>	<p><b>Incomplete</b> - Quarterly meetings</p> <p><b>Incomplete</b> - Maintain/increase membership</p> <p><b>Incomplete</b> - Deliver stakeholder email newsletter</p> <p><b>Incomplete</b> - Lever-in funding</p> <p><b>Incomplete</b> - Create new projects</p>	<p>Service Manager – Housing</p>

D37

Year: 1

Action: Prepare updated Fuel Poverty Statement: Prepare and consult on fuel poverty 'statement' and associated implementation plan. These activities will include those that are 'over and above' those delivered by the SWLondon regional housing board plan. The Fuel Poverty Statement will most likely consist of a series of discrete and small projects that can be delivered easily. This might include investigating and bidding for funding. Larger scale responses involving. Ensure Fuel Poverty strategy includes baseline NI187 data and the actions required to deliver against this target.

**09/10 Progress: No progress has been made, this is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<b>Incomplete</b> - Develop and broad statement that effectively captures the direction that intervention needs to take to deliver against NI187. This basic strategy will include an implementation plan that will describe the actions that will be taken to deliver activities that positively impact on this issue.	<b>Incomplete</b> - % improvement on NI187 baseline (08/09) <b>Incomplete</b> - Qty/type measures installed <b>Incomplete</b> - CO2 impact of measures installed <b>Incomplete</b> - Qty referrals to Coldbusters, Warm Front	Service Manager – Housing

Year: 1

Action: Fuel Poverty Statement Implementation: Deliver a limited number of activities to implement the fuel poverty statement (see above), mainly outreach style events, community engagement and the filling of information 'gaps', that complement Coldbusters, Warm Front and Home Visiting activities.

**09/10 Progress: No progress has been made, this is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<b>Incomplete</b> - Deliver a range of activities that contribute to the objectives of the fuel poverty statement and associated implementation plan. These activities will revolve around engaging with the target audience, filling information gaps and referring people for measures (using the most appropriate source of assistance).	<b>Incomplete</b> - Up to 22 days of engagement with RBK residents <b>Incomplete</b> - Qty people engaged with <b>Incomplete</b> - Qty people referred for physical measures <b>Incomplete</b> - Qty complementary services delivered <b>Incomplete</b> - Estimated CO2 impact from referrals <b>Incomplete</b> - Qty events held <b>Incomplete</b> - Provide evidence base for NI187	Service Manager – Housing

D38

Year: 1

Action: Year 1 NI187 – responder targeting. Pro-actively target the respondents to the first NI187 survey who fall into the <35 category. Test ways of delivering practical assistance that delivers improvements in SAP. Use home visiting techniques to determine needs and to prioritise assistance. Lever-in funding as required.

**09/10 Progress: No progress has been made, this is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<p><b>Incomplete</b> - Obtain list of &lt;35 NI187 and work with various partners and stakeholders to add value to the data. Then test various approaches (from door drops and direct mail to home visiting) to assess needs and link people to assistance. Use the first year of NI187 to create a range of interventions that effectively target both the 'hard to reach' and 'hard to treat'.</p>	<p><b>Incomplete</b> - SAP improvements</p> <p>NI187 improvements</p> <p>CO2 reduction</p> <p>Measures installed</p> <p>Residents advised</p> <p>Referrals made</p> <p>Other complementary assistance delivered (e.g. benefits entitlement checks)</p> <p>Increase in uptake of Warm Front grants</p>	<p>Service Manager – Housing</p>

Year: 1

Action: New benefits recipients – needs assessment for NI187 reduction. Devise new ways of proactively providing advice to new benefits recipients with the aim of reducing the number of new SAP <35 households that may appear in Ni187 statistics. This might include the provision of a free home energy check (as part of the benefits process) with the form being returned directly to RBK (or partner) for assessment. Other approaches might include the provision of a home visit to conduct an energy audit and/or the provision of an advice pack.

**09/10 Progress: No progress has been made, this is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<p><b>Incomplete</b> - Work with benefits department to map all of the Council 'touch points' that benefits recipient experience and apply appropriate responses to provide energy advice. Make use of energy audits (either remote or face to face). Influence the delivery of measures.</p>	<p><b>Incomplete</b> - SAP improvements</p> <p>NI187 improvements</p> <p>CO2 reduction</p> <p>Measures installed</p> <p>Residents advised</p> <p>Referrals made</p> <p>Other complementary assistance delivered (e.g. benefits entitlement checks)</p> <p>Increase in uptake of Warm Front grants</p>	<p>Service Manager – Housing</p>

Year: 1

Action: Estate agents/landlords engagement. Devise plan to engage with estate agents and landlords to promote the sources of assistance available to residents and to increase awareness of fuel poverty issues. Continue/expand landlord forum and devise new ways of embedding information.

**09/10 Progress: Private sector housing consultative committee meets twice a year. Through this committee accreditation standards for landlords are to be established.**

AIP Action	Planned Outcome	Responsibility
<i><b>In Progress</b></i> - Increase uptake of RBK landlord forum events. Devise new ways of delivery quality support materials to estate agents/landlords (e.g. email newsletters, events/talks/forums, support 'packs').	<i><b>In Progress</b></i> - Increase in number of estate agents/landlords attending events  <i><b>In Progress</b></i> - Number of support packs provided	Service Manager – Housing

Year: 1

Action: Social Housing SAP Targets. Develop an action plan to raise the average SAP of its own stock by several points to at least 75 and the minimum SAP to 60, prioritising the poorest performing housing.

**09/10 Progress: Insufficient information.**

AIP Action	Planned Outcome	Responsibility
Work with the RBK departments responsible for social housing to ensure that sources of assistance are readily available to residents. Audit current processes and improve as required. Consider use of direct marketing techniques to create awareness and stimulate action/uptake of measures.	Increase in SAP >65 proportion for social housing tenure Number of residents assisted Number of referrals Number of measures installed	Service Manager – Housing

Year: 1

Action: Tracking fuel poverty amongst own tenants/RSL. The Council should ensure that fuel poverty is considered when allocating properties to tenants. As part of this the Council should strengthen its partnership with RSLs. This would enable the council to obtain energy ratings and data for various purposes (e.g. NI187) and would give the council a better overall picture of the social housing stock. It may be possible to set up joint energy efficiency schemes to help achieve minimum standards across all social housing.

**09/10 Progress: No progress has been made, this is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<b>Incomplete</b> - Audit relationship with RSLs and ascertain how fuel poverty/energy strategy objectives can be met.	<b>Incomplete</b> - Number of vulnerable tenants assisted <b>Incomplete</b> - Number of referrals <b>Incomplete</b> - Number of measures <b>Incomplete</b> - Increase in SAP	Service Manager – Housing

Year: 1

Action: Home Visiting Programme. Continue to build upon the success of the existing home visiting programme, possibly by funding dedicated home visitors who can cover a range of sustainability subjects. Seek funding to support this. Consider procuring low-carbon vehicles, perhaps via sponsorship from local vehicle dealers and/or manufacturers. Consider partnering with neighbouring authorities.

**09/10 Progress: Completed year one Home Visiting Programme. This was funded by the NHS Primary Care Trust and delivered by CEN. The project comprised of £37,400 worth of services. Approximately 400 homes were visited primarily from GP referrals targeting vulnerable groups. CEN provided home energy efficiency advice and referred residents to the Coldbusters programme.**

D41

AIP Action	Planned Outcome	Responsibility
<b>Complete</b> - Continues to deliver free energy audits in the home, targeting primarily vulnerable, hard to reach and minority groups. Use available data for targeting resources. Continue to seek/lever-in funding.	<b>Complete</b> - Number of vulnerable tenants assisted – <b>approx. 400</b> <b>Complete</b> - Number of referrals - <b>approx. 400</b> <b>Complete</b> - Number of measures Increase in SAP	Service Manager – Housing

Year: 1

Action: Warm Front. Commission Eaga to undertake promotional activities in the Borough.

**09/10 Progress: No progress has been made, this is primarily due to lack of engagement from the responsible persons and a lack of an effective governance structure to enforce the action.**

AIP Action	Planned Outcome	Responsibility
<b>Incomplete</b> - Eaga will mail relevant audiences (e.g. benefits recipients) with Warm Front information free of charge. Make use of this opportunity in Year 1.	<b>Incomplete</b> - Number of vulnerable residents targeted Number of referrals Number of measures installed Increase in SAP	Service Manager – Housing

### **Strategic Services**

Year: 1 (2009/10)

Action: Procurement – engaging with suppliers

**09/10 Progress: Provided by Strategic Services (March 2010).**

**Agreement between SDE&S and HOSS still not reached regarding roles, responsibilities and resources, and how this AIP can be taken forward.**

**However, see Objective 15 and awareness raising undertaken as part of data collection re NI 185.**

AIP Action	Planned Outcome	Responsibility
Steps to achieving the Action in year 1  Summer/ autumn 2009 <b>Incomplete</b> - Supporting awareness raising event for key partners*  *key strategic contracts on Contract Register, , companies on NI 185 list, Chamber of Commerce, Federation of Small Businesses	<b>In Progress</b> - All key partners made aware of Council's commitment to climate change and energy saving	Service Director – Environment and Sustainability Improvement and Procurement Team

D42

Year: 1 and 2 (2009/10, 2010/11)

Action: Management Plan and Investment Programme: Procurement – contract management

**09/10 Progress: Provided by Strategic Services (March 2010). See actions list.**

AIP Action	Planned Outcome	Responsibility
<p>NI 185 Easter 2009</p> <p><b>Complete</b> - 1)Collect baseline data</p> <p><b>Complete</b> - 2)Develop list of eligible companies and contact details</p> <p>Summer 2009</p> <p><b>In Progress</b> - 3)Supporting briefing sessions for client officers</p> <p>Autumn 2009 onwards</p> <p><b>In Progress</b> - 4) Supporting development of management plans and investment programmes in key contracts eg fleet leasing (Fraikin) and building professional services (eg NPS)</p> <p><b>In Progress</b> - Reduce energy consumption in Guildhall buildings, Market House and Hook Centre</p> <p>Years 1 - 3</p> <p><b>In Progress</b> - 5) G, G1, G2, Market House and Hook Centre: removal of all unauthorised portable appliances</p> <p><b>Complete</b> - 6) G, G1, G2, Market House and Hook Centre: upgrade of emergency lighting</p> <p><b>Complete</b> - 7) G: replacing heating emitters and</p>	<p><b>Complete</b> - 1) Baselines submitted to Defra July 2009</p> <p><b>Complete</b> - 2)Database of eligible companies finalised for handover to ES July 2009</p> <p><b>In Progress</b> - 3)Briefing sessions held August – September 2009 <b>Shadia Rahman has made contact with service/ contract managers (and some contractors) by email and Low Carbon Management Workshops in autumn 09. She and Matt Snelling have started to follow this up with targeted 1:1 meetings to clarify responsibilities. Priority has been to collect 08/09 data. Next stage (over next 6-12 months) will be to reduce emissions and agree SMART targets</b></p> <p><b>In Progress</b> - 4)Management plans and investment programmes developed for key contracts</p> <p><b>In Progress</b> - 5)Year on year reduction of energy consumption against published DEC's for G, G1, G2, Market House and Hook Centre <b>Removal of portable appliances mostly effective in G2, but less so in G and G1. Facilities are stepping up pressure to remove.</b></p> <p>6) <b>Complete</b></p> <p>7) <b>Complete</b> Phase 1 (2009/10) complete</p>	<p>Chief Policy Officer</p> <p>Service Director – Environment and Sustainability</p> <p>Service Manager – Facilities Service Manager – ICT</p>

<p>pipework</p> <p><b>Complete</b> - 8) G2: replacing all overhead lighting with automated reactive lighting</p> <p><b>Complete</b> - 9) G2: upgrade of intake room distribution equipment</p> <p><b>Complete</b> - 10) Hook Centre: introduction of remote heating monitoring and control</p> <p><b>Complete</b> - 11) Market House: Use of low energy bulbs and dimmer switches</p> <p><b>In Progress</b> - 12) Reduce energy consumption in other Council buildings</p> <p>Developing Green IT Agenda</p> <p>Year 1</p> <p><b>Complete</b> - 1) Conduct electronic survey to assess number of PCs left on overnight and environmental impact of switching off</p> <p><b>Complete</b> - 2) Investigate cost of remote switching off of appliances</p> <p><b>In Progress</b> - 3) Develop Business Case for investing in remote switching off of appliances</p> <p><b>In Progress</b> - 4) Complete roll out of VM Ware</p> <p>Yr 3</p> <p><b>In Progress</b> - 5) Rationalise the number of PCs in use and replace with more energy efficient devices where appropriate</p>	<p>Phase 2 (2010/11) in progress</p> <p>8) <b>In Progress</b> Ongoing programme. Replacement achieved in 15% of building. Due to be completed in 2011/12.</p> <p>9) <b>Complete</b></p> <p>10) <b>Complete</b></p> <p>11) <b>Complete</b></p> <p>12) Year on year reduction of energy consumption against published DEC's for other Council buildings</p> <p><b>ICT Manager to submit business case for automatic switch off of IT equipment to OCP 6 in 2010/11.</b></p> <p><b>Complete</b> - 1) Survey conducted and environmental impact assessed</p> <p><b>Complete</b> - 2) Cost of remote switching off investigated</p> <p><b>In Progress</b> - 3) Business Case developed</p> <p><b>Being developed for submission to OCP 6 in 2010/11</b></p> <p><b>In Progress</b> - 4) Roll out of VM Ware completed</p> <p><b>Roll out of VM Ware to be completed in 2011/12</b></p> <p><b>In Progress</b> - 5) Reduction in number of PCs in use, replaced where appropriate with more energy efficient devices</p> <p><b>Green IT and Carbon Reduction Strategy report to be approved by SLT</b></p>	<p>Service Directors</p>         <p>Service Manager – ICT</p>
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<p><b>In Progress</b> - 6) Collaborate with Kingston University to part fund, develop and use their planned purpose built , low energy server room</p>	<p><b>29 Mar 10.</b></p> <p><b>In Progress</b> - 6) Cease using G and G2 basement rooms which are high energy users as air conditioning required 24/7</p> <p><b>IT partnering with TfL to use their Woking high energy server in 2011</b></p>	
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Year: 1 (2009/10)

Action: Procurement – guidance and training for staff

**09/10 Progress: Provided by Strategic Services (March 2010). See actions list.**

AIP Action	Planned Outcome	Responsibility
<p>Steps to achieving the Action in year 1 Summer/ autumn 2009</p> <p><b>Incomplete</b> - 1) Training sessions on Sustainable Procurement with particular focus on the Energy Strategy for officers,</p> <p><b>In Progress</b> - 2) Publishing the revised staff guidance and documents on the intranet</p> <p><b>Incomplete</b> - 3) Publishing revised supplier guidance and documents on the internet</p> <p><b>In Progress</b> - 4) Campaign to raise staff awareness about climate change and encourage staff to help reduce energy consumption through adoption of green IT measures</p>	<p><b>Incomplete</b> - 1) All officers responsible for and involved day to day in procurement are trained in sustainable procurement</p> <p><b>I&amp;P Team advised to put training on hold until OCPs 3 and 7 completed.</b></p> <p><b>In Progress</b> - 2) Revised procurement guidance and documents for staff published on the intranet</p> <p><b>Sandy Baars working with Climate Change Team to revise guidance and documents on intranet</b></p> <p><b>Incomplete</b> - 3) Supplier procurement guidance and documents published on the internet</p> <p><b>No action taken</b></p> <p><b>In Progress</b> - 4) Staff awareness campaign agreed and rolled out</p> <p><b>Climate Change Team have attended DCG meetings as part of programme to raise awareness. Plans to appoint 'green champions' in each section.</b></p>	<p>Service Director – Environment and Sustainability</p> <p>Senior Policy Officer – Improvement and Procurement Team, Strategic Services</p> <p>Service Manager - ICT</p>

Year: 1 (2009/10)

Action: procurement – contract management

**09/10 Progress: Provided by Strategic Services (March 2010). See actions list.**

AIP Action	Planned Outcome	Responsibility
<p>Steps to achieving the action in Years 1, 2 and 3 (2009/10, 2010/11 and 2011/12)</p> <p><b>Incomplete</b> - 1)Climate change/ energy saving measures identified in monitoring reports to Partnership Boards</p> <p><b>In Progress</b> - 2)Climate change/ energy saving outcomes identified in annual NI 185 returns</p> <p><b>In Progress</b> - 3)Specifications, evaluation criteria and conditions of new contracts relate to climate change and energy saving</p>	<p><b>Incomplete</b> - 1)Service reports to Partnership Boards identify climate change/ energy saving measures</p> <p><b>No action taken</b></p> <p><b>In Progress</b> - 2) Annual NI 185 returns identify climate change/ energy saving outcomes</p> <p><b>Shadia Rahman to work with contract managers in 2010/11 to identify appropriate outcomes</b></p> <p><b>In Progress</b> - 3) Sample of specifications, evaluation criteria and conditions of new contracts relate to climate change and energy saving</p> <p><b>Sandy Baars working with Climate Change Team on additional clauses needed in procurement/ contract documentation</b></p>	<p>Service Directors</p>

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Year 1, 2 and 3 onwards (2009/10. 2010/2011 and 2011/12)

Action: procurement – identify need, and contract award

**09/10 Progress: Provided by Strategic Services (March 2010). Sustainability to be reviewed as part of procurement/ commissioning reviews undertaken by OCPs 3 and 7 (awaiting completion as at 29 March 2010). Importance of sustainability and potential of procurement to achieve Energy Strategy raised by I&P Team in discussions with Agilysis and Interim Manager. I&P Team awaiting a clear lead.**

AIP Action	Planned Outcome	Responsibility
<p>Years 1, 2, 3 onwards (2009/10, 2010/11 and 2011/12)</p> <p><b>In Progress</b> - 1) Carry out Sustainable Impact Assessments on new contracts</p> <p><b>Incomplete</b> - 2)Climate change/ energy saving outcomes identified in award reports to Executive for key contracts</p>	<p><b>In Progress</b> - 1)Sustainable Impact Assessments carried out on all new contracts</p> <p><b>Sustainable Impact Assessments carried out on contracts managed by I&amp;P Team but no remit re service contracts managed by Directorates</b></p> <p><b>Incomplete</b> - 2)Executive Award Reports for key contracts identify climate change/ energy saving outcomes</p>	<p>Service Directors</p>

Year1, 2 and 3 onwards (2009/10. 2010/2011 and 2011/12)

Action: Procurement strategy

**09/10 Progress: Provided by Strategic Services (March 2010). Sustainability to be reviewed as part of procurement/ commissioning reviews undertaken by OCPs 3 and 7 (awaiting completion as at 29 March 2010). Importance of sustainability and potential of procurement to achieve Energy Strategy raised by I&P Team in discussions with Agilysis and Interim Manager. I&P Team awaiting a clear, strategic lead on way to take Objective 19 forward.**

AIP Action	Planned Outcome	Responsibility
<p>Years 1, 2 and 3 onwards (2009/10, 2010/11. 2011/12).</p> <p>Agree, monitor and report the following PIs:</p> <p><b>Incomplete</b> - 1)Value of climate change and energy saving measures in key contracts</p> <p><b>Incomplete</b> - 2)Number of companies with management plans and investment programmes in place re climate change and energy reduction in key contracts</p> <p><b>Incomplete</b> - 3)Number of new key contracts</p>	<p><b>Incomplete</b> - 1) Year on year increase in value of climate change and energy saving measures in key contracts</p> <p><b>Incomplete</b> - 2) Year on year increase in number of companies with management plans and investment programmes in place for climate</p>	<p>Service Directors</p>

<p>with specifications , evaluation criteria and conditions relating to climate change and energy saving</p> <p><b>Incomplete</b> - 4)Number of Sustainable Impact Assessments carried out on new key contracts</p> <p><b>Incomplete</b> - 5)Strengthening the Procurement Strategy and Sustainable (Ethical) Procurement Policy to support the Energy Strategy</p>	<p>change and energy reduction in key contracts</p> <p><b>Incomplete</b> - 3) Year on year increase in number of new key contracts with specifications, evaluation criteria and conditions relating to climate change and energy saving</p> <p><b>Incomplete</b> - 4) Year on year increase in number of Sustainable Impact Assessments carried out on new key contracts</p> <p><b>Incomplete</b> - 5)Procurement Strategy and Sustainable Procurement Policy rewritten to support the Energy Strategy</p>	<p>Senior Policy Officer – Improvement and Procurement Team, Strategic Services</p>
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Year 1, 2 and 3 onwards (2009/10. 2010/2011 and 2011/12)

Action: Procurement – contract management

**9/10 Progress: Provided by Strategic Services (March 2010). See actions list.**

AIP Action	Planned Outcome	Responsibility
<p><b>In Progress</b> - To be discussed with NPS and key contractors</p>	<p><b>In Progress</b> - Amount of energy generated</p> <p><b>In capital schemes such as BSF energy saving incorporated into new builds such as Chessington Community College, or new bike shed.</b></p> <p><b>No budgets allocated to directorates to invest in energy saving or generation in existing buildings.</b></p>	<p>Service Manager – Strategic Services</p>

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### Stakeholder Consultation and Energy Saving Trust Guidance

The Energy Strategy and First AIP were not developed in isolation. The list of projects were agreed by those involved in their delivery. The first AIP focused on actions that the council could control and take ownership for. This involved a range of Service Teams including Planning policy, Building Control, Strategic Services, Green Spaces, Community Care Services. Actions were discussed with Service Teams and signed off by Service Managers. Where possible these were incorporated into Service Planning documents.

# Climate Change Programme Governance arrangements

# Annex 4

Diagrammatic overview of governance arrangements for the climate change Programme, incorporating meeting regularity.

