

# Cheshire & Warrington Public Sector Carbon Management Programme

A guide to the process, successes, and lessons learned from an innovative local public sector carbon management partnership

# Contents

|                                 |    |
|---------------------------------|----|
| Foreword                        | 4  |
| Background & Initiation         | 5  |
| Key Objectives                  | 6  |
| Building Partnerships           | 7  |
| Projects Delivered              | 10 |
| Assistance for All Employees    | 11 |
| Support for Eco-Reps            | 12 |
| Organisational Carbon Reduction | 13 |
| Key Outcomes                    | 16 |
| Efficiency Savings              | 17 |
| Wider Benefits to the Partners  | 19 |
| Challenges Encountered          | 21 |
| Looking to the Future           | 21 |
| Contact Information             | 22 |



# Foreword

The Cheshire & Warrington Public Sector Carbon Management Programme (CMP) aims to join up work across 24 public sector organisations (with a combined workforce of over 100,000 people), including Local Authorities, Police, Fire and Rescue Service, Health Agencies and Universities and Colleges.

Collaborative work is undertaken to deliver savings through environmental management of energy, water, transport and waste, and to address key issues with the potential to impact on carbon management, such as procurement policy and practice.

The Partnership is an evolving entity which, as it has grown and developed, has faced both internal and external challenges. This case study explores the process behind the CMP as well as the sector-leading outputs it has produced.

## **Mike Jones**

*Leader, Cheshire West & Chester Council*





# Background & Initiation

The introduction of the National Indicators in 2008 led to the Cheshire & Warrington Local Strategic Partnerships (of which many of the CMP Partners are members) committing to significant carbon reduction and service adaptation targets. At the same time, rising energy and fuel prices were increasing internal pressures within Partner organisations to increase energy efficiency.

In April 2008 the launch of the Cheshire & Warrington Improvement and Efficiency Commission (CWIEC) provided an opportunity to secure funding to support a range of low-carbon projects. Many of the current

Partners were already involved in the Cheshire & Warrington Sustainability Alliance, and this history of collaborative working and officer networking through the Alliance enabled the CMP to form quickly and coherently.

Cheshire West & Chester Council took a lead on behalf of the Partners, offering to stand as accountable body for a programme of work, and coordinating the work plan and application. The resulting application to Cheshire & Warrington Improvement and Efficiency Partnership was successful and the project was granted £100,000 to support two years of activity.

# Key Objectives

At the outset the CMP aimed to:

- Work collectively across the sub-region to develop a joint public sector strategy for carbon management;
- Establish a baseline for energy and transport emissions and waste arising from each organisation;
- Set realistic targets for reduction and plans for how to achieve them;
- Identify areas where collaborative working is possible and undertake feasibility studies for joint programmes; and
- Promote innovation and shared learning.



# Building Partnerships

Three partnership groups, two task-and-finish groups, and an overall Board were set up to work together on carbon management initiatives.

The **Programme Board** includes representatives from eight organisations:

- Cheshire West & Chester Council (Peter Bulmer)
- Cheshire East Council (Michele Burrow)
- Warrington Borough Council (Laura Stanley)
- Mid Cheshire College (Wanda Ford)
- Cheshire Fire & Rescue Service (Jonathan Mould)
- Cheshire Constabulary (Karen Wickstead)
- Cheshire & Wirral Partnership NHS Foundation Trust (Jeannie Metcalfe-Hall)
- Cheshire & Warrington Improvement and Efficiency Partnership (Andy Hulme)

This Board has defined the scope of programme and what it aims to achieve, and taken responsibility for setting up or working with sub-groups to develop and deliver projects.

Networking through Board membership has also allowed the Partners to support each other in the introduction of the Carbon Trust's Carbon Management Programme to their organisations.

# Partnership Groups

The **Colleges Sustainability Group** was an existing partnership consisting of:

- West Cheshire College
- Mid Cheshire College
- Macclesfield College
- Priestley College (Warrington)
- South Cheshire College
- Reaseheath College
- Warrington Collegiate
- Sir John Deane's College

It is planned to expand this group to include the two universities with sites in Cheshire

- University of Chester
- Manchester Metropolitan University

The Colleges Sustainability Group (chaired by Paul Hafren, the Principal of Warrington Collegiate) has developed a joint sustainability policy that focuses on the 4 Cs:

- Campus – creating sustainable sites;
- Curriculum – including sustainability issues within teaching & learning and identifying new areas of learning;

- Communities – developing joint projects with the local communities; and
- Culture – creating a culture of sustainability in college staff & students.

The first Sustainability Conference was held in March 2011 looking specifically at sustainability issues within the education sector & the achievement of ISO 140001.

The **NHS Sustainability Group** was newly formed, as a result of the CMP, and includes:

- Cheshire & Wirral Partnership NHS Foundation Trust
- Countess of Chester NHS Foundation Hospital Trust
- NHS Western Cheshire
- Mid Cheshire Hospitals NHS Foundation Trust
- East Cheshire NHS Trust
- Warrington & Halton NHS Foundation Trust
- Central & Eastern Cheshire NHS PCT
- NHS Warrington
- NHS Five Borough Partnership

Cheshire and Wirral Partnership initially worked with Western Cheshire PCT in order to develop joint work on the Countess of Chester Health Park in Chester. They developed joint campaigns around Bike Week and National Walk to Work Week and held a Green Day to promote other initiatives around energy, recycling, and carbon management. The group of NHS Trusts who are based on Chester Health Park now meet bimonthly to work on transport and waste solutions. A wider meeting with a range of other Cheshire and Warrington Trusts has also been held to share the Eco-Reps' Handbook and possible future projects.

Two further task-and-finish groups formed to complete specific tasks:

- Eco-reps' Handbook Group, to produce the Eco-Reps' Handbook; and
- Planning Authorities Group, to identify planning training needs and design the Cheshire Climate Change Skills Fund Programme.

## Dynamic Capacity

The Partnership Board and Task Group members have provided much in-kind support to the CMP projects. Where extra capacity was needed they were also assisted by support consultants, including:

- Local Improvement Advisor, Gill Fenna, [www.quantumst.co.uk](http://www.quantumst.co.uk)
- Project Design & Delivery, Ailsa Gibson, [www.ailsa.org](http://www.ailsa.org)
- Administrative Support, Groundwork Cheshire, [www.groundwork.org.uk/cheshire](http://www.groundwork.org.uk/cheshire)



## Projects Delivered

Partnership initiatives have covered a wide range of issues and supported organisations and individuals at different levels of engagement. The diagram below illustrates the coverage of some of the key projects engaging and assisting employees.



# Assistance for All Employees

## **Discounted Energy Insulation Offers**

Joint negotiations by the partnership have secured a heavily discounted price for staff home insulation (a maximum of £74). This deal is available to all employees (the Partnership has a combined workforce of 100,000+) through the Energy Saving Trust.

“ Joint negotiations by the partnership have secured a heavily discounted price for staff home insulation ”

## **E-Learning**

The Partnership is currently (Autumn 2011) launching a sustainability e-learning course for integration into the training and development schemes of partner organisations. The course consists of general modules accessible to all staff on core issues such as energy use and travel, plus sections for more specialised staff groups on sustainable procurement, and facilities management. The module has been jointly developed by Cheshire East Council and Wrexham Council using Learning Pool software and will be shared through the Learning Pool programme with over 300 other UK public sector organisations.

# Support for Eco-Reps

## **Eco-Reps' Handbook**

This handbook is intended to support individual 'Eco-Representatives' within partner organisations in establishing their role. The role of an Eco-Rep varies between partners but typically, they help to:

- Promote general awareness around sustainability;
- Ensure effective use of resources;
- Monitor and target progress; and
- Encourage colleagues to be more environmentally friendly at work.

Estimations of the Carbon Trust and the Building Research Establishment suggest that energy consumption can be reduced by 10% through well-run campaigns using informed Eco-Reps.

The Eco-Reps' Handbook has proved an excellent resource for each public sector organisation across Cheshire and Warrington and is now being 'adopted' and

reused by many other Councils and Police forces around the country, including Liverpool City Council, Manchester City Council, Telford Council, Lancaster City Council, Welsh Assembly, Gwynedd Council, Cumbria County Council, Flintshire County Council, South Lakeland Council, Kingston-upon-Hull City Council, West Sussex Council, Surrey Police and Powys Police.

The updated 2011 version of the Eco-Reps' Handbook can be downloaded from <http://www.claspinfo.org/resources/eco-reps-handbook>

## **Eco-Rep Training**

In 2011 the Partnership arranged free places for Eco-Reps on Chartered Institute of Environmental Health Level 2 courses, on Environmental Principles and Best Practice. The courses were delivered by one of the partners, Mid Cheshire College, and 87 Eco-Reps from the local authorities, PCT, Fire & Rescue Service and Constabulary took part.

# Organisational Carbon Reduction

## Travel Portal

JMP Consultants Ltd, [www.jmp.co.uk](http://www.jmp.co.uk), was commissioned to design and develop a generic travel portal which is now available free of charge to all partners to utilise and adapt to their area. The web-based portal provides organisations with a structured framework within which to house their business, commuter and visitor travel policies. The portal can also host links to local and national journey planners, car-share clubs and public transport timetables.

## Sustainable Travel Clusters Winsford

Bus services in the Winsford area are often raised as an issue in promoting sustainable travel options and improving accessibility. In response to this the CMP facilitated a meeting with key partners (including

Cheshire Police, Cheshire West & Chester Council, Cheshire Fire and Rescue, Winsford Industrial Estate and Mid Cheshire College) to discuss potential opportunities. Consultants are currently gathering data from all partners to examine the suitability of current bus services in relation to staff home postcodes and employment destinations. Once the mapping is complete the group will work with local bus operators to explore any potential to improve the current levels of bus provision.

“The web-based portal provides organisations with a structured framework within which to house their business, commuter and visitor travel policies”





### **Hartford**

The CMP also arranged a meeting of all interested schools and Mid Cheshire College to examine the potential for joint working in the Hartford area. A number of issues were raised concerning congestion in the local area during school start and finish times. Considerable interest was raised from those schools attending the meeting and future work may spring from this.

### **NHS Chester Health Park**

A meeting of NHS Sustainability Group organisations has been held to discuss opportunities to work in partnership and make use of the Travel Portal.

### **Joint Driver Training**

The Partnership arranged for the Energy Saving Trust to provide over 400 “smarter driving” lessons with an instructor to public sector workplaces across Cheshire and Warrington. With the simple changes taught, each driver was able to achieve an average 17% improvement in miles per gallon and will each save an average of £180 per year in fuel costs.

### **Energy Use & Facilities Management Network**

A network of facilities managers, drawn from across the partnership organisations, came together to share information on technologies and installation issues, and to build on progress made through the Carbon Management Programme. After an initial face-to-face networking session where new contacts were made there has been a steady exchange of information through e-communication, and the potential for future joint photo-voltaic projects has been explored.

## Exploring Green Finance Models for the Public Sector

A group of facilities and sustainability managers from across the partnership have investigated the potential to take advantage of the Feed-in Tariff through installing photo-voltaic systems on public sector estates.

An initial workshop was held to identify the key issues and opportunities, and this has been followed by the development of a guidance pack and sharing of information on potential financing mechanisms. This project has been supported by KPMG as part of the Climate Change Skills Fund ([www.claspinfo.org](http://www.claspinfo.org)).



# Key Outcomes

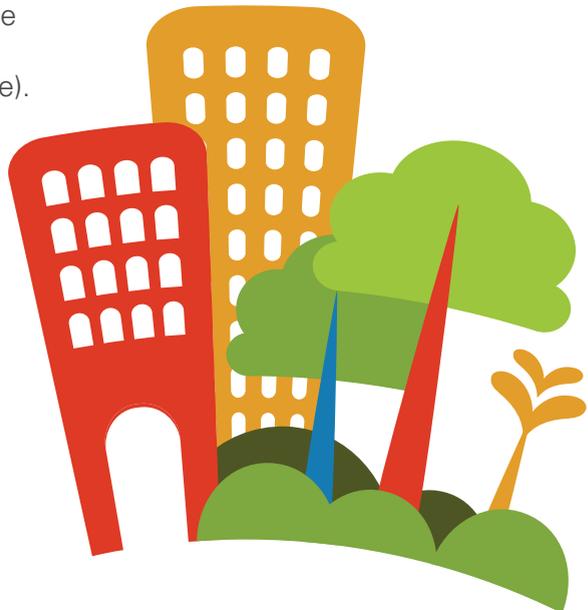
The three key outcomes of the CMP can be summarised as:

1. Reduction in carbon emissions and costs across the public sector estate.
2. Savings in staff time/ resources from sharing information and procedures etc.
3. Efficiency savings through the production of joint resources.

In addition there have been a range of other notable successes, including:

- The organisations involved have learnt from each other and supported each other (e.g. through the Carbon Trust Carbon Management Scheme).

- Some outputs (e.g. the Eco-Reps' Handbook) are being used and adapted by other public sector bodies across the country.
- It has proved a highly cost-efficient programme which has been strongly supported by in-kind time from the organisations involved.
- The programme has developed into a strong partnership across the whole sub-region and has helped to promote joint working at all levels.





# Efficiency Savings

The overall Carbon Management project estimates efficiencies of at least £270,000 over the period 2010–2015. These savings come from a range of activities, e.g. the production of one generic Eco-Reps' Handbook by the partnership at approx £5,000. This has resulted in a potential saving of £120,000 due to 24 organisations utilising the document without the need to produce their own. In addition, through information sharing and partnership development many organisations have increased their commitment to the carbon reduction agenda and therefore have greatly benefited from reduction in fuel use etc. across their estate. The joint Eco-Rep conference and training courses will also have led to significant savings.



At the start of the Partnership, it was estimated that the members were jointly responsible for CO<sub>2</sub> emissions of over 200,000 tonnes per year. Many members of the Partnership have since started on the Carbon Trust's Carbon Management Programme, through which they have completed a baseline assessment of carbon emissions across the organisation, identified specific savings opportunities, set a 5-year target for reductions and put in place a monitoring system to record these savings. Working together has allowed the members to share experience of the Carbon Trust Programme and discuss the practical issues involved in progressing projects, as well as successful outcomes. The Partnership is in the process of capturing and quantifying this information.

**The organisations involved in the Carbon Trust programme are:**

- Cheshire Constabulary
- Cheshire East Council
- Cheshire Fire and Rescue Service
- Cheshire West and Chester Council
- Countess of Chester NHS Foundation Trust
- South Cheshire College
- University of Chester
- University of Manchester

- Warrington and Halton Hospitals NHS Foundation Trust
- Warrington Borough Council

Cheshire Constabulary's baseline emissions for 2008/9 were 10,864 tonnes CO<sub>2</sub>, and they have set a target to reduce these by 32% by 2013/14. They have completed savings projects such as voltage optimisation, automated meter readings, LED lighting, and waste recycling, and are working on the installation of PV and solar thermal at two of their sites. So far they have achieved savings of 5%.

Warrington Borough Council assessed their baseline emissions as 34,737 tonnes CO<sub>2</sub> in 2009/10 and set a 40% reduction target over five years. In the first year they have achieved savings of 6%, through projects including property rationalisation, voltage optimisation and significant improvements to street lighting.

Cheshire East Council had a baseline of 51,037 tonnes CO<sub>2</sub> in 2008/9 and has set a target to reduce this by 25% in 5 years. Over 40 savings projects have been carried out in the last two years including voltage optimisation, variable speed drives, insulation, improved controls, improved lighting and swimming pool covers.

# Wider Benefits to the Partners

The Partnership has brought together a wide range of public sector organisations from across Cheshire and Warrington to work together on common challenges and produce efficient shared outputs. This joint approach has provided the partner organisations with opportunities that may not have been available to them working individually (e.g. negotiating a heavily discounted price for insulation for all 100,000+ employees through the Energy Saving Trust).

All of the public sector organisations across Cheshire and Warrington (local authorities, health trusts, colleges and further education providers, fire and rescue service, constabulary) have benefited from this programme through the range of projects delivered. As is to be expected, with a wide ranging and large partnership, some have been more 'engaged' than others in different projects.

Crucially, involvement in the Partnership has also enabled staff of different organisations to meet and learn from each other in person. As a result there has been much sharing of information across the partnership on a range of issues, and officers have supported each other through challenges such as the Carbon Trust Carbon Management Programme.

“Crucially, involvement in the Partnership has also enabled staff of different organisations to meet and learn from each other in person”

**NAME :**

**Karen Wickstead**

**Organisation :**

**Cheshire Constabulary**

**Position :**

**Environment Officer**

**How they were/are involved :**

**Board member**

**Quote :**

**"I have found the programme very beneficial in support of our own carbon management plan, in terms of sharing of information, peer support and finding out about new funding streams to support our investment in renewable energy generation. By sharing information, collaborating on projects and working together we have saved valuable time which has led to cost savings."**

**NAME :**

**Jeannie Metcalfe-Hall**

**Organisation :**

**Cheshire and Wirral Partnership NHS Foundation Trust**

**Position :**

**Environment Officer**

**How they were/are involved :**

**Board member (NHS rep) Involved in the Chester Health Park Cluster programme**

**Quote :**

**"This programme has helped to bring added value to our existing carbon reduction work and through joint working/ information sharing we have been able to ensure our own actions have been greatly enhanced. I now feel that sustainability is jointly owned by many staff across my organisation."**



# Challenges Encountered

Initial challenges faced in securing partner involvement and setting the work plan were largely due to the complexity (and sensitivity) of working across a range of organisational cultures, and the challenge of accessing data, targets and commitment from partners. Securing high level support, i.e. Chief Executives & Directors, was key to overcoming this.

Looking back, if the partnership could do one thing differently they would have employed a full-time coordinator to pull the Partnership together and coordinate activity.

**“Securing high level support, i.e. Chief Executives & Directors, was key to overcoming this”**

## Looking to the Future

The initial two years of CWIEC support has led to the creation of a very strong partnership with the potential for long-term collaborative programmes. The Partnership Board will continue to meet and drive forward officer-led activity through in-kind support.

Future themes for development include sustainable procurement and low-carbon supply chains. The Partnership has been following and learning from the experience of other North-West public sector partnerships in developing joint sustainable procurement policies and practices. The Board hopes to explore opportunities for shared procedures and joint procurement.

# Contact Information

## Contact details for future enquiries on this project:

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