

Committee: FINANCE AND ADMINISTRATION

Agenda Item

Date: 20 SEPTEMBER 2007

6

Title: UTTLESFORD IN 2011 TRANSFORMATION
PROGRAMME – PROGRESS REPORT

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Item for information

Summary

1. This report gives an update on the progress of each of the Uttlesford in 2011 Transformation Programme work streams.

Recommendations

2. That the Committee: -
 - a. Notes and comments on the progress of the work streams;
 - b. Approves the use of £50,000 from the earmarked capital of £820,000 to carry out phase III of the organisational re-engineering in development control;
 - c. Approves the targets relating to climate change as set out in paragraphs 25 and 26.

Background Papers

3. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.
 - The report to council on 12 December 2006;
 - The report to council on 15 February 2007.

Impact

Communication/Consultation	A draft of this report was circulated to the Strategic Management Board for comments. See relevant work stream for more details on communication and consultation.
Community Safety	None.
Equalities	None.

Finance	See relevant paragraphs.
Human Rights	None.
Legal implications	None.
Ward-specific impacts	None.
Workforce/Workplace	See relevant paragraphs.

Situation

Work stream 1 – Change management

4. Paula Evans has recently been seconded to fill the vacant post of OR and Change Manager. Part of her role is to champion change throughout the authority. The council's change management toolkit will ensure our approach to managing change is applied consistently throughout the whole organisation.

Work stream 2 – Member support and development

5. Member 'drop in' sessions have been completed. A mixture of new and established Members attended. New members found the sessions most beneficial and were keen and pleased to see that training and development was being provided for them in an organised way. Established Members were able to provide advice on what they believed would be important for members.
6. A Personal Development Plan was established, agreed and copied for the 15 out of 44 Members who attended. Information was offered on: -
 - Learning pool – "Modern Councillor" for information and viewing
 - Leadership academy
 - Public speaking
 - Media training
 - Charing meetings
 - IT training
 - Brochures for more specific individual needs
7. The IDeA self assessment form has been completed. The majority of needs discussed were 'on the job' development, particularly for new Members as they develop their skills and knowledge in the requirements of the role. Mentors and buddies were recommended, particularly to new members to help support them in their role.

Work stream 3 – Organisational Re-engineering

8. The vacancies for an OR and Change Manager and OR Officer have been filled by internal secondments. The team will be up to its full complement of 2.4 FTE when the new staff start in October 2007.

9. Phase II of the organisational re-engineering (OR) programme in housing services has now been completed. The final report containing recommendations and transition plan is available on the intranet under organisational re-engineering, management reports. Housing revenue account cashable savings of £91,800 have been identified and delivered from this phase of the OR programme.
10. The report to the last meeting of this committee explained the need to bring forward elements of the OR programme to realise cashable savings that much earlier. The OR review of democratic services, corporate administration, mail room and personal assistants has started. This element of the programme will be finished by November 2007. This will be followed by the review of printing services, which is planned to be completed by the end of December 2007. The OR of the environmental services administration team will follow after that, ending in February 2008.
11. The table below summarises the savings identified and delivered to date. The proposal to introduce postal de-regulation is subject to a full report and Member approval. Further work on the proposal to introduce public convenience charging will only proceed with the approval of Members.

OR area	Savings identified to date		Savings delivered to date	
	General fund	HRA	General fund	HRA
Revenues and benefits	£43,000		£43,000	
Housing		£91,800		£91,800
Democratic services	£50,000			
Postal de-regulation (subject to full report and Member approval)	£30,000			
Public conveniences charging (subject to Member approval for full report proceeding)	£30,000			
Total	£153,000	£91,800	£43,000	£91,800
Grand total (full year effect)		£244,800		£134,800

12. Phase III of the OR programme in development control will be carried out in parallel with the OR reviews mentioned in paragraph 10 above. OR in development control needs to take place as a matter of urgency and can continue alongside the enhancement or replacement of the Ocella system. A detailed report will be presented to the next meeting of this committee recommending the

way forward with the Ocella system. However, at this stage, the likely recommendation will be to enhance the system. This will enable the council to fully explore possibilities for shared services along with planned systems convergence, meaning that in the longer term the council may not need to procure a replacement system.

13. A sum of £50,000 for OR was included in the overall earmarked capital of £820,000 for replacing the Ocella system, with the intention of re-engineering processes in conjunction with the new system. The estimated targeted savings from this phase of the OR programme is £300,000.

14. Previous guidance from District Audit has been that in house development and training on existing systems cannot be capitalised and should be classed as revenue expenditure. However, the cost of new software can be capitalised as long as it meets the criteria for fixed asset enhancements as set out in the Statement of Recommended Practice. These requirements are that the expenditure: -

- Lengthens substantially the useful life of the asset; or
- Increases substantially the market value of the asset;
- Or increases substantially the extent to which the asset can or will be used for the purposes of or in conjunction with the functions of the local authority concerned.

15. The guidance in 14 above has recently been challenged and as a result District Audit have confirmed that it is now in order to use capital funds for development of existing systems, so long as the criteria set out in the above paragraph is met. This means that the earmarked capital sum of £50,000 can be used to re-engineer the development control service when enhancing the Ocella system

16. The first phase of the council's OR programme, which started in May 2006, was led by Northgate Information Solutions. A key deliverable of the programme was the knowledge transfer to the council's internal OR team. Northgate IS were selected as a result of obtaining three quotations in accordance with the council's standing orders KK10 (1). In view of this, plus the need to deliver the same structured OR programme within tight timescales, it is intended to engage Northgate Information Solutions again at the same cost (£50,000) to carry out phase III of the OR programme in development control. This will also enable the newly appointed staff in the OR team to benefit from the company's expertise.

Work stream 4 – Human Resources

17. Following the completion of all appraisals, a training needs analysis will be conducted. Human resources are currently meeting with every manager/supervisor, with the purpose of reviewing discussions, collecting training/development needs arising, and to provide the line manager with advice/guidance/support on how to continue to grow and develop their staff. The outcome of this process will be a report including: -

- Training course requirements, resulting in a yearly training plan

- A review of the budget available to meet the needs
- Specific development needs requiring individual attention
- Group/departmental projects
- Identifying those with potential
- Identifying corporate issues that need addressing
- Production of a training policy

18. Work is progressing on the employee development charter. To date, actions completed have been mainly research including, reviewing information on the CIPD website, reviewing mandatory and optional training for all staff, and highlighting the areas for inclusion. The plan is to contact other councils and websites for information on Charters already completed, review, put all the information together and the write a Charter for the council. This will be completed within the agreed timeframe.

Work stream 5 – Climate change

19. The climate change working group has been established and has had two monthly meetings so far. The meetings have been attended by key officers from across council services and the group has begun to make real progress with the project. It has also involved the council's key building services contractors and managers from Leisure Connect, as the PFI leisure centres are part of the council's carbon footprint.

20. LACM milestones have been met, with the establishment of the carbon baseline and value at stake. The next event is the 'Opportunities Workshop' which will be held in Colchester on 17 September with our partners from Colchester and Braintree councils. Members are welcome to attend this 'brainstorming' session of carbon reduction projects for our buildings vehicles and other transport.

21. Carbon-saving projects are already being implemented and electricity and gas use at the main council office is reducing. More projects are imminent throughout the council estate.

22. The council's climate change strategy has been prepared and is shown at appendix 1. Please note that is in text format only at the moment, but it is hoped that printed copies will be available on the night of the Committee meeting. The strategy builds on the work of the Scrutiny Committee and presents the council's rationale, targets, objects and plan of action in relation to climate change. It will be presented in an easy to read document that will be promoted and made available in electronic format, in order to minimise paper use. There will also be a short summary made available as a companion to the main document. This will be updated on an annual basis with the council's progress, incorporating feedback from the public.

23. The majority of the strategy's content has already been adopted by the council – only cosmetic changes have been made to the actions themselves, and operational detail has been added. Resources, including finance, for projects have mostly been secured. Budget proposals for any further resource will be made as and when required.

24. The major additions to the work of the Scrutiny Committee are the targets, and this committee's approval is sought for them.
25. The first target is for the council's direct greenhouse gas emissions, which we have set as a 25% reduction in annual emissions by 2011-12 compared to 2006-07, which is subject to revision following the outcome of the LACM process. At this stage the target appears challenging but achievable.
26. The second target is for the district as a whole, which we have set as an 80% reduction in the district's annual greenhouse gas emissions by 2050. The baseline and monitoring of this target will be done using Department for Environment, Food and Rural Affairs (Defra) statistics on emissions from local authority areas, but we will not set our baseline year until Defra has finalised the methodology for these statistics. Presently data for 2003 and 2004 has been published but is described as 'experimental'. This emissions data includes all activities in the district except aviation, and this would be the scope of the council target also.
27. The Draft Climate Change Bill currently before parliament would make the government target of a 60% reduction in CO₂ by 2050 legally binding. It is widely recognised among scientists and parts of government itself that this target falls short of doing our 'fair-share' in stabilising the global average concentration of greenhouse gases in the atmosphere at safe levels. 80% is closer to what is required, and represents a more coherent policy. Furthermore, domestic emissions in Uttlesford are significantly higher than the national average, indicating our 'fair-share' in achieving the national target is more than in other local authority areas. Research by the Tyndall Centre indicates that by taking certain decarbonisation paths, targets beyond 60% could be reached.
28. The strategy recognises that the scope of this target is beyond the council's range of influence and indicates that that we will seek the adoption of the target by Uttlesford Futures and the cooperation of other public bodies in order to achieve it. Interim targets will be set in future updates to the strategy.
29. These targets mirror the government's proposed indicators for climate change mitigation which will be part of the local authority performance framework from April 2008.
30. For more information and background on these targets see the introduction of the strategy document.

Work stream 6 – Council properties

31. Information is being gathered on capital and running costs for the council's offices. Discussions about potential options will be progressed as a priority and will take into consideration the council's strategy for shared services.

Work stream 7 – Information and communications technology

32. Work stream 3 above explained the current situation regarding the Ocella computer system.
33. A detailed report will be presented to the next meeting of this committee recommending the way forward.

Work stream 8 – Community leadership

34. SNAP software training is being rolled out internally to support staff involved in consultation activity. The Council is continuing to work in partnership with the County to develop a dynamic online consultation toolkit.
35. The EERA funded Migrant Worker project has appointed three Migrant Community Development Officer posts, one based in each of the partner districts. Discussions have been held with a range of external partners in the roll out of the project, and community meetings with migrants are being set up across the three districts. The project was showcased at the Innovations Day event on 11 September at Newmarket.

Work stream 9 – Communication

36. Work will commence shortly on the communications strategy. It will set out where we are now and where we want to be. It will address current internal and external communication issues and provide a clear plan for improving this area of council work. Individual work stream communication plans are being developed. The Head of Community Engagement is encouraging work stream lead officers to think about whom they need to inform and the best ways to go about it. This will help ensure the communications team publicises the council's success, internally and externally, in the most appropriate ways.
37. The Local Government Association Reputations campaign contains the following communications led functions, which Mori research suggests if done well, have a marked positive impact on a council's reputation: -
- Managing the media effectively;
 - Provide an A-Z of council services;
 - Publish a regular council magazine or newspaper;
 - Ensure the council brand is consistently linked to services;
 - Communicate well with staff so they become advocates for the council.
38. We have signed up to the campaign and are working towards achieving these goals. The council brand is covered in the design guide activity detailed below.
39. There are funding issues to address in terms of Uttlesford life but until I have had clarity from Essex County Council about a potential link-up it is difficult to progress this.

40. Again, additional funding will be needed in order to produce and distribute a high-quality A-Z to every home in the district, as recommended through the campaign.
41. The transformation programme communications plan will ensure the key achievements associated with the programme are appropriately publicised, both internally and externally. Some of this is being done on an ad-hoc basis at the moment, for example through regular updates about U2011 and OR in Utterings. The plan will formalise these arrangements and meetings are being held with work stream lead officers to discuss this and the next two items.
42. The first 'think tank' was held to discuss ideas around the climate change work stream and has informed the draft Climate Change Strategy and action plan. The event was a success and lead officers are being encouraged to look at other suitable topics.
43. Several suppliers have been sourced for media relations training for Members. The training will deal with the unusual situation the council is in (small council, big media presence), how the media operates and how newspapers are put together, tips on how to conduct themselves in interviews and the important role they play as the public face of the authority. Consideration will be given to officer media training once the Member training has been completed.
44. An initial workshop with officers has been held to discuss issues around branding and corporate design. Initial designs for a simplified Uttlesford logo has been produced which will provide the springboard for the rest of the project. These have been circulated among officers attending the workshop and comments received have been fed back to the designers. The Head of Community Engagement is presenting a report to the Strategic Management Board on 11 September 2007 to explain the importance of this project. Councillor Howard Rolfe has now requested member involvement in the project and this will be factored into the timetable.
45. A working group has been set up to progress the re-design of the website. A consultation exercise has been completed and yielded some useful suggestions. Three companies have been identified for tender and are now in the process of compiling a list of main objectives for the new site which will inform the tender process. Currently the project is on target, although the next stage could result in some slippage as the timetabling was done on a "best guess" approach to how long building the new website will take in consultation with the tendering companies. The fundamental aims are to provide a website driven by transactional capabilities which is accessible and easy to use for all, thus meeting IT best practice guidance and the requirements of the Disability Discrimination Act. The project has already been discussed at meetings of the IT Working Group.
46. The intranet is currently an under-used resource which staff have commented is not user-friendly. Once design templates are in place for the new site, we can use those to revamp the intranet. Through the Website Working Group, we are discussing relevant content. The project is being carried out in-house in order to maximize the limited budget available for the website.

47. Sessions with small groups of staff have been taking place over the last few weeks. The sessions are designed to encourage discussion and feedback and there have been lots of ideas and suggestions about how we can work differently and change for the better. This information is starting to be collated and will be made available for all staff to see on the intranet.

Work stream 10 – Customers

48. The Head of Community Engagement and Customer Service Centre Manager will, independently, be visiting four local authorities to gain a greater insight into specific aspects of customer service work. They will be looking at performance and customer care standard monitoring, including issues such as customer focus groups and PIs, along with new access methods. The findings from this research will help inform several of the activities below

49. A customer focus group will be set up once an internal user group is established to look at customer care issues (see internal user group activity below). It would also be appropriate to introduce it once housing repair enquiries have been established in the Uconnect customer service centre, thereby enabling increased tenant involvement. Other authorities are being contacted for examples of successful customer focus groups, their terms of reference and make-up.

50. Information is being collated on footfall and telephone enquiries for both Dunmow and Thaxted (former only).

51. Benchmarking of the Uconnect service is being pursued through the peer-benchmarking scheme run by the East of England Regional Assembly (EERA).

52. The website redevelopment will bring greater transactional capabilities. These will be publicized through existing communication channels, such as Tenant Forum, Uttlesford Life and the media. Take-up will then be monitored to establish whether there is any reduction in telephone and face-to-face contact. Access channels such as automated telephone payments and payment cards have already been successfully introduced. We will look to other authorities for further ways in which we can implement new access channels, such as East Riding Council's CitizenLink kiosks.

53. A Uconnect presence is being established in Saffron Walden library. However, there are resource issues, both financial and staffing, which will need to be addressed. The Citizens Advice Bureau (CAB) kiosk at Dunmow is being installed on 12 September 2007. The CAB will monitor the success of the scheme before deciding whether to extend it. We are in early negotiations with Essex County Council on a Uconnect move to the new Great Dunmow library.

54. We are visiting four authorities with a view to understanding what and how they monitor in terms of customer satisfaction and contact centre performance. The knowledge we gain from this will greatly help us to establish an effective monitoring system for Uttlesford. The internal focus group (below) will take on the task of looking at the standards, working out how to consult on these internally

and externally and how to monitor their success, not just within the customer service centre but across the council.

55. Fortnightly meetings have been established between the customer Service Centre Manager and council tax and benefits managers. Through these, issues are discussed and problems resolved to ensure smooth running of Uconnect. Additionally, higher-level meetings involving directors and heads of divisions have been set up. The internal user group will be expanded to include managers of other services as they transfer into Uconnect. There is scope for the group to start looking at wider issues of customer service, such as leading on the care standards. To meet this aim, we are approaching officers from other areas of the council which have yet to transfer, such as planning and environmental, to invite them to every other meeting to discuss these wider issues.
56. Best practice examples are being sought through engaging with other authorities and EERA networking. Results of the LGA/NCC customer satisfaction and data protocol research will be considered once complete.
57. The Audit Commission access to services on site inspection has been concluded and the draft report is now awaited. The key findings and recommendations will be developed into an action plan and integrated into the overall project plan for the work stream.
58. Councillor Howard Rolfe has been appointed the Member champion for customers.

Work stream 11 – Shared and collaborative services

59. Partnership working and shared services is one of the new administration's four key priorities. The council has stated its intention to explore every opportunity to work more closely with partner organisations to enhance service delivery, seek financial and operational efficiencies and provide more resilience to services. This work stream has taken on even more importance with the council's need to make significant general fund cash savings.

Work stream 12 – Financial management

60. The council's financial situation is a top priority for the administration and the Strategic Management Board. Reports on the financial position are being considered by the same meeting of this Committee.

Risk Analysis

61. Further to a recent meeting of the risk management team the risk register has been amended, with the changes highlighted. A copy is available under the Uttlesford in 2011 part of the intranet.
62. The risk management team will be meeting monthly and team members have been assigned work streams within the project. They will be contacting the risk owners shortly before the next meeting of the group to discuss progress.

Uttlesford District Council's Climate Change Strategy

September 2007

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Foreword

Climate change is the greatest challenge facing human civilisation today. Globally we must reduce our emissions of greenhouse gases to limit the amount of warming and prevent the most devastating results from occurring. Some warming is now inevitable so we must also adapt our societies and make them resilient to the changes to come.

Although this is a global problem, it must be solved at all levels, from governments down to individuals, and local authorities are ideally placed to take a lead. As well as the moral responsibility to stop the harm we are doing, there are a number of other drivers, from government policy, financial benefits, energy security and quality of life for residents.

For these reasons, and to deliver on the commitment made by the Council by signing the Nottingham Declaration on Climate Change, we have created this climate change strategy and action plan. It describes the actions the Council will take both in the areas where it has direct control and the areas where it may influence others in the community. Because climate change has implications for nearly everything that the Council does, so does this strategy, involving a range of officers and external bodies. It builds on the good work that the Council has done so far in the areas of energy efficiency, recycling and community engagement.

The strategy is an ongoing piece of work. It will be updated annually so the public may monitor our progress and the ideas that they generate may be integrated into the strategy as it progresses, making it a living document in effect. The targets and tasks contained herein are planned out to 2011, but it is envisioned that the strategy will continue long after that.

This strategy is a major milestone in the Council's continuing efforts to do our part in addressing climate change, and we hope it inspires others in the community and beyond to do the same.

Cllr Jim Ketteridge

Introduction

This document describes Uttlesford District Council's strategy and action plan for addressing the causes and effects of climate change in our district. It represents fulfilment of a commitment made by the Council by signing the Nottingham Declaration on Climate Change that we would form and publish this strategy with two years of signing. It also represents the climate change workstream of the Council's 2011 Business Transformation Plan. It describes the situation, our rationale, our plan of action and some of our successes so far.

The main objective of this strategy is to reduce the greenhouse gas emissions (principally CO₂) from council operations and from the district as a whole, and to make preparations for predicted climate change impacts. The principal target is a 25% reduction in the greenhouse gas emissions under the Council's direct control by 2011 compared to 2006/07. The target for the district as a whole is an 80% reduction by 2050. The delivery of the district target requires the commitment of other public bodies, which we will seek.

Objectives

- Reduce greenhouse gas emissions directly from Council and from District as a whole, while adhering to principles of the sustainable energy hierarchy in particular and sustainable development in general.
- Minimise the environmental impacts of new development, so this does not compromise work to reduce overall emissions from the district.
- Make preparations to ensure Council assets and operations are resilient to predicted climate change impacts, contribute to adaptation of existing buildings and infrastructure in the district and ensure new development is also 'climate proofed'.
- Measure, monitor and manage the Council's other environmental impacts (e.g. air and water pollution, use of natural resources, biodiversity)

The problem

There is clear and compelling evidence that the stable climate human civilisation has enjoyed for millennia is beginning to change as a result of human activities. The burning of fossil fuels for energy, agriculture, industrial processes, clearance of rainforests and other land use change all result in the emission of man-made greenhouse gases and increase their concentration in the atmosphere beyond natural levels, trapping heat and warming the planet. The world has already warmed by 0.8°C since the latter half of the nineteenth century and the effects of this are already apparent [I].

Although there will be positive effects for some initially, without action to limit greenhouse gas emissions, climate change will lead to increasingly frequent and severe heat waves, droughts, floods, and storms as well as rising sea levels and the extinction of plant and animal species. The human cost from this will be economic hardship, famine, forced migration, and armed conflict. By an accident of geography, climate change will hit hardest and earliest in the developing countries who have done the least to cause the problem and have the fewest resources available to deal with it [II].

Pics: of earth from space and climate change impacts

Further warming is already inevitable due the time lag in the climate system, but action we take to reduce emissions now will limit warming in the latter half of this century and help

avoid dangerous climate change, where temperature increase exceeds a ‘tipping point’ and positive feedback processes lead to runaway warming. To deal with the warming that is already ‘locked in’ we will need to adapt our societies and infrastructure to deal with climate change impacts [III].

We in the developed world has a moral responsible to take the lead in addressing climate change having emitted the majority of man-made greenhouse gases in the process of building up the wealth we possess today. Furthermore, climate change threatens all parts of the world so it is in our own self interest to act.

Although negotiations and decisions must be taken at international and national levels, action on climate change must be delivered at the level of individual people, households, businesses and organisations. Local authorities are uniquely placed to lead their communities at this level [IV].

For this reason, the Government sees local authorities playing an important role in dealing with climate change, as signalled in the Local Government White Paper 2006 [V]. The new performance framework for local authorities will include indicators relating to greenhouse gas emissions from council operations and the district as a whole, as well as indicators relating to climate change adaptation work [VI]. The government has signalled its intention to pass a climate change bill making its 60% emissions reduction target legally binding [VII]. To deliver on this commitment the importance of and emphasis on local authority climate change work will only increase in the future.

----- Quote text-----

It is as fatal as it is cowardly to blink facts because they are not to our taste.

John Tyndall, Irish philosopher, 1820-1893

- *Fragments of Science* (vol. 11)

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What is the greenhouse effect?

Pic: greenhouse effect diagram

The heat-trapping effect of certain gases in the Earth’s atmosphere keeps our planet a full 33°C warmer than it otherwise would be – without it the world would be frozen wasteland. This is known as the ‘greenhouse effect’ and was first discovered by scientist Joseph Fourier in 1829. The heat-trapping ‘greenhouses gases’ include carbon dioxide (CO₂), methane (CH₄) and water vapour [VIII].

Pic: Svante Arrhenius portrait (source: Wikipedia)

As early as 1896, Swedish scientist Svante Arrhenius identified that the burning of fossil fuels that began with the Industrial Revolution was increasing the concentration of greenhouse gases in the atmosphere and in turn would in theory lead to an enhanced greenhouse effect and an increase in global temperatures. His theory has now become reality. Arrhenius’ estimate that a doubling of greenhouse gas concentrations in the atmosphere would lead to a 5

– 6°C increase in global average temperature made more than a century ago is remarkably close to the most current estimates by the IPCC [VIII][IX].

CO₂ is the main greenhouse gas produced by humans, and emissions of greenhouse gases are usually expressed as ‘CO₂ equivalent’ or CO₂e, as different gases have differing heat trapping potential.

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How much do we need to cut?

Pic: Stern diagram stabilisation levels vs warming vs impacts

The Government is focusing its political efforts on the UK doing its fair share in limiting the global average temperature increase to 2°C, the threshold of dangerous climate change, by cutting its CO₂ emissions by 60% by 2050 from a 1990 baseline. However, the House of Commons Environmental Audit Committee has labelled this policy as ‘incoherent’ as the cut is not nearly deep enough to achieve the stated objective [X]. A 60% cut by 2050 by the developed world would stabilise the concentration of greenhouse gases in the atmosphere at 650-700 ppm CO₂e (parts per million CO₂ equivalent) which this diagram from the Stern Review shows only gives a tiny chance of limiting warming to 2°C. Warming beyond this would have increasingly catastrophic consequences. To give a 50% chance of limiting warming to 2°C, greenhouse gas levels need to be stabilised at 450ppm CO₂e or below. The developed world’s fair share of achieving this would be a 70 – 90% cut in all greenhouse gas emissions (not just CO₂) by 2050 [II].

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Climate change impacts in the East of England

Climate change for this region means hotter, drier summers with more chance of heat-waves and drought, and wetter, milder winters with more chance of storms and flooding. Overall annual rainfall will reduce. Buildings will need to be built and upgraded to prevent overheating without reliance on carbon-intensive air conditioning, and infrastructure including railways, roads, water supply and drainage will need to be improved to deal with more extreme conditions. Further changes to lifestyles, patterns of work and the way services are delivered may be necessary in order to deal with the changed climate [XI].

To give some idea of the scale of the changes, scientists estimate that for just two degrees of warming, which is likely by the latter half of this century, the climate of London will resemble that of Vila Real in Portugal today [XII]. This map shows this and other ‘climate analogues’ of European Cities

Pic: <http://environment.guardian.co.uk/flash/page/0,,2079347,00.html> Source: Centre International de Recherche sur l'Environnement et le Développement and Ecole Nationale de la Météorologie, Météo-France

These diagrams from the UK Climate Impacts Programme [XIII] show the extent of the changes in temperature and rainfall in the East of England under high and low emissions scenarios.

Pic: UKCIP EoE percentage change in – winter rainfall, summer rainfall, average temperature

Reducing emissions

CO₂ from burning fossil fuels for energy is the main man-made greenhouse gas. Therefore action to reduce emissions is necessarily centred on the more sustainable use of energy. The sustainable energy hierarchy, which is similar to the waste hierarchy of ‘reduce, reuse, recycle’, shows how we should approach reducing emissions from fossil-fuel:

Pic: sustainable hierarchy graphic – 4 stacked boxes with bold text below, down arrows between.

- **Avoid the need for energy** - Reorganise systems so energy is not needed at all, for example by designing buildings to be warmed by the sun, using natural light and ventilation, or enabling people to get access to the amenities they want with fewer and shorter car journeys;
- **Use energy more efficiently** – Get more benefit per unit of energy, for example by using higher-efficiency appliances, generating heat and power together, or insulating buildings;
- **Switch to renewable or low-carbon energy sources** – for example from organic wastes, solar or wind power.
- **Offset any remaining emissions** – compensate for the carbon emitted by carrying out or enabling carbon reduction activity elsewhere.

Priority should be given to solutions that are further ‘up the hierarchy’. Not creating the problem in the first place is better than needing to rely on technical fixes. Direct action to reduce emissions must take precedence [IV].

Other greenhouse gas emissions sources besides burning fossil fuels include methane from waste decomposing in landfills, methane and nitrous oxide from agriculture, CO₂ and methane from land use change, chloro-fluoro carbons (CFCs) from refrigeration and halon gases from fire suppression systems and manufacturing processes. Avoidance, minimisation and switching to less damaging alternatives is a sound approach as far as these other sources are concerned also.

Pics: Switching off lights, insulation, wind turbines

-----Boxed text-----

Sustainable development

Pic: triangle with three sides – social, economic, environmental – and ‘sustainable’ in the centre

Sustainable development is defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs. It encompasses all considerations: environmental, social and economic. Therefore for something to be ‘sustainable’ it must be so from all of the three different perspectives.

Dealing with climate change is a major part of achieving sustainable development, but there are other issues also, particularly in relation to the environment. Pollution of air, water or land, depletion of natural resources, loss of biodiversity – this kind of environmental degradation must be dealt with also otherwise the ability of future generations to meet their needs will be compromised [XIV].

Pic: images of pollution

-----Quote text-----

We do not inherit the Earth from our ancestors, we borrow it from our children.

Ancient Proverb

-----boxed text with images-----

A low-carbon future

Pic: Tyndall scenarios diagram as page 23 of report document with following differences

- Orange header across top of five columns with words ‘Orange: Present Day’ and below it ‘Energy consumption: 170 Mtoe (mega-tonnes of oil equivalent)’ and below that ‘Percentage of total emissions from aviation: 6%’
- From this have five arrows across the bottom pointing down into the five columns coloured red, blue, turquoise, purple and pink as in page 23 table
- Same detail but leave out these rows – ‘Dominant economic sectors’, ‘number of households’ and ‘hydrogen’.
- Move the row ‘Decarbonisation policies’ to the top, below the arrows and above ‘Growth in UK GDP’
- Replace instances of ‘H₂’ with the word ‘Hydrogen’
- Add a new row at bottom ‘Percentage of total emissions from aviation’ and the figures for each column – ‘12%’, ‘45%’, ‘38%’, ‘68%’, ‘61%’.
- Add note at bottom – ‘CCS: Carbon Capture and Storage’.

Source: Tyndall Centre [XV].

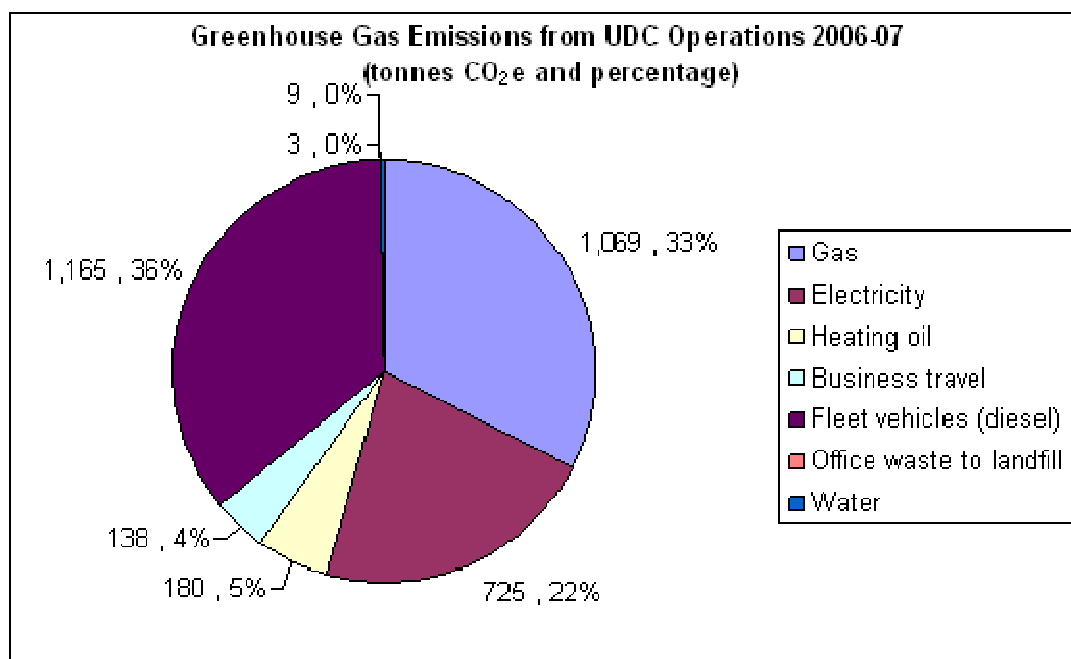
The Tyndall Centre study ‘De-Carbonising the UK’ investigated whether the Government’s 60% target was achievable by 2050, while still improving economic growth, personal mobility and prosperity. They developed five decarbonisation paths or scenarios for the UK each with a different emphasis (see diagram). The Red and Blue scenarios focus on reducing energy demand, the Turquoise, Purple and Pink scenarios rely more heavily on renewables and other technologies to provide a much higher energy demand than today without fossil fuels. However, it acknowledged that only the Red and Blue scenarios (the most consistent with the sustainable energy hierarchy) could potentially put the country in a position to go

beyond a 60% cut. Furthermore, the Red and Blue scenarios were more sustainable in a wider sense and more resilient to climate change impacts, making them the most sensible and prudent carbon reduction paths to follow [XV].

Emissions baseline

Council Baseline

The Council’s direct emissions are essentially those that the Council pays for –electricity, gas, oil used in our buildings, diesel used for our vehicle fleet, business travel including car miles, rail journeys and flights, and waste we generate that goes to landfill. On this basis, the Council’s emissions baseline (or ‘carbon footprint’) is given below. The total amount of greenhouse gas emitted by the Council in 2006/07 is estimated to be 3,290 tonnes CO₂e. This is equivalent to the emissions from 590 British homes.



Where the Council purchases goods and services, or contracts others to deliver our services, the greenhouse gases associated with that item or activity ‘belongs’ to the Council as well. However, as this data is difficult to acquire, it has not been included in the baseline at this time, with the exception of water use.

Other emissions related to Council activities but not actually classified as direct include staff commuting, council housing and domestic waste.

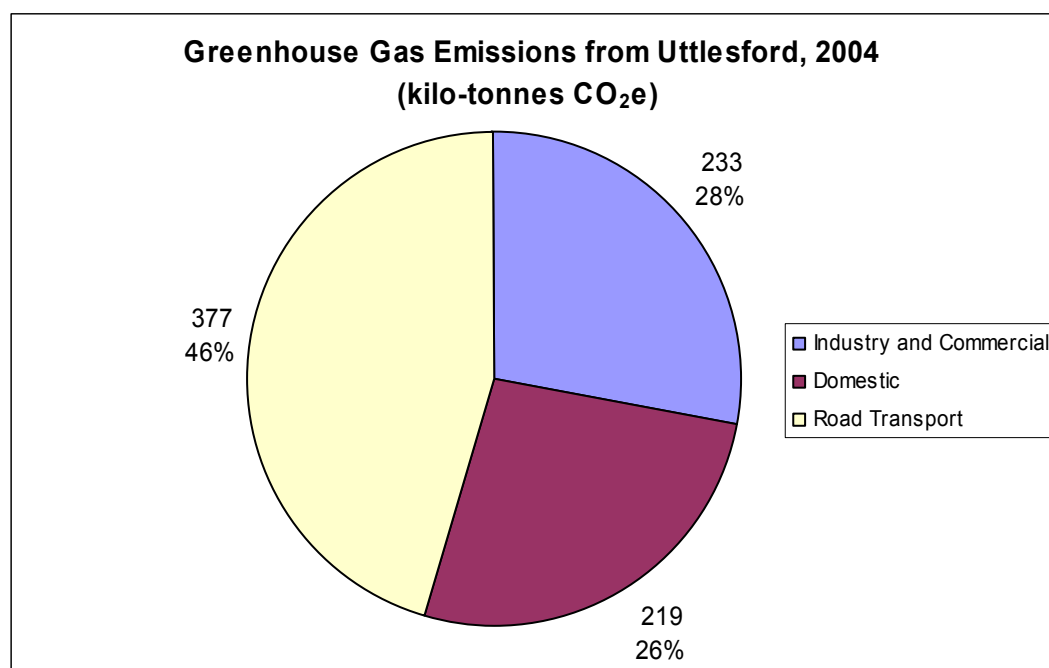
Summary of the Council’s direct and related emissions 2006-07 (tonnes CO₂e)

Buildings	1,957
Transport	1,303
Housing streetlights	18
Water consumed	9
Waste to landfill	3

Total direct emissions	3,290
Staff commuting (estimate)	500
Council housing (estimate, heating and hot water only)	9,000
Domestic waste sent to landfill	7,200
Total related emissions	16,700
Total direct and related emissions	19,990

District Baseline

According to experimental figures from Defra, the district of Uttlesford emitted 822,000 tonnes of CO₂e overall, not including aviation, in 2004. In the domestic sector (mainly residential use of electricity, gas and oil), emissions were approximately 3.2 tonnes CO₂e per person, placing us 7th highest in the UK, equal with 15 other local authorities. The national average was 2.6 tonnes CO₂e per person. Although experimental, these figures demonstrate with reasonable certainty that Uttlesford has significantly higher domestic emissions than most other local authority areas. Because the transport emissions estimate includes those driving through the district, such as those travelling from London to Cambridge on the M11, the high proportion of transport emissions seen in the graph below cannot be ascribed wholly to resident behaviour. Emissions from waste sent to landfill and transport by rail are included with 'Industrial and Commercial' [XVI].



Although there are no official figures for the emissions from aviation arising due to Stansted Airport, Stop Stansted Expansion estimates that based on the number of outbound flights in 2006, it is responsible for 5,000,000 tonnes of CO₂e, six times more than all other greenhouse gas emissions from the district. BAA Stansted's proposal for greater use of the existing runway would increase emissions to 7,000,000 tonnes CO₂e (nine times) and the proposed second runway would increase emissions to 12,000,000 tonnes CO₂e (fifteen times) [XVII].

Priority 1 – Strategic

Local authorities can directly influence emissions of greenhouse gases from their own operations and use their regulatory powers and role as community leader to influence the emissions from the district as a whole. To be effective, a council needs senior level commitment, an overarching strategy, realistic targets, monitoring and reviewing processes, staff and financial resources. Furthermore the sustainability concerns must be ‘mainstreamed’ through the organisation to make it part of normal decision making processes, including the purchases the council makes.

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Successes

Working with Energy Saving Trust

Uttlesford District Council began on its path to developing a comprehensive response to climate change in 2004, when it participated in a special programme of assistance, ‘key account management’, with the Energy Saving Trust (EST). EST reviewed the Council in relation to sustainability, energy and climate change, and made recommendations on how to move towards ‘best practice’ in this area. This led to the Council appointing its first Energy Efficiency Surveyor in 2005, a role 100% devoted to addressing climate change and reducing emissions.

Pic: EST logo

Energy Saving Trust Website www.energysavingtrust.org.uk

Nottingham Declaration

On 27 January 2006, the Council implemented the EST’s principal recommendation and signed the Nottingham Declaration on Climate Change. Uttlesford did this together with Braintree District Council, and the two councils also signed a protocol of joint working [XVIII].

Pic: Nottingham declaration signing

Scrutiny Review

Through 2006 the Scrutiny Committee carried out an investigation of climate change in relation to the Council. The Group reviewed a wide range of reports and news articles, sought out good practice of other councils and interviewed groups of council officers, collecting information and building support for action. Their report and recommendations were adopted in March 2007 and form the basis of this strategy.

Away Day

On 20 April 2007 key officers from across the Council’s services attended an away day at the Great Notley Discovery Centre, an innovative low-carbon building, to add operational details to the Scrutiny recommendations, which can be found in the action plan at the end of this document.

Pic: Staff photo at away day.

Tasks

The Council will:

- Publish this strategy and update and renew it annually.
- Establish governance for the climate change strategy through an interdisciplinary climate change working group with reporting mechanisms to senior management and councillors.
- Maintain and reinforce the role of Member Champion for Sustainability, to act as a liaison between officers and members and oversee implementation of this strategy.
- Adopt a target for the District's emissions of an 80% reduction by 2050. The baseline year will be the first year of district-level emissions data which Defra produces using a finalised emissions reporting methodology, and following from this we will adopt the Defra's definition of which emissions 'belong' to the district. At present this would exclude emissions from aviation.
- Seek the commitment of the local strategic partnership Uttlesford Futures to deliver the 80% target and its inclusion in the community plan, as the scope of this target exceeds the range of influence that the Council itself has on activities in the district.
- Provide structure and transparency to its response to climate change and related environmental issues by seeking accreditation British Standard BS 8555, a methodology establish and maintain an 'environmental management system'. Ultimately the Council will seek full EMAS (Eco-Management and Auditing Scheme) accreditation.
- Establish a 'green' procurement policy to minimise the environmental impact of goods and service we procure. The strategy will imbed systems to require and obtain environmental data from suppliers and contractors to allow informed decisions to be made and the 'carbon footprint' of Council procurement to be measured and monitored.
- Appoint 'green champions' throughout the organisation to maintain the profile of climate change and sustainability policies and targets by highlighting these issues within their teams and at team meetings.
- Train key staff on how to complete the sustainability check on the committee report template.

-----boxed text with pictures-----

What is EMAS?

Pic: EMAS logo

EMAS stands for Eco-Management and Audit Scheme and it is recommended to local authorities by Defra to lend credibility to environmental claims and helps them stay focussed on delivering environmental improvements [XIX].

EMAS accreditation is the final part of six step process of establishing a comprehensive and auditable environmental management system:

- Phase 1 - Commitment and establishing the baseline information
- Phase 2 - Identifying and ensuring compliance with legal and other requirements
- Phase 3 - Developing objectives, targets and programmes
- Phase 4 - Implementation and operation of the environmental management system
- Phase 5 - Checking, audit and review
- Phase 6 - Acknowledgement of the environmental management system

An organisation that has completed these steps in accordance with international standards (ISO 14001 or BS 8555) may then take it a step further and register as an EMAS accredited organisation and display the EMAS logo. Currently 12 local authorities in the UK are EMAS accredited.

Priority 2 – Managing direct emissions

The emissions arising directly from council operations are those a council has most responsibility for and have the greatest ability to influence. Local authorities operate buildings and vehicle fleets which are very visible to the public and has staff travelling to visit the public and to meetings. Council staff must commute into work each day, which has its own carbon footprint.

Because of their visibility and accountability to the public, councils can set a strong example for others to follow by the way they manage these direct emissions. Local authorities will also be required to display an operational energy rating in their public buildings from April 2008, which will make their success at doing this more obvious [XX].

To reduce emissions, changing staff habits, operational policies and ways of working will have an impact at minimal cost. Further improvements can be made through investment in energy efficiency, renewable and low-carbon technologies. Reducing emissions reduces energy and fuel costs so these measures can pay for themselves with the right financial mechanisms and ultimately reduce costs for the council tax payer.

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Successes

Local Authority Carbon Management

By working in partnership with Braintree District Council and Colchester Borough Council, the Council successfully bid to be part of ‘Phase Five’ of the Carbon Trust Local Authority Carbon Management Programme for 2007/08. The Council is receiving intensive support from Carbon Trust consultants to develop an emissions baseline and an ongoing programme of emissions reduction projects.

Pic: Carbon Trust logo

Carbon Trust Website www.carbontrust.co.uk

Salix Finance

Salix Finance is a private firm set up by the Carbon Trust to provide financial support to local authorities for carbon management. The Council has successfully obtained £50,000 match funding from Salix for carbon reduction project in its estate.

Salix Finance Website www.salixfinance.co.uk

Display Campaign

We are one of 37 UK Councils that have joined the Display Campaign, a Europe-wide voluntary scheme for producing Energy Performance Certificates. We are labelling our buildings with their energy ratings using the scheme voluntarily ahead of the EU requirement.

Pic: Display logo or example poster

Display Campaign Website www.display-campaign.org

Carbon management weekly email

Staff and councillors receive a weekly email updating them on carbon management efforts and data on energy consumption at the main council office. The report lets them know if energy saving targets are being met and includes ‘Top Tips’ and ‘Factoids’ on energy and sustainability at work and at home.

Pic: example of graph? Seen on screen?

Fleet management – housing repairs

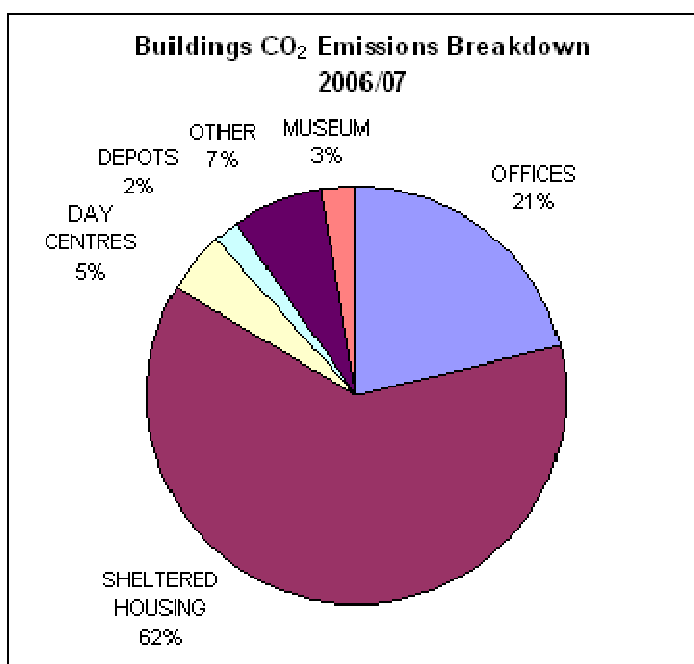
The Housing section has implemented a new fleet management system that utilises GPS to deploy vehicles more efficiently and reduce the number of unnecessary miles driven. Repairs staff use PDAs to receive job information remotely, enabling them to go straight to the next job without returning to the office. Uttlesford is the first local authority in the UK to implement this system

Pic: repairs vans

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Council estate

The Council estate consists of the main London Road Office in Saffron Walden, a smaller office in Great Dunmow, information centres in Saffron Walden and Thaxted, thirteen sheltered housing sites, five day centres, a museum, three depots and many minor sites such as public conveniences, car parks and sewage treatment plants (classified here as ‘other’). emissions from these sites heating, hot water and electricity use were 1957 tonnes CO₂ in 2006/07.



of the in office sites Total for

Tasks

The Council will:

- Establish a ‘carbon management team’ of key staff members to coordinate emissions reduction efforts.
- Develop a programme of emissions reductions projects for buildings and fleet vehicles through the Local Authority Carbon Management Programme.

- Establish the financial arrangements to repay investment in emissions reduction with energy cost savings.
- Formulate and adopt an energy and water management policy setting out the Council's standards and procedures for operation of heating and cooling systems and other energy and water use to help ensure this is done as efficiently as possible.
- Appoint a 'carbon manager' to lead on implementing emissions reduction projects in the council estate.
- Seek a carbon reduction partnership with Leisure Connection Ltd, the company that operates the Council's three leisure centres through a Private Finance Initiative (PFI) contract. The council will seek to obtain data on the energy use and emissions of these facilities and will encourage Leisure Connection Ltd. to reduce their emissions.
- Label all council buildings visited by the public with display energy certificates ahead of the legal requirement to do so.
- Increase staff participation in management of energy and water through training and offering incentives. The Council will also give staff regular updates on performance.
- Ensure that the new day centre being built at Vicarage Mead, Thaxted is an exemplar of sustainable, low-carbon construction which incorporates advanced energy and water saving features.
- Review the council estate with respect to climate change impacts such as overheating and flood risk. The Council will draw up a programme for carrying out necessary adaptation work to make these facilities resilient to these impacts.
- Modify the staff car allowance and lease policy to encourage emissions reduction through use of more efficient vehicles and avoiding unnecessary mileage (for example by car-sharing). The Council will also review working practices to determine if alternate arrangements could reduce the distance it is necessary to drive for work.
- Implement a travel plan to encourage staff and members to travel to the Council by low emissions means – e.g. walking, cycling, public transport and car-sharing.

Priority 3 – Planning

The planning system is the most powerful tool local authorities have for ensuring low emissions development that will be sustainable in a changing climate. National planning guidance allows local authorities to adopt policies that require developers to reduce the environmental impact from the construction and operation of their developments. The development of regional spatial strategies and local development documents offer excellent opportunities to set sustainability requirements. Conversely, the planning system can also present an impediment to reducing emissions, for instance by restricting the use of renewable energy technologies such as wind turbines and solar panels.

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New housing

Areas within Uttlesford have been designated growth areas under the Department for Communities and Local Government's 'Sustainable Communities' plan, meaning that 8,000 new homes are set to be built in the area by 2021. While the Government policy 'Building a Greener Future' states that all new homes must be zero carbon by 2016 [XXI], in the absence of additional action by the Council the houses built in the intervening time will produce net emissions and will work against reducing overall CO₂ emissions from the district.

Furthermore, the government's definition of zero carbon, set out through its 'Code for Sustainable Homes' [XXII], does not account for transport emissions arising from travel between new housing and places of employment or other amenities. Therefore it is vital that local planning policies minimise travel by car by ensuring there are local amenities and supporting modes of transport with low emissions.

Pic: house building image(s)

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Successes

Opposition to the expansion of Stansted Airport

On 29 November 2006, the Council's Development Control Committee rejected the British Airports Authority's planning application for increasing the maximum annual passenger movements at Stansted Airport from 25 million to 35 million. This was based on nine grounds including local impacts and that a decision on expansion would be premature without a robust way to assess the environmental cost of the increased greenhouse gas emissions that would result. It is projected that the increased movements would lead to an increase in emissions of 2,000,000 tonnes CO₂e from outbound flights. The Council is officially opposed to further expansion of operations at the airport, including proposals for a second runway.

Energy efficiency requirement for home extensions

Through a planning policy on home extensions introduced in November 2005, the Council requires cost-effective energy efficiency improvements like loft and cavity wall insulation to be carried out on existing dwellings when they are extended. In this way, the extra energy that is used and CO₂ that is produced by the extension is compensated for by improvements elsewhere. The policy has been successfully implemented by planning and building surveying

officers since April 2006. We are the first local authority in the United Kingdom to introduce a requirement of this kind and were highly commended in the 2006 National Energy Efficiency Awards for it.

Pic: award logo and site photo

The Council also negotiates with planning applicants for additional sustainability measures in new and replacement dwellings, including water saving fittings, energy efficient lighting, A-rated appliances, water butts and electricity use display units as standard and more advanced features where possible.

Tasks

The Council will:

- Seek to implement sustainability standards higher than national minimums for new development through planning policy incorporated into the Local Development Framework (LDF) and Supplementary Planning Documents (SPD).
- As part of the new sustainability standards, seek to introduce and apply a ‘Merton Rule’ requiring at least 10% of energy needs of new developments to be provided on-site renewable or low-carbon technologies.
- Use planning policy to ensure that new developments are resilient to predicted climate change impacts such as heat waves, water shortages and flooding.
- Support the sustainability requirements by addressing any skill shortages among developers and planners in relation to sustainable construction by providing guidance and training.
- Because of the burden new development will cause to the Council in terms of reducing the district’s emissions, the Council will develop and seek to implement a system for obtaining a financial contribution from developers for every tonne of projected annual emissions resulting from new development under a Section 106 agreement. The fund will be invested in ‘offset’ projects within the district.
- Carry out a review of national and local conservation policies to establish the exact limits which they create in relation to energy efficiency works in listed buildings, and how much flexibility exists in the interpretation of these policies.

Priority 4 – Housing

Local authorities already play an important role in the energy efficiency and therefore the CO₂ emissions of housing. They are often landlords and also have obligations for reporting on and improving the efficiency of private sector stock through the Home Energy Conservation Act and achieving compliance with the Decent Homes standard. They also provide planning and building regulations approval and thereby hold considerable technical expertise in-house. Councils also have a role to play in ‘climate proofing’ housing to deal with expected climate change impacts.

Housing accounts for approximately 27% of UK carbon emissions and councils can play a greater role in achieving reductions by improving the energy efficiency of their own stock and promoting energy efficiency and renewable energy advice and incentives in the private sector.

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Successes

Achieving Decent Homes Standard

Uttlesford District Council owns over 3,000 dwellings, approximately 10% of the housing in the district, and has a history of upgrading it beyond minimum standards and ahead of government deadlines. Thanks to this good work, the Council achieved the ‘Decent Homes’ standard, which includes minimum energy efficiency requirements, across its entire portfolio of social housing in 2007, three years before the target date of 2010. The average ‘SAP’ rating (an energy running cost rating from 0 -100) of the council stock is 75 or ‘very good’.

The Council has begun to install solar water heating systems in council housing as the next step in reducing energy costs for tenants and CO₂ emissions.

Pic: solar installations Takeley.

Council tax scheme

The Council has formed partnerships with energy companies and insulation installers to promote loft and cavity wall insulation to residents. As well helping residents access the energy supplier grants available for this work, in 2006 the Council introduced an extra council tax rebate for those that install insulation as an added incentive. So far 117 residents have benefited from a council tax rebate for having insulation work carried out.

Warmfront promotion

Warmfront is a government scheme to improve energy efficiency and provide affordable warmth in low-income households. Thanks to promotional efforts by the Council and Uttlesford Futures, over £108,000 of government money was spent on central heating systems and insulation in underprivileged homes through the Warmfront scheme in Uttlesford in 2006/07, an increase of nearly 600% on the previous year.

Pic: giant cheque (Michele?)

Tasks

The Council will:

- Establish a strategic plan for upgrading council housing to further reduce emissions and make them resilient to predicted climate change impacts, building on the good work already done.
- Put additional effort and resources into achieving the Council's 2010 HECA target of 30% energy efficiency improvement compared to 1996, paying particular attention to listed buildings and other 'hard to treat' houses. This will include greater promotional efforts through partnerships with energy companies and insulation installers and working towards increasing the range of grant incentives available.
- Investigate new measures to increase the uptake of low carbon technologies such as solar water heating in existing private housing.
- Raise awareness among council tenants on how they can reduce emissions and save money through behaviour changes. This will be done through tenant newsletters, workshops and forums.
- Work with a housing association to build an exemplar affordable housing development which meets a very high environmental standard such as Code for Sustainable Homes Level Six [XXII] or PassivHaus [XXIII].

Priority 5 – Waste and recycling

Waste generates greenhouse gas emissions both in producing it in the first instance, and then in the form of methane emissions from landfill. Local authorities collect domestic waste and the systems they use has a strong influence on how much waste that residents separate for recycling and how much goes to landfill.

Local authorities themselves generate waste which adds to their total emissions. Internal working practices, policies and systems as well as staff behaviour affect how much waste is generated, and how it is dealt with. To set an example, a local authority's waste and recycling practices should be as good or better than their expectations of residents.

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Successes

New recycling system

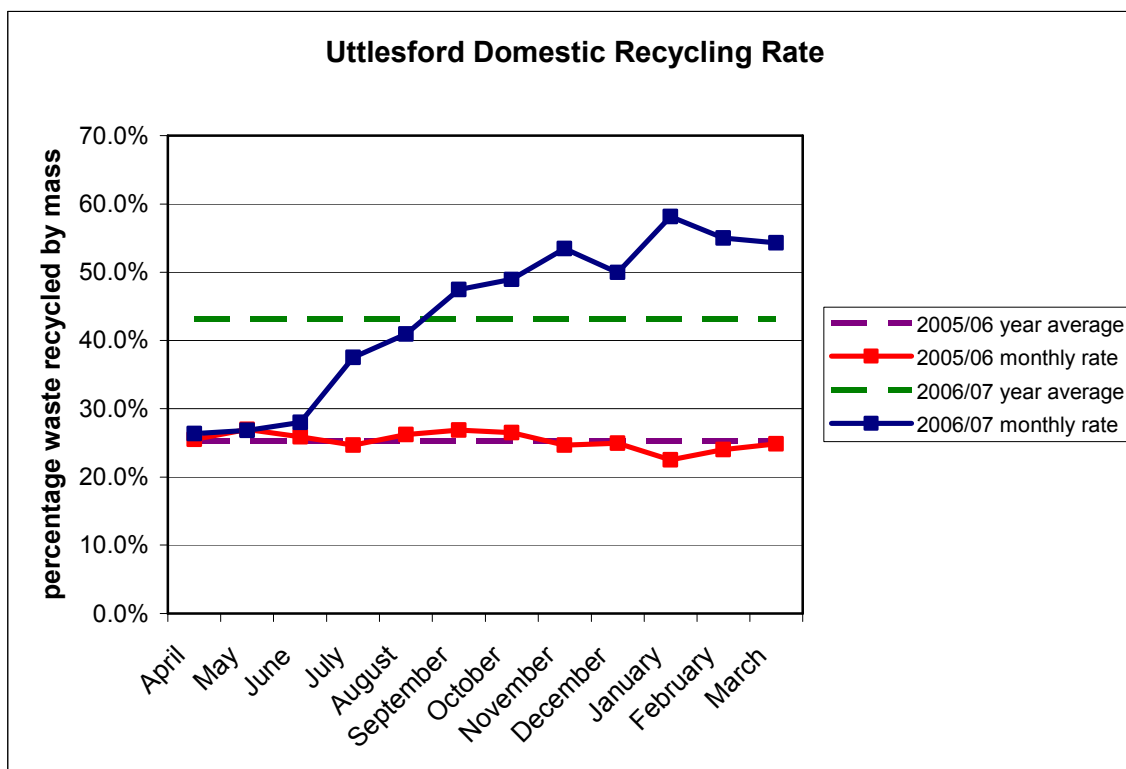
The Council introduced a new 'three-bin' through the summer of 2006, allowing residents to recycle kitchen waste. This was followed by an expansion of the range of 'dry' recyclables that the Council could take. The new system, along with the efforts of residents, is proving to be a success. In 2005/06 before the system was implemented, we recycled 26% of our domestic waste. In 2006/07 we recycled 43%, which combined with a reduction in the total waste volume saved greenhouse gas emissions from landfill equivalent to 3,500 tonnes of CO₂. We expect further improvements to the recycling rate as the system is expanded.

Pic: three bins? Recycling graph

100% recycled paper

The Council has implemented a policy of using only recycled paper for all of its printing.

Recycling rate graph



Tasks

The Council will:

- Continue to improve domestic recycling rates through its strategic waste management plan and 5-year joint waste strategy. The Council will look examine other means to reduce waste to landfill in the district.
- Experiment with reducing paper use at committee meetings beginning with the Scrutiny Committee. The initiative will also consider how members travel to meetings. Successful measures will be expanded to all committees.
- Reduce paper waste in the office by avoiding unnecessary printing and blocking unwanted 'junk' mail sent to the Council by post.
- Improve recycling in the office by providing better recycling stations for staff and promoting their use.

Priority 6 – Community engagement

Good councils engage with their communities, including individuals, businesses or other groupings or organisations based on common interest, providing them with guidance and leadership, involving them in decisions that affect them and working with them for the benefit of the local area. Councils can use such ‘soft’ influences on their communities to spread greater awareness and action on climate change and sustainability issues.

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Successes

Local Agenda 21

The Council facilitates Uttlesford Local Agenda 21, a community-based environmental organisation consisting of officers, councillors and members of the public. Local Agenda 21 is worldwide initiative set up following the Rio Earth Summit in 1992. Its purpose is to enable voluntary community action to protect the environment –‘think globally: act locally’. Local Agenda 21 groups are hosted by local authorities, but involve private individuals, businesses and other organisations.

While many LA21 groups around the country have become defunct, Uttlesford LA21 continues to thrive thanks to enthusiastic volunteers and the backing of the Council. The group organises events, gives the Mary Porter Award for environmental action in schools and advocates environmental issues in relation to important local decisions.

Pic LA21 logo

Sustainable Homes Network

The Sustainable Homes Network is a not for profit community based organization set-up by Uttlesford Local Agenda 21 in 2006, supported by Uttlesford District Council. The Network is for any person, business or organisation with an interest in sustainability and building, extending or improving homes and gardens, and other types of buildings too.

The Network holds information nights, where members can learn about particular aspects of sustainable construction and hear case-studies on local ‘green’ homes. They also hold events where the public can get independent advice and meet providers of environmentally friendly technologies and materials.

Sustainable Homes Network website: www.sustainablehomes.org.uk

Pics: shows, logo

Tasks

The Council will:

- Run a programme of community engagement on sustainability and climate change to raise awareness of the issues and encourage residents to reduce their environmental impact. This will involve holding a community climate change conference in association with Uttlesford Local Agenda 21 in late 2007.
- Assist local businesses and other organisations with reducing their emissions and environmental impact and with adapting to climate change through the Council's Economic Development Strategy.
- Publicise climate change strategy and Council's achievements to staff, public, other local authorities and central government.
- Seek the public's views on the Council's climate change strategy and integrate into the strategy as appropriate when the document is updated.

Consultation and review

We are interested in your views on this strategy and would welcome comments. In your response please consider:

- Have we missed anything?
- Is there a particular area that needs more attention?
- Do you think our targets are appropriate?

Please submit all comments by 14 August 2008. Feedback should be directed to:

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01799 510 511
jroos@uttlesford.gov.uk

The strategy will be updated with the latest emissions data, progress on the tasks described and a summary of consultation responses and then published for public scrutiny by 31 October 2008.

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Appendix A - Action Plan

Summary of targets and objectives

Target for District – 80% reduction in greenhouse gas emissions by 2050, interim target(s) and baseline year to be set.

Target for Council’s direct emissions – draft target (subject to review following from LACM process) of 25% reduction in greenhouse gas emissions by 2011 compared to 2006/07

- Reduce greenhouse gas emissions directly from Council and from District as a whole, while adhering to principles of the sustainable energy hierarchy in particular and sustainable development in general.
- Minimise the environmental impacts of new development, so this does not compromise work to reduce overall emissions from the district.
- Make preparations to ensure Council assets and operations are resilient to predicted climate change impacts, contribute to adaptation of existing buildings and infrastructure in the district and ensure new development is also ‘climate proofed’.
- Measure, monitor and manage the Council’s other environmental impacts (e.g. air and water pollution, use of natural resources, biodiversity)

Glossary

BDC	- Braintree District Council
BREEAM	- Building Research Establishment Environmental Assessment Method, for buildings.
CBC	- Colchester Borough Council
CMT	- Carbon Management Team: officer team responsible for reducing the Council’s direct emissions.
Defra	- Department of Food, Agriculture and Rural Affairs
EDI	- Essex Design Initiative, a county-wide scheme promoting sustainable design in new developments.
EMAS	- Eco-Management and Audit Scheme, see explanation earlier in document
EPA	- Elderly persons accommodation, also known as sheltered housing.
Essex UPS	- Urban Place Supplement: planning policy developed by EDI, adopted by the Council.
HECA	- Home Energy Conservation Act (1995): gives local authorities duty to monitor energy efficiency.
LA21	- Uttlesford Local Agenda 21
LACM	- Local Authority Carbon Management, year long programme of assistance from the Carbon Trust.
LDF	- Local Development Framework: planning policy for the district.
SPD	- Supplementary Planning Document: elaborates on specific areas of policy in the LDF.
SMB	- Strategic Management Board: formal grouping of the Council’s directors.
TLA	- Three letter acronym
UNISON	- Union of public sector workers

Funding sources

Capital budget-	£200,000 set aside in the capital programme for investment in energy saving equipment
EEC	- Energy Efficiency Commitment, energy supplier funding for domestic energy saving.
EE Reserve	- £15,000 in 2007-08 Council budget for energy efficiency and sustainability.
EST assistance	- £5,000 grant from the Energy Saving Trust to be used in 2007-08
Existing	- Activity is accommodated within normal budgets for the relevant division of the Council.
LCBP	- Low Carbon Buildings Programme, government grant.
Salix funding	- £50,000 of private finance for energy saving measures. The Council can apply for more.

Section 106 carbon offset fund

- If established, developer contributions to offset net emissions of new development.

Priority 1: Strategic

Other 2011 work-streams: Member Support and Development, Community Engagement.

Divisional plans: All

Task	How	Who	Resource	When	Milestones
Create a climate change strategy describing how the Council will achieve greenhouse gas emission reductions and adapt to climate change impacts	<ul style="list-style-type: none"> •Use Scrutiny Climate Change Report and away day outputs to formulate action plan •Produce and publish public version 	Jake Roos (lead), Mike Brean	Existing, EE reserve	August 2007	Strategy published
Co-ordinate the Climate Change Strategy via SMB	Have a working group that regularly reports on progress with strategy to SMB meetings	Mike Brean (lead), Strategic Management Board	Existing	July 2007, ongoing	Group established with regular meetings
Maintain and reinforce the role of Member Climate Change and Sustainability Champion	<ul style="list-style-type: none"> •Will need to sponsor LACM, join CMT, •Champion reports regularly to Council on strategy progress 	Mike Brean (lead), Committee Section	Existing	June 2007, ongoing	Member appointed
Seek commitment of Uttlesford Futures to a target 80% greenhouse gas reduction for the district by 2050	Include climate change and sustainability into the next community plan	Uttlesford Futures Environment Group (lead), Community Engagement	Existing	December 2008	Target built into final plan
Follow the BS 8555 standard throughout the preparation and implementation of its climate change strategy leading to eventual EMAS accreditation	<ul style="list-style-type: none"> •Obtain copy of standard •Incorporate other environmental aspects (e.g. air and water quality) into strategy 	Keith Osborne (lead), Will Cockerell, Jake Roos	Existing, EE reserve	November 2007, ongoing	Get accredited to Phase 1 by Jan 2008, full accreditation by 2011
Establish a 'green' procurement policy for all Council purchases	•Through Procurement Agency for Essex	Simon Martin (lead), Jake Roos	Existing	December 2007	Policy adopted
Contribute to energy, water, paper and recycling saving targets	<ul style="list-style-type: none"> •Appoint 'green champions' •Add to agenda of team meetings •Ensure all operations/activities comply with energy policy 	All divisions, all staff	Existing	Ongoing	Reduction in energy, water and paper use
Provide training to key staff on how to complete a sustainability check as part of wider committee report template training.	• Hold workshop sessions with officers providing instruction on each relevant issue (legal, health and safety, etc.)	Committee Section (lead), Human Resources, key officers	Existing	April 2008	Train all who complete committee reports

Priority 2: Managing direct emissions

Other 2011 work-streams: Council Properties

Divisional plans: Finance, Street Services, Housing Management, Building Surveying, Corporate Support & Revenue Services, Human Resources, Information and Communication Technology.

Task	How	Who	Resource	When	Milestones
Establish Carbon Management Team to coordinate carbon reduction efforts	Through LACM process. Recruit key staff for energy, buildings, fleet, business travel, finance. Establish monthly meetings as part of Climate Change Strategy working group	Keith Osborne (lead), Jake Roos, Mike Brean	Existing	June 2007, ongoing	Group established with regular meetings
Reduce direct emissions via an ongoing programme of emissions reduction improvements to buildings and fleet including energy efficiency, renewables and alternate fuels	Through LACM process.	Jake Roos (lead), Carbon Manager, CMT	Capital budget, EE reserve, Salix funding	March 2008, Ongoing	Strategic Implementation Plan adopted, 25% reduction compared to 2006-07 baseline by 2011
Set-up ring-fencing mechanism to repay investment with savings	Build into budget setting process. CMT develop business case for each measure and measure energy/fuel savings to feed in reliable savings figures.	Peter Clanchy (lead), Carbon Management Team	Existing	June 2007	Ring-fencing built into 2008-09 budget
Establish an energy and water management policy	Follow Carbon Trust guidance, best practice of other local authorities	Jake Roos (lead), Carbon Management Team, Human Resources	Existing	April 2008	Policy adopted and published
Appoint Carbon Manager to help implement carbon-saving measures in council buildings	Possibly use OR exercise to incorporate carbon management role into an appointment to a vacant post. Possibly share resource with BDC and CBC.	Keith Osborne (lead), Carbon Management Team, Human Resources	Existing	Start process July 2007	Carbon manager Appointed by Oct 2007
Label buildings with display energy certificates	Join Display Campaign and use website tool to produce labels.	Jake Roos (lead), Richard Auty, Carbon Management Team	EE reserve	April 2008	London Road Office, Museum and EPAs labelled.

Task	How	Who	Resource	When	Milestones
Seek a partnership with Leisure Connection Limited in to measure and reduce emissions from the three council leisure centres operated on a PFI contract	<ul style="list-style-type: none"> • Invite as regular guests at CMT meetings • Involve in LACM process and events 	Jake Roos (lead), Gaynor Bradley	Existing	August 2007	Leisure Connection Ltd providing data and participating in CMT meetings
Increase staff participation in management of energy and water through training and incentives plus regular updates on performance	<ul style="list-style-type: none"> • “Switch it off” campaign internally and externally → cost saving • Obtain pledges • Give incentives for achievements 	CMT (lead) Heads of Division	Existing, EE reserve	December 2007	Reduction in energy, water and paper use, training sessions held
Ensure that the new Thaxted Day Centre is an exemplar of sustainable, low-carbon construction	In progress. Carry out BREEAM assessment on design to get environmental rating and make modifications if necessary.	Russell Goodey (lead)	Existing, LCBP grants	April 2008	Building achieves BREEAM excellent rating
Review buildings with respect to climate change impacts. Create a programme for carrying out necessary adaptations	Carry out surveys for overheating and flash-flooding risk. Identify adaptation measures, clear with Carbon Management Team before implementation.	Housing Management, CMT	Capital programme	April 2009	Review completed, prudent adaptation work carried out by 2011
Change car allowance and lease policy to encourage emissions reduction.	Develop a proposal and get to committee. Follow best practice of other authorities e.g. Braintree, consult with UNISON.	Simon Martin CMT	Existing	April 2008	Policy changed, reduction in business miles and emissions
Implement staff travel plan approved by Resources Committee – November 2004	<ul style="list-style-type: none"> • Update recommendations • Implement • Hold a cycle to work day • Establish a car share register 	Andrea Oram (lead)	Existing	September 2008, ongoing	Reduction in single-occupant car journeys to work

Priority 3: Planning

Other 2011 work-streams: None

Divisional plans: Planning Control, Building Surveying.

Task	How	Who	Resource	When	Milestones
Seek to implement higher sustainability standards for new development through planning policy incorporated into the LDF and SPDs.	<ul style="list-style-type: none"> •To be implemented in line with guidance. SPD underway. •Already built in LDF Strategy •Essex UPS already adopted •Analyse support for energy conditions in decisions and modify if trend emerges •Review success at applying requirements after 12 months 	Melanie Jones (lead), Hilary Lock	Existing	September 2007, ongoing	All new developments attaining a Code for Sustainable Homes level three rating by 2009
As part of the above, seek to introduce and apply a 'Merton Rule' requiring at least 10% on-site renewable energy for new developments.	<ul style="list-style-type: none"> •Include in current SPD •Extend application of Rule to scale of single dwelling if policy framework allows 	Melanie Jones (lead), Hilary Lock	Existing	September 2007	10% rule adopted as policy
Use planning policy to ensure new developments are adapted to predicted climate change impacts.	<ul style="list-style-type: none"> •Implement advice in SPD and Essex UPS •Review success at applying requirements after 12 months 	Hilary Lock (lead), planners	Existing	June 2007, ongoing	All new developments have reasonable adaptation measures
Support the sustainability requirements by providing guidance to developers and training to planners where there are skill shortages.	<ul style="list-style-type: none"> •Pre and actual application negotiations •In-house training and other courses (EDI, Inspire East) •Member workshops •Agents forum, website •Circulate publications 	Hilary Lock (lead), planners, Jake Roos, (include housing officers and property services teams)	Existing, EST assistance	Ongoing	Guidance published and publicised, training given to all staff who require it
Develop and seek to implement a system for obtaining a Section 106 contribution for every tonne of projected annual emissions resulting from new development. This will be used for local 'offset' projects.	<ul style="list-style-type: none"> •Investigate approach other councils are taking •Identify what 'offset' is and what the projects would be •Set out terms in SPD. •Establish member adopted officer protocol for use in negotiations. •Use it in all negotiations 	Mike Ovenden (lead), Melanie Jones, Legal, Jake Roos	Existing	September 2007, ongoing	Local offset fund established, contributions being collected

Task	How	Who	Resource	When	Milestones
Review national and local conservation policies and guidance in relation to energy efficiency.	•Establish the exact extent conservation policies limit energy efficiency and the degree to which subjective criteria and interpretations thereof influence outcomes in planning decisions.	Jake Roos (lead), Development Control Committee	Existing	September 2008	Review completed and report submitted to Development Control Committee

Priority 4: Housing

Other 2011 work-streams: None

Divisional plans: Housing Management, Building Surveying.

Task	How	Who	Resource	When	Milestones
Establish a formal plan for reducing emissions from council housing and adapting them to predicted climate change impacts.	<ul style="list-style-type: none"> •Quantify emissions and possible measures, determine carbon cost effectiveness of measures •Build into new programme of works 	Russell Goodey, Roz Millership	Existing, EEC funding, EST assistance	April 2008	Plan completed
Put additional resources into achieving the Council's 2010 HECA target, paying particular attention to listed buildings.	<ul style="list-style-type: none"> •Increase promotion of insulation grant schemes •Increase range of grant offers •Target particular properties with direct mailings •Develop guidance and hold seminars on improving historic properties 	Jake Roos (lead), John Farnell	Existing, EEC funding, Section 106 carbon fund	Ongoing	Reduction in domestic CO ₂ emissions, 30% improvement in energy efficiency compared to 1996 by 2010
Investigate new measures to increase the uptake of renewable and low carbon energy technologies in existing private housing.	<ul style="list-style-type: none"> •Form partnerships with a supplier/installer to assure quality, provide discounts and carry out promotion •Investigate providing grant incentives in the form of council-tax rebates •Carry out study of potential for emissions reduction from renewable technologies in domestic properties 	Jake Roos (lead), John Farnell, Uttlesford Futures	Existing, EEC funding, LCBP, Section 106 carbon fund	May 2008	50 installations per year through Council-backed schemes, Study report delivered
Raise awareness among tenants on how they can reduce emissions and save money through behaviour changes.	<ul style="list-style-type: none"> •Tenants forum •Tenant's workshop •Housing news •Give training to repairs staff •Free offers 	Ian Brown (lead), Jake Roos, Roz Millership	Existing, EEC funding, EST assistance	Ongoing	Tenant's workshops held,
Work with housing association to build exemplar affordable housing to a very high environmental standard	<ul style="list-style-type: none"> •Sell or gift council land to a housing association on the condition of development achieving a certain standard 	Suzanna Clarke (lead), Roger Harborough, Jake Roos	Existing	April 2009	Units built, Code for Sustainable Homes level six or PassivHaus standard achieved

Priority 5: Waste and recycling

Other 2011 work-streams: None

Divisional plans: Community Engagement, Street Services, Information and Communications Technology

Task	How	Who	Resource	When	Milestones
Continue to improve domestic recycling rates and look at other means to reduce waste to landfill in the district	Manage through: <ul style="list-style-type: none"> •Waste management strategy •Joint waste strategy – five-year plan 	Ron Pridham (lead), Russell Clark	Existing	Ongoing	Domestic recycling rate of 47% for 07/08
Experiment with reducing paper use and member travel using the Scrutiny Committee and expand successful measures to all committees.	<ul style="list-style-type: none"> •Paperless meetings – greater use of laptop(s) and data projector •Greater car-sharing •Avoid travel through tele-conferencing where practical 	Committee Section (lead), Scrutiny	Existing	July 2007	Reduction in paper usage, increase in number of members car sharing
Reduce paper waste in office	<ul style="list-style-type: none"> •No Christmas cards, send e-cards instead •'Carrot and stick' incentives for staff - chocolates, yellow and red cards on desks. •Reduce letter headers, double-sided printers •“Think before you print” campaign •Paperless meetings •All rooms with laptop and screen facility meeting •Newsletters sent electronically 	Russell Clark (lead), Stewards, Heads of Division Committee, Section, Adrian Webb, Mailroom,	Existing	October 2007, ongoing	Reduction in paper usage
Improve recycling in office	<ul style="list-style-type: none"> •Remove desk bins and establish centralised recycling stations •Mixed dry recycling bin •Reduction in cleaning/bin change 	Russell Clark (lead), Heads of Division, Stewards	Existing	August 2007	Reduction in volume of waste to landfill

Priority 6: Community engagement

Other 2011 Work-streams: Community Engagement, Communications

Divisional plans: Community Engagement, Environmental Health, Partnerships and Performance, Planning Control

Task	How	Who	Resource	When	Milestones
Run a programme of community engagement to raise awareness encourage residents to reduce their environmental impact	<ul style="list-style-type: none"> •Single joined up engagement campaign •LA21 climate change conference November 2007 •Recycling promotional efforts 	Richard Auty (lead), Russell Clark, Ron Pridham, Will Cockerell, Jake Roos, LA21	Existing, EST assistance	Ongoing	Conference held, improvement in recycling rate, Increased press coverage, improvement in air quality, reduction in domestic CO ₂ emissions
Assist local businesses and other organisations with reducing their emissions and environmental impact and with adapting to climate change	<ul style="list-style-type: none"> •Align economic development strategy with goals of climate change strategy/environmental agenda 	Helen Rodgers (lead), Economic Development Team, Uttlesford Futures Economic Development Group	Existing	December 2007 for strategy, ongoing	Increase in working from home, Reduction in industrial/commercial CO ₂ emissions
Publicise climate change strategy and Council's achievements to staff, public, other local authorities and central government.	<ul style="list-style-type: none"> •Use established communications methods •Delivery through external/ internal communications strategy •Integrate into engagement campaign 	Richard Auty (lead), Michelle Hatwell, Jake Roos	Existing	Ongoing	Articles placed, press releases issued, website hits
Seek the public's views on the Council's climate change strategy and integrate into the strategy as appropriate	<ul style="list-style-type: none"> •Set up feedback mechanisms through council website •Review and consider responses in working group. 	Richard Auty (lead), Jake Roos, Consultation Team	Existing	Ongoing	Comments sought and responded to through the 2008 update of this strategy

Appendix 2 - Officer List

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