

## Report

- Body:** Scrutiny Committee
- Date:** 8 September 2008
- Subject:** Audit of Eastbourne Borough Council's Environmental Practices
- Report Of:** Nick Adlam, Energy Initiatives Officer
- Ward (s):** All
- Purpose:** To update on progress made on monitoring how the Council follows 'best' Environmental practice in its own structures including: energy saving; the use of renewable energy and green purchasing.
- Decision Type:** Not applicable
- Recommendation:** The key recommendations from this progress review are as follows:
1. To note that a report has been submitted to the September Cabinet meeting for approve on the following:
    - A new Environment Community Partnership Forum be set up. This partnership will be responsible for developing an Environment Strategy which will cover all environmental issues such as climate change and recycling.
    - A team of Assistant Directors with a direct responsibility to the Council's priorities be set up to regularly review the work of the Environment Community Partnership Forum.
  2. To note that the work of the Climate Change Working Group will be absorbed into the Environment Community Partnership Forum.
  3. To note the Annexes that have been updated since the last Environment report dated 9<sup>th</sup> April 2008.
- Contact:** Nick Adlam, Energy Initiatives Officer x5970 or  
Neil Fuller, Director Housing, Health and Community Services x5301

## 1. Introduction

- 1.1. Following the previous report to the Scrutiny Committee on 9<sup>th</sup> April 2008, it was agreed that we should:
  - Continue to make the Climate Change Steering Group the focal point for all Climate Change decisions and discussions;
  - Continue to follow the recommendations of the Asset Management Plan in progressing the energy efficiency of the fabric of our buildings;
  - Ensure the Climate Change Group monitor the progress of the Asset Management and Energy & Water Policies, so that real gains are made within our own portfolio of buildings; and
  - Submit six-monthly progress reports to the Scrutiny Committee.
- 1.2. Since then though it was felt that we needed to have a group to look holistically at all of the issues of the environment and not just focus on Climate Change, even though it is recognised that Climate Change will be our biggest challenge over the coming years. It was suggested we set up an Environment Community Partnership to develop and plan in detail an Environment Strategy; an Environment Strategy would tackle all environmental issues and pull together the various strands of work that are currently being undertaken within the Council and our key stakeholders.
- 1.3. A major part of the Environment Strategy will be to tackle climate change mitigation and adaptation and identify in detail what is required to move us to becoming a low carbon town.
- 1.4. The Environment Community Partnership will be limited in number but be representative of the town's people and businesses and will include officials from the Council, as well as Elected Members from all political parties; it would work in a similar fashion to other Partnership Forum's e.g. Crime Reduction Partnership.
- 1.5. In addition, it is suggested that a small senior management team oversees the work of the Environment Community Partnership Forum to ensure it delivers the authorities objectives, which links into the accountability for the Councils priorities. This small team would be overseen by the Cabinet Portfolio holder and would ideally be made up of the Assistant Director Amenities and Contract Management (responsible for waste, buildings and highways), Assistant Director Housing and Health (responsible for private housing, corporate energy and the new LAA performance indicators) and Assistant Director Economy Tourism & Planning

(responsible for land use), however all positions within the team will be subject to review in line with completion of the DRIVE process. At regular intervals this group would report back to CMT and Cabinet.

- 1.6. The Environment Community Partnership will support the work of the Council whom will ultimately be responsible for producing the Environment Strategy. It would be the intention to set up the Environment Community Partnership by November 2008.
- 1.7. The work of the Climate Change Group has not been lost but rather slightly delayed. It will be picked up again with the formation of the Environment Community Partnership.
- 1.8. Separate to the work of the Climate Change Group and its evolution into the Environment Community Partnership, work has continued in other areas and is detailed in the Section 2.

## **2. Progress**

### Performance Indicators

- 2.1. Since the last Scrutiny Committee we have signed up as part of our Local Authority Agreement (LAA) to the following Government performance indicators:
  - NI 186 - How much carbon is emitted per capita in the town (Target 4600 tonnes CO<sub>2</sub> reduction per annum, measured by annual reports supplied by Government, and reductions achieved through an awareness campaign and Council funded improvements to people's homes)
  - NI 188 - What measures are being taken to adapt against the impacts of climate change (Target to reach Level 3 by March 2011, measured by self assessment via a Government approved checklist, and achieved by more rigorous internal risk monitoring)
  - NI 192 - Household waste recycled and composted (Target by 2008/9 - 32% will be recycled and composted, 2009/10 - 33%, 2010/11 - 34%; measured by reports supplied by Government, and achieved through improved kerbside collections).

We have also included a further seven of these indicators into the Corporate Plan. Details of these are as follows:

- NI 185 – CO2 reductions from Local Authority operations (Target not yet set. Measured by self assessment).
- NI 187 – Tackling fuel poverty, people receiving income based benefits living in homes with a low energy efficiency rating (Target not yet set, measurement method yet to be agreed).

- NI 189 – Flood and coastal risk management (Already met indicators requirements, to be continually measures by self assessment)
- NI 191 – Residual household waste per household (Target not yet set, measurement method yet to be agreed).
- NI 193 – Municipal waste land-filled (Target not yet set, measurement method yet to be agreed).
- NI 194 - Level of air quality, reduction in NOx and primary PM10. (Target not yet set, measurement method yet to be agreed).
- NI 197 – Improved local bio-diversity. (Target not yet set, measurement method yet to be agreed).

2.2. These new indicators are part of the Governments restructuring of targets and reporting to make them more streamlined and focused to current issues. We will be expected to show year on year improvements and reductions in carbon emissions.

2.3. The targets will be monitored either through self-assessment or using Government collected data.

#### Display Energy Certificates (DEC's)

2.4. DEC's (and advisory reports) are required by Department of Communities, for buildings with a total useful floor area over 1,000m<sup>2</sup> that are occupied in whole or part by public authorities and by institutions providing public services to a large number of persons and therefore frequently visited by those persons.

2.5. A DEC will show how energy efficient the building is, how much energy it uses, and how much CO<sub>2</sub> it emits. We will be required to have these in place by 1 October 2008.

2.6. This work will link to the Action Plan within the Asset Management Plan, which was approved by Cabinet in July 2006.

2.7. The sites that will require a Display Energy Certificate are as follows:

- 1 Grove Road;
- Town Hall;
- 68 Grove Road;
- Congress Theatre;
- Devonshire Theatre;
- Winter Gardens;
- Hippodrome Theatre;
- Tennis Centre; and
- Cultural Centre.

2.8. A preferred energy assessor has been chosen so we are expecting the DEC's for these buildings to be in place by the 1 October 2008. A final quote is being obtained but the costs to obtain the certificates are likely to be in the region of £5,000-£5,500. We are expecting the building contractors to supply the DEC for the Cultural Centre at no extra cost to us.

#### Detailed Surveys

2.9. We have initiated a detailed survey of Number 1 Grove Road, building to provide an assessment of:

- how much heat is created through the: building structure; glazing (solar gain); occupants; IT; processes, and lighting (both through its present and potential long term use); and
- How much heat and cooling is needed to make the working environment comfortable?
- Could the current gas heating system be replaced with a renewable source?

2.10. The building and engineering services options would be analysed in order to produce a low carbon strategy for the building. This would provide a costed and phased programme of work to achieve a low carbon refurbishment and would identify the energy and carbon savings and capital costs for the range of options.

2.11. The survey would provide a strategy to deal with the present substantial overheating during the summer that is increasingly causing the use of portable air conditioning. A range of measures would be proposed in a costed strategy to avoid air conditioning through natural/forced ventilation.

2.12. The survey would also analyse the replacement of the boiler and heating systems with the emphasis on considering low carbon solutions, particularly biomass, that on first assessment could be engineered into this building. The overall condition of the heating system, distribution and controls would also be appraised to produce a costed strategy for the boiler house.

2.13. Carbon Trust approved engineers (Briar Associates) have already been on site and have produced a draft report last month, for us to review.

2.14. The engineers have been paid for by the Carbon Trust and Eastbourne Borough Council, each paying £3050 and £2250 respectively. Our contribution will come out of the 'invest to save' energy efficiency budget.

2.15. It is conservatively estimated by the engineers that we could reduce heating costs by 30%. Also, the potential for biomass boilers – or other types of renewable energy - will make a substantial contribution in reducing our carbon emissions.

2.16. The engineers report will be used in conjunction with the findings of a general condition survey that is due to be carried out at 1 Grove Road in the near future by our internal Estates Team, who will be able to utilise this information as well. This will ensure any capital funding that is required is identified as a whole.

#### University of Brighton

2.17. A business plan has been submitted for University of Brighton's School of Environment and Technology to carry out a number of environmental work packages, as listed in **Annex 1**. The reasons for opting for the University of Brighton are as follows:

- The School has dedicated teams working in the fields of environmental auditing, environmental management systems, sustainability of the built environment, energy and waste management, air quality and other related sustainability topics.
- The School is involved in a range on international networks and large-scale funded projects focused on sustainability. Eastbourne Borough Council could participate in these networks and benefit from collaboration in these research activities.
- The School staff have been in their fields of expertise for many years and so would provide a valuable source to raise Eastbourne Borough Council's own knowledge base.
- Being an academic institution, the advice and help they offer will be thorough and impartial.
- We would be able to utilise the skills and time of the School's students which would come for free; we would only be paying for the staff time which represents a significant financial saving.
- They already have a long term involvement in the town with their campuses in Meads so this would be a natural extension to their commitment to Eastbourne.
- By engaging with the University of Brighton's School of Environment and Technology, which is already a University that has made big investments into the town, the foundations will have been laid for further collaboration with Eastbourne Borough Council in developing its Science Park.

2.18. The initial cost of this work has been identified as £16,480.

Lighting

2.19. As discussed at the April 2008 Scrutiny Committee meeting, lighting is a simple and cost effective solution to reduce energy. The Town Hall (where fittings allow) now have the low energy light bulbs. The next stage is to investigate what can be done, if at all, with the strip and fluorescent lights that are in the remainder of the Town Hall and our other office buildings.

2.20. We will be using lighting specialists to advise us on this which should be at no cost; costs would be recouped through the purchase of new light bulbs and fittings. This work will be carried out this autumn.

2.21. The following table gives an example of the typical paybacks you can expect from switching to low energy light bulbs.

**Based over 8,000 hours of use**

		<b>Standard Globe Light Bulb</b>	<b>Equivalent Low Energy Light Bulb</b>
A	Life expectancy of bulb - hours	1200	8000
B	Number of bulbs required (=8000/A)	7	1
C	Cost per bulb - £	0.24	2.95
D	Total costs of bulbs - £ (=B x C)	1.61	2.95
E	Energy rating of bulb - W	100	15
F	Total energy used - kwh (=8000 x E)	800	120
G	Cost of energy - p/kwh	8	8
H	Total energy costs of bulb (=F x G)	64	9.6
I	Staff time required to change light bulb - hours	0.05	0.05
J	Total time required - hours (=B x I)	0.335	0.05
K	Staff time costs - £/hour	10	10
L	Total staff costs - £ (=J x K)	3.35	0.5
M	Total costs of bulb (=D+H+L)	<b>68.96</b>	<b>13.05</b>

## Energy Procurement

- 2.22. Our contract for electricity supply is due to expire on the 30<sup>th</sup> September 2008. We are talking with our preferred energy broker LASER to obtain 100% 'green' electricity from all of our sites. Green electricity is electricity that has been sourced from renewable sources and not fossil fuel. There will be an additional charge for this type of electricity.
- 2.23. We are also, as part of our energy contract, able to get smart meters installed at no capital cost, although there will be a regular service charge to pay to cover data transmission costs (approx £5 a month).
- 2.24. Because of the investments utility companies are now making in smart meters we have withdrawn our bespoke project to install smart meters at key sites, which we had identified was going to cost us approximately £30k.

## Greening Transport

2.25. A 'Green Transport Audit' of all of the vehicles Council staff use for Council business has been started. This free audit is being carried out by the Energy Saving Trust and involves looking at:

- How many miles are accumulated in total for business purposes;
- What type of vehicles are used;
- What the carbon footprint is;
- How the carbon footprint can be reduced.

2.26. We expect the audit to be completed by autumn 2008.

2.27. In addition to this audit we are working with East Sussex County Council to promote the increased use of car sharing and cycling. We currently ran a promotion campaign amongst staff to encourage take-up of this system and awarded a prize of a £20 voucher to the lucky name that was pulled out of the hat.

2.28. Also on order, are additional bicycles racks which will be installed in the basement car park of 68 Grove Road. (These racks can be relocated if need be in the future).

## Updated Annexes

2.29. In our previous report for the April scrutiny Committee we submitted an Annex detailing where energy savings could be made with some capital investments. A summary of these improvements are given in **Annex 2**. As costs were only estimated and full details of how some of the measures could be implanted were not supplied, only some of these measures have been taken forward. Also, as

mentioned above we need to be careful that any capital investment is done on a holistic basis.

2.30. A summary of additional measures and procedures that are already being adopted and considered are listed in **Annex 4**.

#### Invest To Save Capital

2.31. Funding of £80k has already been allocated to allow Support Services to implement energy efficient measures straight away. Some of this money has already been allocated, a summary of which is in **Annex 3**.

### **3. Resource Implications**

3.1. No change since the last report.

### **4. Environmental and Community Safety Implication**

4.1. No change since the last report.

### **5. Conclusion**

5.1 To summarise, since the last report, considerable work has taken place and has covered the following areas:

- Awareness has been raised within the Cabinet/Directors Group meetings and a Workshop is planned for this group on 24<sup>th</sup> September 2008.
- Cabinet Report on the creation of an Environment Partnership Forum is to be set up, and who will be responsible for developing an Environment Strategy for the organisation/Eastbourne.

5.2 In the next report, we look forward to bringing the Environment Strategy and an Action Plan for your information.

**Nick Adlam, Energy Initiatives Officer**

**Neil Fuller, Director Housing, Health and Community Services**

---

### **Background Papers**

– September 2008 Cabinet Report on Environment Strategy

## ANNEX 1 – Work Packages of University of Brighton Environmental Business Plan

WORK PACKAGES	EXPLANATION OF WORK	WHY WORK IS NEEDED	LEAD ACADEMIC	TIME	COST
1. Development of carbon footprint for EBC (making use of Carbon Trust and DEFRA toolkits).	<ul style="list-style-type: none"> <li>• Establish EBC building portfolio – building types, floor areas, breakdown of energy consumed</li> <li>• Establish EBC business travel – means of transport, energy consumed</li> <li>• Establish EBC business materials procurement – transport implications</li> <li>• Evaluation of carbon emissions based on figures supplied by EBC. Where figures are not available best estimates will be made from published figures.</li> </ul>	<p>Broad indication of current carbon footprint will enable comparison with national benchmarks and establishment of procedures for ongoing recording and evaluation.</p> <p>Priorities for further investigation and the scope of the programme defined</p>	Professor Andrew Miller (AM)	5 days at £400 lead academic level	£2000

<p>2. Environmental Audit of 1 Grove Rd to include energy analysis</p>	<p>The audit will examine the current practices and activities undertaken at 1 Grove Road with the aim of identifying the key areas of impact on the environment. Sectors covered in the audit will include water, waste, energy, procurement and travel. It will consist of preliminary meeting with EBC management team; a desk-based study of current policies, plans and documents; site visits to include interviews with selected members of staff, and site walkover visits. This forms the first step of a 6 stage Environmental Management System and leads to ISO accreditation.</p> <p>Outcomes would include a preliminary seminar/workshop to present key findings to the council, plus a more detailed report setting out the key findings and suggestions for improvement for the next step. N.B. this work will feed into the process for work package 1</p>	<p>The first step in developing an understanding of the environmental impacts of a business is to undertake an environmental audit of the company.</p> <p>Where possible information from the Briar Associates detailed energy audit will be used as part of this data, however, an energy usage audit may also be required to complete the baseline data requirements.</p> <p>This will allow the baseline to be established and identify key areas for improvement. Once this has been completed, it is then possible to formulate strategies for reducing a company's environmental impact. An environmental audit is the first step in achieving ISO14001 accreditation.</p>	<p>Dr Kirsty Smallbone (KS)</p>	<p>4 days at £400 lead academic level</p> <p>10 days at £120 researcher level</p>	<p>£2,800</p>
--	--	--	---------------------------------	---	---------------

<p>3. Development of short/long term environmental targets for 1 Grove Rd</p>	<p>Based on the outcome of the environmental audit a series of key environmental targets will be developed for both the immediate and the long term in agreement with the client. It is important that targets are both achievable and aspirational. A series of meetings would be held with key EBC staff identified in step 2 to ensure appropriate buy in to the targets and to make sure they are acceptable. Examples of relevant key benchmarks and KPI's that will be used in setting EBC 1 Grove Road targets include Energy benchmarks for UK office buildings; 2003 (ECON19) and CIRIA's Key Performance Indicators for water use in offices (W11).</p>	<p>The ultimate aim is to develop an Environmental Management System for EBC, which once established can be run in house and will not require further consultancy input. The only exception would be external audit verification once ISO14001 is achieved.</p> <p>Consequently, once the baseline environmental performance has been established, it is important to develop realistic targets and goals to achieve improved environmental performance for 1 Grove Road.</p>	<p>KS</p>	<p>1 day at £400 lead academic level</p> <p>4 days at £120 researcher level</p>	<p>£880</p>
---	---	---	-----------	---	-------------

<p>4. Development of Environmental Management System (EMS) and Environmental Policy for 1 Grove Rd. The EMS will lead to ISO 14001 accreditation if desired. The EMS will include action plans to ensure targets are met in key areas and embedding a system for monitoring and review.</p>	<p>This will be a comprehensive approach to all aspects affecting the environmental performance of Eastbourne Borough Council.</p> <p>It will also enable the council to "own" this process and integrate sustainable approaches and behaviours into the way the council operates. The support will entail close working between the university team and key people from the council to ensure that the EMS is well suited to the organisation's needs and will be taken forward to be implemented and improved by the council itself. Please see briefing document in Annex 2 for benefits to the council.</p>	<p>To ensure EBC has a disciplined and accredited framework in place to self-manage its environmental performance.</p> <p>Once in place it will be more transparent to the public what our environmental performance is like.</p>	<p>KS</p>	<p>10 days at £400 lead academic level</p> <p>2 days at £1,000 specialist level</p>	<p>£6,000</p>
<p>5. Monitoring and feedback of measures implemented in 4 for 1 Grove Road.</p>	<ul style="list-style-type: none"> <li>• Specification of metering and monitoring equipment to quantify energy and water consumed (purchase and installation of equipment would need to be negotiated with EBC after specification completed).</li> <li>• Occupant satisfaction survey.</li> <li>• Analysis of data to establish renewable energy captures.</li> </ul>	<p>Long term improvement of environmental performance and reduction of carbon footprint needs to be built upon a programme of continuous improvement. This can only be achieved through monitoring the effects of measures adopted and providing feedback to inform further developments.</p>	<p>AM</p>	<p>4 days at £400 lead academic level</p> <p>10 days at £120 researcher level</p>	<p>£2,800</p>

<p>6. Roll out of steps 3-5 to other buildings in EBC portfolio including other building types (e.g. Winter Garden, 68 Grove Road and the Town Hall)</p>	<p>The work package will consist of repeating stages 3-5 in order to develop a deeper understanding of the environmental impacts of the ranges of processes which take place in EBC buildings. Once this has been achieved it will be possible to set realistic short and long term targets for improving the environmental performance of EBC.</p>	<p>In order to expand EBC understanding of their environmental performance and to reduce their environmental impact (with the goal of becoming carbon neutral), the steps mentioned above will be repeated for a range of building types, as each building type will have different energy, water, and transport impacts.</p> <p>Consequently, the relevant benchmarks will be different as will the key environmental impacts and targets.</p>	<p>KS/AM</p>	<p>To be agreed dependent on buildings – see indicative table of costs in Annex 3</p>	
<p>7. Evaluation of potential for, and supply of renewable energy for EBC public building portfolio</p>	<ul style="list-style-type: none"> <li>• Review of available renewable energy technologies</li> <li>• Recommendations for appropriate technologies for individual buildings</li> </ul>	<p>There are many renewable energy technologies currently available on the market. However successful implementation requires the use of appropriate technologies for the location of the building and its energy demands</p>	<p>AM</p>	<p>TBC</p>	<p>To be agreed dependent on buildings chosen</p>
<p>8. Assessment of external wall insulation and renewables installations at private dwellings.</p>	<ul style="list-style-type: none"> <li>• Review available methodologies and technologies for upgrading existing dwellings</li> <li>• Review appropriate renewable energy technologies for dwellings in Eastbourne</li> </ul>	<p>There are interesting challenges if existing dwellings are to be improved to modern standards of energy conservation. Existing forms of construction limit insulation possibilities and conservation areas add further constraints to appropriate solutions. Internal insulation reduces living space.</p>	<p>AM</p>	<p>3 days at £400 lead academic level</p>	<p>£1200</p>

<p>9. Determine renewable energy resource for town / surrounding area to enable planning for solar and wind turbine installations</p>	<ul style="list-style-type: none"> <li>• Develop strategy for monitoring wind energy and solar radiation availability throughout the town.</li> <li>• Install chosen metering and develop available renewable energy map.</li> </ul>	<p>Renewable energy is often site specific based on surrounding buildings and height above sea level. Establishing availability will improve the evaluation of potential for different technologies.</p>	<p>AM</p>	<p>2 day at £400 lead academic level</p>	<p>£800 to develop strategy Monitoring will depend on number of stations required.</p>
---	--	--	-----------	--	--

## ANNEX 2 – Efficiency Improvements Identified by Briar Associates for Eastbourne Borough Council Operated Sites

MEASURE	SITE											
	Devonshire Park Hall	Congress Theatre	Devonshire Park Theatre	Floral Hall	1 Grove Road	68 Grove Road	Town Hall	Crematorium	Cavendish Sports Centre	Hampden park Sports Centre	Shinewater Sports and Community Centre	Eastbourne Sports Park
Convert to gas heating	4/5											
Improved heating controls		6 (2)	6 (3)	6 (3)	2	1	2	2	6 (3)	1 (3)	3 (3)	6 (3)
Boiler plant insulation		1(3)	1(3)		2(3)	2(3)	2(3)					
Decentralise heating		4/5										
Replace tungsten lighting		1(2)					1 (2)					
Heating timer switches					2	2						
Insulate pipework								1(3)	1(3)	1(3)	3 (3)	5 (3)
Install lighting controls								6 (3)	6 (3)	6 (3)	3 (3)	5 (3)
Low energy lighting <sup>1</sup>	2 (3)	2 (3)	2 (3)	2 (3)	2 (3)	2 (3)	2 (3)		2 (3)	2 (3)	3 (3)	3 (3)
Heat Recovery									4			
Variable speeds for fans										3 (4)		

### KEY

1	Already actioned	2	To be actioned within current calendar year	3	Still requires further investigation before timescales can be agreed	4	Unlikely to be actioned this calendar year
5	Not yet financially viable	6	No longer an option being considered	( )	The status of the measure as at April 08 Scrutiny Report		

<sup>1</sup> (to look at replacing fluorescent and strip lights where possible)

**ANNEX 3 – Measures Already Identified Within ‘Invest To Save’ Budget of £80k (paragraph 3.4)**

<b>MEASURE</b>	<b>DESCRIPTION</b>	<b>COST</b>	<b>PAYBACK</b>	<b>DATE IMPLEMENTED</b>
Energy Light Bulbs	A total of approximately 300 low energy light bulbs installed in the Town Hall.	£601.80	TBC	June/July 2008
Energy Management Software	Software to collate all meters readings for all sites, including smart meter data. Allows greater management of energy use.  We would get this for free with the utility’s smart meters however we may want to install a stand alone system in to future proof against disruptions that might be caused when we change electricity/gas suppliers. The smart meters would remain in place if we changes supplier but the EMS may not if we changes supplier.	Approximately £2-£3k.	N/A	Autumn 2008
Thermostatic Controls for Radiators	Allows radiators in the Towns Hall to be controlled individually so that temperatures and energy use can be better controlled.	Approx £3,000 for 42 thermostatic values	TBC	Before Winter 2008
University of Brighton Environmental Work	Carbon foot printing, energy audits, energy management accreditation, renewables mapping.	£16, 480	Varied. Some work packages will have no payback e.g. carbon baselines	2008
Carbon Trust detailed survey of 1 Grove Road	Understand what investments need to be made to make 1 Grove Road a low carbon building.	£2,250	N/A	Summer 2008

**ANNEX 4 - Measures Yet To Be Identified Within 'Invest To Save' Budget (subject to Annex 2)**

<b>MEASURE</b>	<b>DESCRIPTION</b>	<b>COST</b>	<b>PAYBACK</b>	<b>DATE IMPLEMENTED</b>
Energy Efficiency Awareness	Staff training – change the culture workshops	Staff time	Immediate	Winter 2008
Energy Monitoring and targeting	Evening energy audit already carried out Analysis of energy usage	Staff time	Immediate	Immediate
Insulation	As required in Annex 2.	Quotes to be obtained	TBC	TBC
Energy Light Bulbs	As required in Annex 2		TBC	TBC
Recycling in offices	Recycling of paper and plastic introduced in the three main office buildings in Grove Road	TBC with Cleansing	TBC	TBC
Green Stationery	New contract – increased green items on contract list  EBC were recently placed in the top 10 list of organisations (commercial and private) that had made the most improvements in greening their stationary.	Reduce packaging etc.	Not available	March 2008

MEASURE	DESCRIPTION	COST	PAYBACK	DATE IMPLEMENTED
Mayor's Car	Three year lease of Toyota Prius Hybrid.	£3162 per annum for three years; approx £200 more expensive per year than just going for a diesel. Saving of approx £500 per annum has still been compared to previous three years lease costs.	Payback not quantified as dependant on how vehicle is used. Comparisons of fuel consumption data to be made in future.	November 2007
Feasibility study of introducing rainwater recovery systems.	To understand the practical implications and payback times of installing a rainwater recovery system. An ideal site would be the Devonshire Theatres as the water could be used for the toilets and watering of the tennis lawns.	Staff Time	TBC	Summer 2008
Feasibility study on the renewable options for 1 Grove Road	To understand what the costs of installing solar panels at 1 Grove Road would be.	Staff Time	TBC	2008