

GOVERNANCE OVERVIEW AND RESOURCE PROCEDURE



**THIS DOCUMENT SUPPORTS THE COUNCIL'S ENERGY POLICY
(ENPOL2013)**

Contents

VERSION CONTROL

This document is reviewed annually to ensure it is accurate and up to date.

No.	Version	Date	Initials	Description
1	1.0	27 August 2013	JF	Approved by Transport & Environment Committee

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1 APPLICATION

This procedure applies to all elected members, employees and contractors of the City of Edinburgh Council (CEC).

2 BACKGROUND

The City of Edinburgh Council has put this procedure in place to outline the governance relating to energy management within the Council and associated resources which are available. This procedure provides a clear outline of the roles and responsibilities for energy management within the Council. This document has been created to support the Council's energy policy (ENPOL2013).

3 RESOURCE COMMITMENT

The Council's commitment to resources to manage energy effectively and successfully has been outlined within the energy policy (ENPOL2013).

In addition to the human resource commitment which is evident within sections 4 to 6 of this document, financial resource commitment to energy management can be seen within the project register, building performance procedure and building design and refurbishment procedure.

4 EMPLOYEE ROLES AND RESPONSIBILITIES

Responsibility for energy management across the Council's staff is provided below; teams have been grouped into having either

- Direct¹ energy management roles and responsibility;
- Operational² energy management roles and responsibility; and
- Indirect³ energy management roles and responsibility.

In addition to these, all staff and contractors have a role to play in the effective management of energy throughout the Council.

4.1 Direct roles and responsibility

Technical Support Services

Day-to-day responsibility for operational energy management is with the Technical Support Services Team in SfC.

Lead officer: Property Manager
Email: energy@edinburgh.gov.uk

¹ Direct responsibility has been defined as those teams who have day to day responsibility and report on energy management

² Operational responsibility has been defined as those teams who have opportunity to influence energy management through their day to day operations

³ Indirect responsibility has been defined as those other teams which provide supporting services which help to ensure good energy management practices.

Technical Support Services responsibilities:

- Monitoring and targeting of energy consumption for the Council's property portfolio (this shall involve collating and recording information from third parties that manage buildings on the Council's behalf);
- Management of energy conservation programmes (including Central Energy Efficiency Fund (CEEF));
- Assisting Finance with setting energy budgets;
- Undertaking regular surveys of buildings, plant, equipment and services and proposing projects for future investment;
- Advising service areas on energy efficiency projects and providing supporting energy data;
- Benchmarking the performance of the Council property portfolio;
- Promoting energy efficiency good housekeeping; and
- Provision of robust energy data for the following purposes –
 - Carbon Reduction Commitment (CRC) baseline and reports,
 - Monitoring reports (monthly, quarterly, and as requested) for senior management; and
 - Policy progress reports.

The Climate, Carbon and Sustainability Team

The Carbon, Climate and Sustainability (CCS) team in Corporate Governance has day to day responsibility for energy policy.

Lead officer: Corporate Policy & Strategy Team Manager

Email: sustainability@edinburgh.gov.uk

The Climate, Carbon and Sustainability Team responsibilities:

- Oversee policy development;
- Regular updating of policy to reflect changes in legislation and local authority commitments; and
- Report on progress on policy implementation to committee annually.

4.2 Buildings Programme Management**Design Team**

The Design Team manager has day to day responsibilities for Engineering Services, Surveying and Architectural projects. The role that these teams play in influencing projects is very much dependent on the requirements as set by the Client Department underpinned by Council policy and standards.

Design Team Responsibilities

- To ensure compliance with Council policies;
- To promote good practice; and
- To carry out Post Occupancy Surveys

Facilities Management

Facility Management play a key role in providing the management and delivery of supporting services in the operation of Council buildings.

Lead officer: Corporate Facility Manager

E-mail: facilitiesmanagement.integratedproperty@edinburgh.gov.uk

Facility Management energy management responsibilities:

- Energy efficiency is a core element of the management approach taken;
- Reading of all utility meters including sub meters on a monthly basis;
- Carry out regular energy audits of buildings, plant and equipment;
- Ensuring Council buildings within the corporate office estate are operated in a manner that uses energy efficiently;
- Reinforcing and implementing good energy practice with building users;
- Liaising with the Technical Support Services team to report issues with buildings that are impacting on that building's energy performance;
- Ensuring that contractors who have responsibility for the facility management of buildings within the corporate office estate are implementing the Council's energy policy; and
- Providing practical support and advice to building users to enable them to be energy efficient in the use of the building.

(Appendix 1 outlines responsibilities within the school environment)

Strategic Property Asset Management

The Asset Management Team manages the use of the Council's operational property assets, in order to assist Client Departments' in their delivery of key services.

Strategic Property Asset Management energy management responsibilities:

- Take full account of the opportunities for energy savings that arise out of the rationalisation of the estate or of individual buildings;
- Ensuring that the corporate Asset Management Plan promotes and implements good energy management;
- Ensuring that the Council's energy policy is central to the appointment of consultants and developers/contractors for all capital building projects and major maintenance works; and
- Ensuring that energy efficiency options for capital investments are fully appraised on the basis of whole life costing.

Housing Asset Management (SfC)

Housing Engineering Services and Energy Management

The Housing Asset Management team (HAM) is responsible for developing and delivering high quality, effective, efficient and well managed customer-focused services to council tenants, homeowners and the wider community, ensuring a thriving, safe, energy efficient, well-maintained and managed, housing sector serving the city's housing needs.

This includes the coordination and implementation of energy and climate change strategies and policies to contribute towards meeting local and national energy and climate change targets and legislative requirements for SfC's property folio (principally Housing and also city-wide private sector housing).

Engineering services energy management responsibilities:

- To incorporate energy efficiency measures into Regeneration and Housing strategies;
- To promote energy efficiency as part of all stair lighting programmes and refurbishments; and
- To assist with and implement measures to improve the energy efficiency of homes and make homes warmer across the city.

Street lighting

The street lighting team maintain and manage all aspects of street lighting (including illuminated signs and bollards) across the city.

Lead officer: Lighting Manager

Email:streetlighting@edinburgh.gov.uk

Street lighting energy management responsibilities:

- To promote and integrate energy efficiency as part of all street lighting programmes and refurbishments.

4.3 Indirect responsibility

HR energy management responsibilities:

- Integrating energy efficiency into Council training and induction programmes for all staff;
- Managing energy training and development as part of individual's overall development where energy is a core activity of the job description;
- Including energy performance competencies in job descriptions where relevant; and

Communications Service energy management responsibilities:

- Assist with on-going communication of the energy efficiency message to Council staff via newsletters, e-mails, web etc.;
- Publicity for energy efficiency projects ;
- Supporting Technical Support Services and the Carbon, Climate and Sustainability team with awareness raising campaigns.

Procurement energy management responsibilities:

- Ensuring energy efficiency is used as procurement criteria where relevant in all Goods and Services contracts in line with the Council's Sustainable Procurement policy;
- Encouraging suppliers to offer energy efficient alternatives/options where available;
- Including energy criteria/performance in service contracts; and
- Encouraging energy efficiency in the supply chain: i.e. favouring suppliers that are active themselves in improving their overall energy efficiency.

Corporate Finance energy management responsibilities:

- Assisting with budget provision and management for Carbon Reduction Commitment (CRC) and other energy efficiency related initiatives;

- Establishing budget codes for individual Council buildings (including those that form part of a group of buildings on a site) in order to report accurately on annual spend on a building by building basis;
- Involving the Technical Support Services team in the setting of energy budgets; and
- Encouraging the use of whole life costing, including placing a value on carbon savings.

4.4 All staff and contractors

Responsibilities for energy management do not reside exclusively with the Technical Support Services Team or those with operational or indirect responsibilities. **Energy management is everyone's responsibility.**

Each of the Council's Services, employees and contractors has responsibility to:

- Recognise their role as energy consumers and accept responsibility for their energy performance;
- Manage energy consumption through good housekeeping and investment;
- Make a departmental commitment to energy efficiency; and
- Promote energy efficiency through their core activity.

5 MANAGEMENT RESPONSIBILITIES

Management has overall responsibility to ensure that all of the aforementioned service areas, contractors and staff adhere to their responsibilities as defined within this procedure. This shall be ensured through:

- regular review of the performance against remit of the service area and staff with direct responsibility for energy management;
- inclusion of energy management duties within job descriptions of appropriate energy management support staff;
- include in appraisals, a level of adherence to energy management responsibilities for all staff

6 WORKING GROUPS RESPONSIBILITIES

Across the Council there are also cross functional teams/working groups who have a remit to manage energy.

Sustainability and Carbon Reduction Group

Sustainability and Carbon Reduction is one of the four key workstreams identified as part of the Integrated Property and Facility Management programme (iPFM). This seven year programme is being led by SfC. A working group has been established to drive forward defined projects as part of this workstream. This group will be responsible for implementing the policy with respect to buildings.

A Carbon Reduction Commitment (CRC) project board was established in 2010:

- to ensure the City of Edinburgh Council's overall compliance with the scheme (including legal, financial and operational aspects);
- to ensure input and co-ordination by all Council departments in response to the legislative requirements;
- to facilitate and promote an overall approach by the City of Edinburgh Council to reduce the Council's carbon footprint year on year;

- to receive updated progress reports from the CRC working group on a regular basis to ensure City of Edinburgh Council is on track to meet legislation milestones; and
- to receive reports from other relevant Council groups (e.g. Corporate Asset Management working group) on measures to reduce the Council's overall carbon footprint.

Due to changes (2012) to the CRC legislation (i.e. removal of the trading element), communication with officers on the Board is virtual.

Member Officer Working Group

A member officer working group has been established within the Council. Updates, briefings and progress reports on the implementation of the energy policy will be sent to this group for scrutiny and discussion.

Corporate Energy Forum

There is no corporate working group existing within Council structures at which all energy issues as they impact on the Council can be discussed, debated and driven forward. It is proposed that an energy forum be established to service this function and oversee the implementation of the policy and that it be chaired by the Head of Corporate Property (SfC).

7 TRAINING

The Council understands the need for energy management training for those with direct responsibility over energy management and throughout the Council as whole. Training should be made available where appropriate. Examples of staff with direct responsibility include:

Technical Support Services staff are members of the Scottish Energy Officers Network (SEON) and regularly attend their meetings and training workshops. Staff also attend regular Systems Link workshops, Energy Performance Certificate training events as well as bespoke workshops e.g. on BEMS controls and lighting technologies.

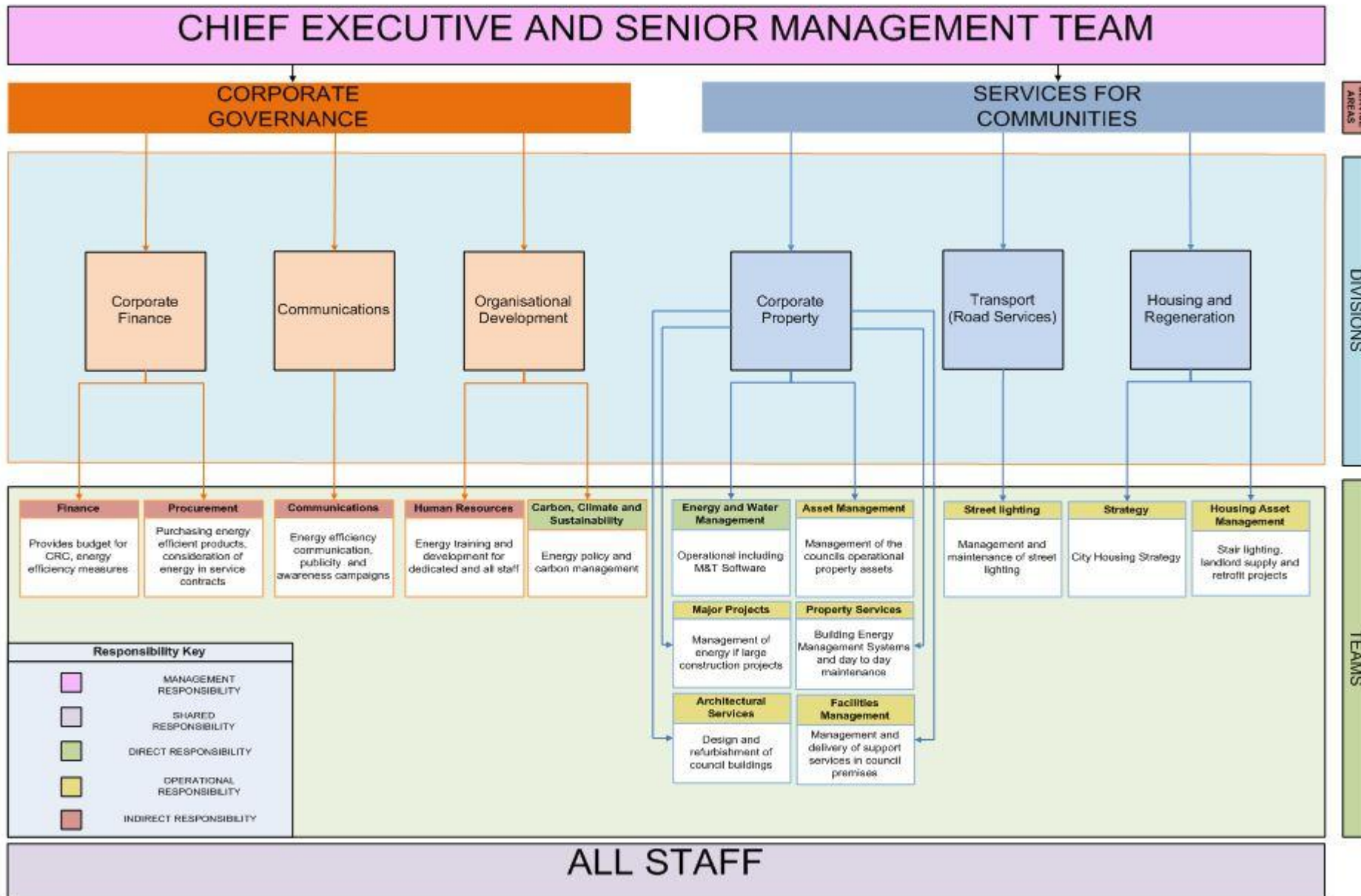
CCS staff are members of the Sustainable Scotland Network (SSN) and attend quarterly meetings and training workshops to learn and share good practice on climate change.

In addition to this, energy management awareness campaigns have been carried out throughout the organisation. Currently the Council is taking part in the Carbon Management Awareness Campaign supported by the Carbon Trust. This programme aims to assist the Council to create, launch and maintain a robust energy awareness campaign that will yield energy, carbon and financial savings over a three year period and beyond.

7 ORGANOGRAMS

The diagrams below describe how the teams interconnect within the organisation and the associated level of responsibility.

ENERGY AND CARBON RESPONSIBILITY



8 FUTURE CHANGES

The Corporate Property structure is currently under consultation for an extensive reorganisation. As this division holds a number of teams which have direct or operational responsibility for energy management it is essential that any changes which occur are reflected in updated versions of this document as appropriate. The text above is based on the draft format of the reorganisation and will be amended accordingly based on finalisation of this structure.

9 CONTINUOUS IMPROVEMENT

To ensure that all relevant parties are aware of their roles and responsibilities regarding energy management within the Council, this document is reviewed annually and any changes communicated to all stakeholders.

Appendix 1

Business Manager (Schools)

- Regularly monitor and validate energy consumption using data from utility bills and onsite readings;
- Play a lead role in the property's approach to energy management;
- Work with local FM staff to identify and progress opportunities for saving energy;
- Liaise with Technical Support Services to identify and develop good practice;
- Monitor performance against benchmarks and targets on an ongoing basis;
- Ensure that objectives identified in School Energy Action Plans are met and that governance documents are kept up to date;
- Support teaching and local FM staff to reduce energy.

Service Support Officer (Schools)

- Responsible for the day to day management of energy;
- Provide support, assistance and expertise to local energy reduction campaigns;
- Work with Facilities Manager, Business Manager and other relevant staff to identify and progress opportunities for energy saving;
- Liaise with Business Manager/Head Teacher on areas of improvement;
- Read meters frequently and record information;
- Liaise with Technical Support Services on Building Management System (BMS) settings and requirements;
- Ensure that faults to equipment, boilers, controls and plant are reported and properly recorded/monitored until service/repair;
- Ensure that local timers and controls are correctly set to requirements;
- Where applicable ensure that pool covers are deployed when the pool is not in use;
- Work with local staff and FM to develop a bespoke approach to achieving energy reduction within the property.

Head Teacher

- Lead and support the school's energy reduction campaign;
- Support Business Manager, SSO and teaching staff in reducing energy;
- Show visible support and commitment for the Energy Action Plans/Policy with the whole school community;
- Maintain an overview of the school's energy performance against set targets/benchmarks;
- Maintain an overview of energy policy and associated governance documents for the school;
- Identify and support opportunities for incorporating energy into the school curriculum.

Technical Support Services to Business Managers/SSOs/Facility Managers etc

- Provide access to energy consumption and cost data;
- Provide benchmarking information and exceptions to performance;
- Carry out energy audits and identify and advise on project proposals;
- Maximise the use of CEEF funding to implement projects;
- Set targets for properties and provide necessary guidance and support to meet these;

- Provide supporting information/evidence to support budget setting;
- Keep abreast of relevant regulatory/government policy requirements and advise accordingly;
- Ensure that boilers and plant are maintained/serviced regularly;
- Liaise with local FM staff to ensure that BMS are set up to meet local requirements and are in line with parameters outlines in the Council's Energy Policy.

Facilities Manager

- Responsible for maintaining an overview of energy performance in properties in their area;
- Liaise with Technical Support Services to identify and develop good practice;
- Monitor performance of properties against benchmarks and targets on an ongoing basis raising any issues directly with the site or Technical Support Services as appropriate;
- Ensure that properties are meeting objectives identified in Energy Action Plans and that governance documents are kept up to date;
- Provide support and assistance to energy reduction campaigns
- Maintain an overview of faults to equipment, boilers, controls and plant ensuring that the correct procedure for reporting and monitoring of faults are followed.