

Carbon Management Plan (CM Plan) 2018 to 2023

Care Inspectorate



Growth that doesn't cost the earth

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A programme from  ZERO WASTE SCOTLAND

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1 Executive Summary

In the previous Carbon Management Plan (CM Plan) published in 2012, the Care Inspectorate stated its aspiration to achieve a reduction target of 10%, based on the 2010/11 carbon footprint baseline by 2015. A number of factors have made this a challenging target including: the complexity of the carbon management process; time for existing staff in the identification, planning, resourcing and tracking of carbon reduction projects/initiatives; a changing legislative and policy framework, the need to deliver our requirements as a national regulatory body and staff numbers.

These factors combined to suggest that a review and revision of the original Carbon Management Plan, including reduction targets, would help the Care Inspectorate move forward constructively.

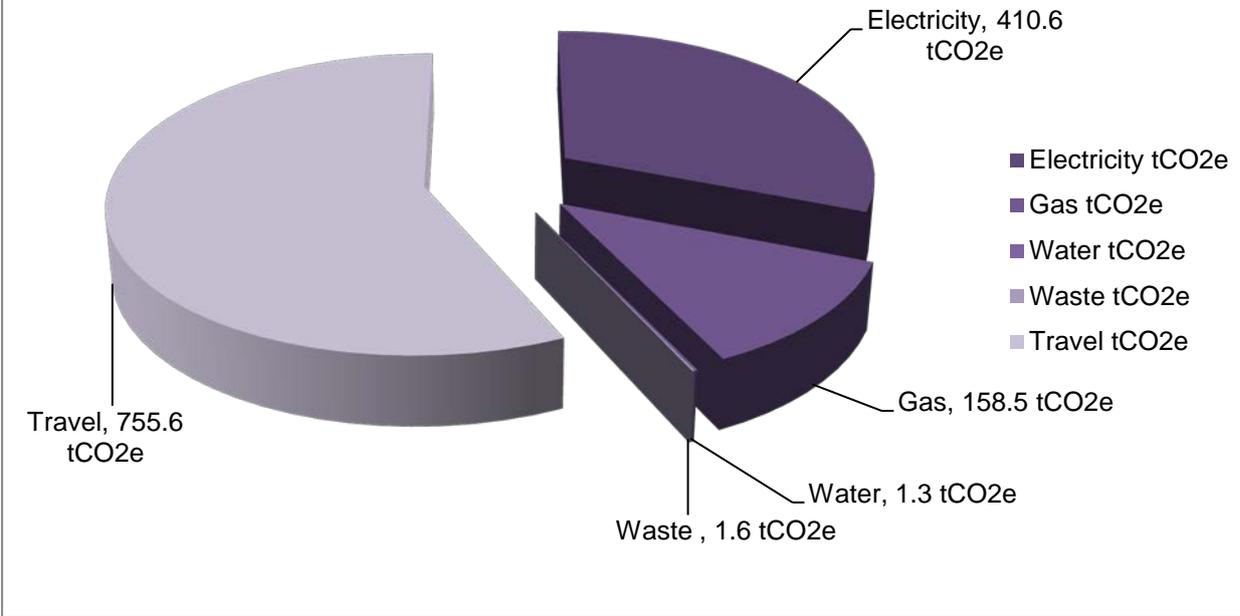
This Carbon Management Plan (CM Plan) sets out our ambitions for our organisation, and a roadmap for progress. Reducing carbon emissions is not just about our commitment to the environment. The same processes we use to identify carbon emissions reduction will also identify and realise financial savings through improved efficiency in the procurement and operation of our buildings and transport. The actions outlined within this Plan form part of our efficiency plan to reduce consumption and provide value for money.

The carbon reduction projects were all delivered successfully and significant improvements have been made in data collection methods. It was decided to use the 2015-16 figures as our new baseline of 1,328 tonnes of carbon dioxide equivalent (tCO₂e). This covered utilities (electricity, gas and water consumption), travel (grey fleet, leased cars and public transport), and waste disposal. The 2016/17 carbon footprint was calculated to be 1,127 tonnes of carbon dioxide equivalent (tCO₂e), showing a reduction of 15% on baseline. This was mainly due to more detailed reporting of passenger vehicle travel, excluding driving.

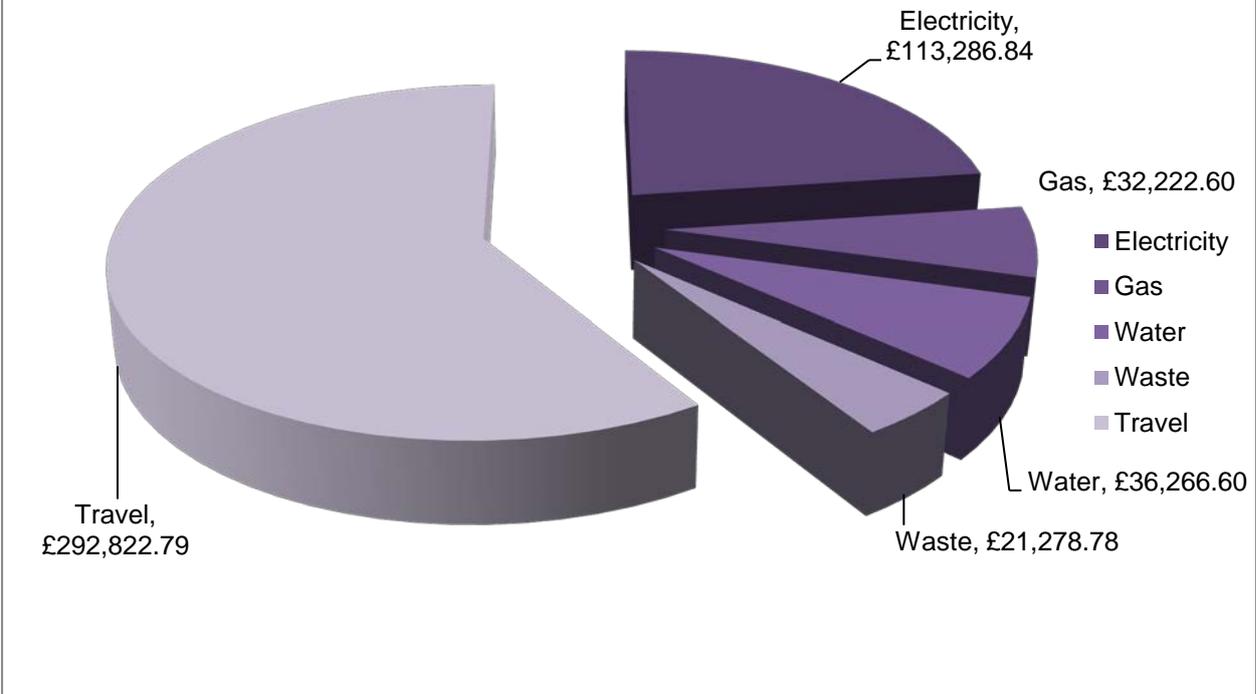
By 2023, the Care Inspectorate will have reduced its carbon emissions by 28% on a baseline of 2015/16. This equates to a figure of 956 tonnes CO₂e in 2023

The following graphs (Graph 1 and Graph 2) detail the Care Inspectorate's 2015/16 baseline carbon footprint and related expenditure:

Carbon Baseline 2015-16 tCO2e



2015-16 Baseline Costs



Reductions will continue to be achieved through a range of projects including estate rationalisation, travel reduction and awareness raising initiatives.

If all identifiable carbon saving projects from the 2015/16 baseline figures were to be continued, the forecast cumulative **financial savings** (avoided costs) to the organisation are in the region of **£1.1 million** over the period 2018 to 2023. This is based on the increased costs per tCO₂e increasing an average of eight % annually.

The Project Sponsor for this CM Plan is the Executive Director of Corporate and Customer Services, who will be assisted in its delivery by the Estates, Health & Safety Manager. The Care Inspectorate will be introducing Green Champions to enhance communication and awareness-raising by actively promoting and monitoring environmental projects both locally and among wider stakeholders.

This CM Plan is viewed as a 'live' document and forms an integral part of the organisation's overall approach to sustainability. It is envisaged that there may be changes on an annual basis as the Care Inspectorate's estate changes and planning assumptions become a reality. To ensure that it remains 'fit for purpose' to deliver targeted carbon savings, this document will be reviewed on an annual basis. This process will be overseen by the Executive Group.

2 Draft Foreword from the Project Sponsor

I am delighted, as Interim Chief Executive, to introduce our second Carbon Management Plan.

The Scottish Government has set ambitious targets to reduce carbon emissions by 42 per cent by 2020. The Care Inspectorate has a duty under the Climate Change (Scotland) Act 2009 to help achieve these targets. We are committed to doing so by improving the energy efficiency of our estate and by adopting more sustainable working practices while meeting our four strategic objectives of:

1. giving public assurance and build confidence that social care and social work in Scotland is rights-based and world class, through robust and independent scrutiny and improvement processes,
2. informing local and national policy to contribute to ensuring a world class care system in Scotland, through intelligence-led, risk-based, and evidence-based approaches to scrutiny and improvement,
3. supporting peoples' understanding of high quality, safe and compassionate care by promoting standards and quality of service they should expect and help make sure their voices are heard, and
4. performing as an independent, effective and efficient scrutiny and improvement body, working to consolidate excellence, deliver cultural change, invest in a competent, confident workforce and work collaboratively with partner agencies to support the delivery of safe and compassionate, rights-based care

The organisation has made considerable savings through carbon reduction measures surrounding the estate, and is looking forward to contributing more to the Government's reduction target through this plan.

Gordon Weir
Interim Chief Executive

3 Foreword from Resource Efficient Scotland (still to be provided)

4 Introduction

4.1 Background to the Organisation

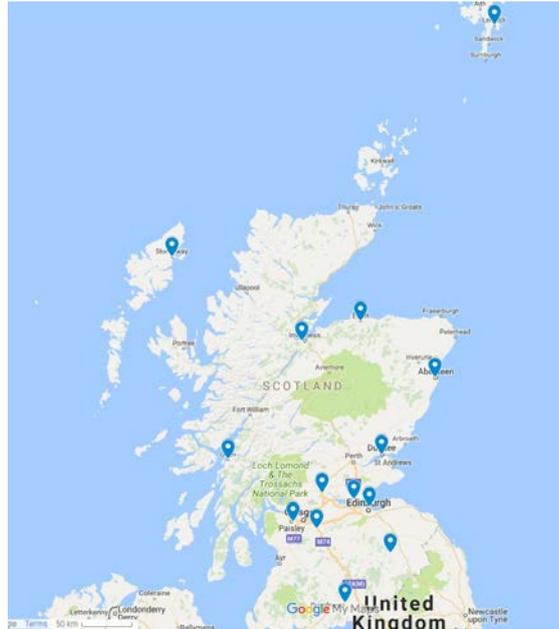
Social Care and Social Work Improvement Scotland (known as the Care Inspectorate) is a national scrutiny body which supports improvement. That means we look at the quality of care in Scotland to ensure it meets high standards. Where we find that improvement is needed, we support services to make positive changes. We were formed under the Public Services Reform (Scotland) Act 2010 as a new body, merging the Care Commission, the Social Work Improvement Agency and a small team from Her Majesty's Inspectorate of Education.

We employ around 600 staff across Scotland, specialising in health and social care, early learning and childcare, social work, children's services, and community justice. We regulate around 14,000 registered care services in Scotland and our inspectors visit every one. Higher-risk services are inspected more often. Our inspectors talk to people who provide care, for example service staff and managers, as well as people who experience care and their carers. We want to make sure that people experience high-quality care, and that care services are making a positive impact on people's lives, based on their needs, rights and choices.

We work with other scrutiny and improvement bodies to look at how local authorities, community planning partnerships and health and social care partnerships are delivering a range of services in their communities across Scotland. These inspections look at how well services are working together to support positive experiences and outcomes for people. This helps partnerships understand what is working well, and what needs to improve.

Our role is not just to regulate care, but help the quality improve where needed. This means we work with services and support them, offering advice, guidance and sharing good practice to help care reach the highest standards.

The Care Inspectorate's estate of 14 locations (map below) is all leased or shared with other Scottish Government bodies, ranging in size from as little as 30m² to our Head Office in Dundee of 2,812m², totalling 7,519m². This has its challenges as we have varying levels of responsibility for each location. Most are of modern construction or refurbished to current building standards.



4.2 The Care Inspectorate's Performance on Carbon Management to date

The Care Inspectorate began their Carbon Management Programme in 2012. With the organisation's reporting obligations through the CRC Energy Efficiency Scheme and other reporting requirements, there is already a well established process for measuring and monitoring carbon emissions and measures to achieve carbon savings.

The key issues facing the organisation comprise the size, lease terms and duration of tenure of the estate, and changing regulatory requirements and practices which will have significant impacts on future carbon emissions. The Care Inspectorate will continue to take measures to adapt the CM Plan to any potentially significant impacts on achieving Carbon Management Plan targets.

In the previous Carbon Management Plan published in 2012, the organisation set a reduction target of 10% based on a 2010/11 carbon footprint baseline of 1,347 tCO₂e; this equated to a target footprint of 1,212 tCO₂e by 2015. The 2012 footprint included emissions from: utilities; travel and; waste.

A number of factors have made this a challenging target. In common with their peers and many other public sector organisations at that time, the complexities associated with delivering a comprehensive carbon management programme were new and not fully understood. There were resource and lease restrictions that meant that measures that could have been undertaken, e.g. estate rationalisation, LED lighting replacement and voltage optimisation, could not be used to their full potential. The development of management information systems to capture and report on carbon emissions means we can now report at a more detailed level. The ability to capture and report more accurately could have had a negative effect on the results.

Furthermore, the changing legislative and policy framework has meant that the drive to meet the stated CM Plan carbon reduction target has often been overshadowed. Finally, energy intensiveness within buildings is increasing, estate is changing and there is a constant drive to increase service delivery.

These factors have combined to suggest that a review and revision of the original Carbon Management Plan, including targets, would help the organisation move forward constructively.

5 Carbon Management Strategy

5.1 Context and Drivers for Carbon Management

The organisation faces a complex set of drivers which set the context for carbon management. Crucially, the organisation recognises that these cannot and should not be viewed in isolation from each other or the principle goal of continuously minimising its environmental impact whilst maximising its contribution to society and the economy.

Ultimately, a strong performance with respect to carbon emission reduction should deliver financial benefits to the Care Inspectorate by mitigating the risks associated with e.g. increases in energy tariffs and fuel costs.

The following represent the key carbon drivers:

- Scottish Government targets
- UK & European targets
- Climate of reducing financial allocations
- Rising energy costs
- Principle that investments in carbon reduction are generally associated with commensurate reductions in future expenditure
- The need to eliminate waste of resources and to increase efficiency
- The organisation's own carbon management targets
- Depletion of the world's finite resources
- It's the right thing to do

5.1.1 Legislative drivers for carbon management

Over the past 20 years there have been many pieces of legislation enacted at an increasing rate in the UK and Scottish Parliaments which aim to address the issue of climate change, carbon dioxide and greenhouse gas emissions, and sustainability. Many of these stem from European Union Directives which in turn were developed in order to meet the obligations of the Kyoto Protocol, adopted in December 1997 and enforced in 2005. Under Kyoto, ratifying countries agreed to commit to reductions in their carbon emissions by, on average, 5.2% below 1990 levels by 2008-12.

The Agreement was supported in the UK by the findings of the Stern Review¹ on the Economics of Climate Change, published in October 2006, which provides compelling economic reasons to address climate change.

The UK share of the collective Kyoto target assumed by the European Union under the Protocol is a 12.5% reduction in emissions below 1990 levels by 2012. Subsequently the UK Climate Change Programme (launched in 2000) set a target of 20% reduction by 2010 and 60% reduction by 2050. The Climate Change (Scotland) Act 2009 pledges to reduce Scotland's greenhouse gas (GHG) emissions by 42% by the year 2020 and by 80% by the year 2050. Scottish Ministers are also committed to the promotion of renewable energy in Scotland. They set a target that 80% of the electricity generated in Scotland (as a proportion of gross consumption) should come from renewable sources by 2020, with an interim target of 31% by 2011.

The UK Government has placed an emphasis on the public sector setting a leading example. Public sector leadership will be critical to the achievement of the Government's climate change objectives.

In addition to the EU's Emissions Trading System (EU ETS), a number of legislative instruments such as the Climate Change Levy (CCL) and Carbon Reduction Commitment – Energy Efficiency Scheme (CRC EES) have been introduced by the UK Government, designed to encourage organisations to reduce emissions. The CRC EES introduces carbon trading to energy intensive organisations not part of the EU ETS. The EU Energy Performance of Buildings Directive (EPBD) was transposed into Scottish law in 2008 and has placed an obligation to evaluate energy usage for inclusion in Energy Performance Certificates (EPC) to be displayed in all public buildings meeting certain criteria. The 2010 recast Directive also includes provisions to include nearly zero energy requirements for new public buildings within 8 years or less while Scottish and UK Sustainable Construction strategies aim for zero energy buildings in the same time-frame. This, allied to recent changes in Buildings Regulations, will require the organisation to be proactive in terms of building design, construction and use.

Legislative drivers for carbon management can take the form of targets (e.g. from UK or Scottish Government), incentive systems, charging schemes, or regulatory compliance requirements.

5.1.2 Other drivers for carbon management

While reducing the financial and legal risks posed by various legislative requirements is a significant driver behind the Care Inspectorate's carbon management programme, there are other factors supporting the need for improving energy efficiency and reducing carbon emissions.

- **Cost saving:** The case for carbon reduction is strengthened by current financial constraints requiring reduced operating costs whilst improving service delivery. This provides a strong incentive to cut resource consumption to release this money for frontline services.

¹ Stern Review Report on the Economics of Climate Change. N Stern, 2006. HM Treasury, London.

- **Reputational benefit:** By delivery of sustained carbon reductions, the Care Inspectorate will be viewed as an exemplar enhancing the organisations broader sustainability credentials.
- **Improved staff satisfaction:** Studies have identified a correlation between an organisation with strong environmental performance and high staff satisfaction.
- **Improved engagement with key stakeholders:** Key stakeholders of the Care Inspectorate are increasingly focusing on sustainability. Our engagement and enhanced commitment will enhance the relationship with these stakeholders.

6 Emissions Baseline and Projections

6.1 Carbon Footprint Baseline, Cost and Projections

This section covers the establishment of the organisation’s carbon footprint, associated cost and ‘Business As Usual’ (BAU) cost projections.

6.2 Scope and Boundaries of the Carbon Footprint

The resources to be included in a carbon footprint are defined in relation to two boundaries, the organisational and the operational boundary.

Definition of the boundaries is determined by the extent of the estate, goods and services over which the Care Inspectorate has operational control, and the availability of good quality data.

6.3 Operational Boundary

Operational boundary: essentially sets out the emission sources included in the footprint and are shown in the “emissions source” column in Table 1 below.

In keeping with the Greenhouse Gas Protocol² (WRI 2004), the operational boundary should include all Scope 1 and Scope 2 emissions (e.g. on-site fuel combustion, company owned vehicles and purchased electricity consumption). Scope 3 emissions (e.g. waste, water, commuting and business travel) are considered discretionary but are included where data is available.

Table 1: Care Inspectorate Carbon Footprint Boundaries

Category	Function Examples	Emissions Source
Offices	Our estate	Electricity, gas, water, waste
Travel	Inspections, Training, Attending Meetings	Fuel and Business Miles

² The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard Revised Edition, Worlds Resources Institute; World Business Council for Sustainable Development, 2004.

Excluded Emission Sources include:

- Contaminated waste e.g. medical
- Specialist waste e.g. media
- Utility sources not directly billed (e.g. included within a service charge)

6.4 Data Sources

The data sources used in our CM Plan are based on robust data provided by both internal and external partners. The main streams of data (consumption and costs) input are as follows:-

i) Stationary Sources

- Electricity – Automatic Meter Reading (AMR) data, utility provider billing, landlord provided data.
- Gas - AMR data, utility provider billing, landlord provided data.

ii) Water

- Utility provider water reports.

iii) Waste

- Waste services provided data, confidential waste paper recycling provider data.

iv) Transport

- Travel booking company, travel and subsistence receipts, car hire logs.

Data is then collated and converted to a CO₂e tonnage equivalent using DEFRA factors for Company Reporting³.

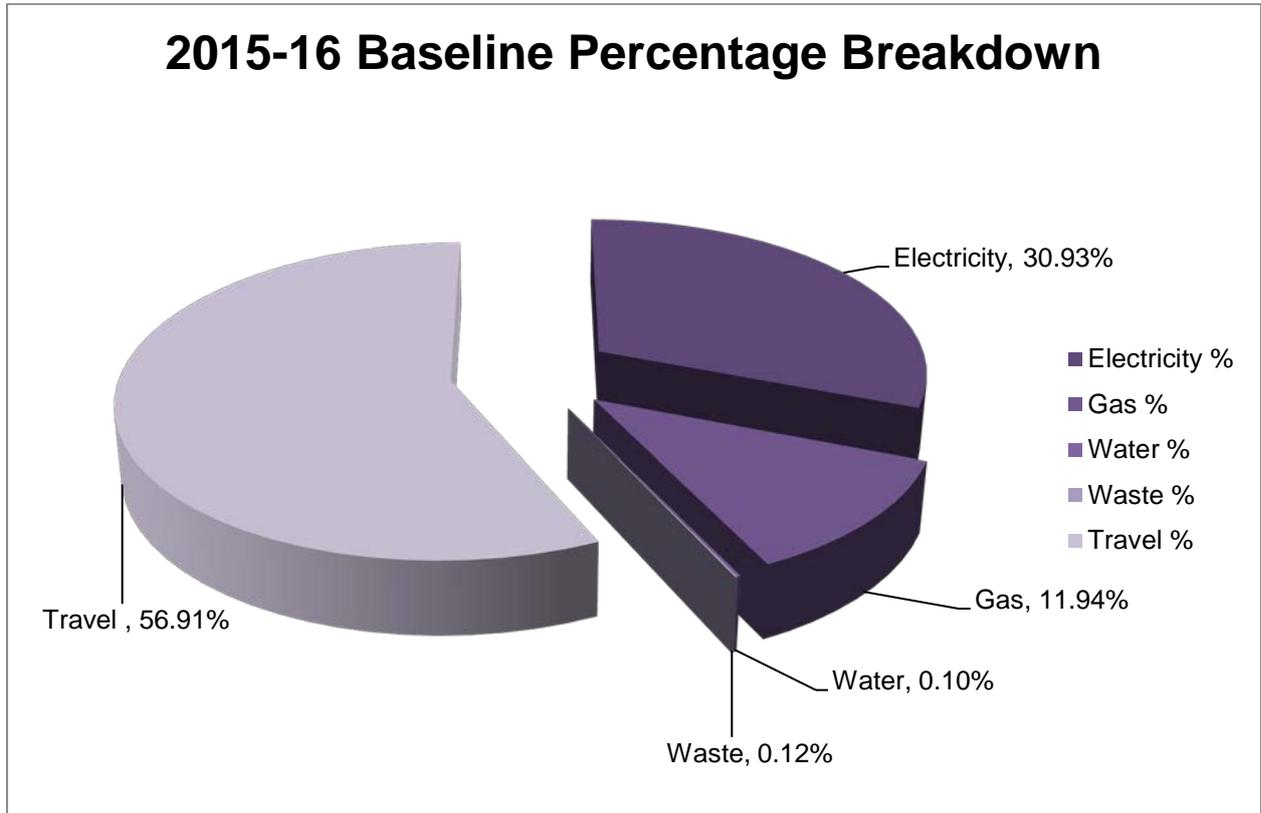
Conversion factors were taken for Scopes 1, 2 and 3 which relate to total direct emissions and are therefore in keeping with the methodology employed to determine previous Carbon footprints. As such, no 'Well to Tank' or 'Outside Scope' factors have been used.

6.5 Carbon Footprint Baseline and Cost

Our overall Carbon Footprint for the Baseline year of 2015/16 was 1,328 tonnesCO₂e. Graph 3 below shows that travel constitutes 57% of the 2015/16 Carbon Footprint with electricity (31%) and gas (12%) representing the two next largest contributors. (Water and Waste account for 0.13% and 0.17% respectively.)

³<http://www.ukconversionfactorscarbonsmart.co.uk/>

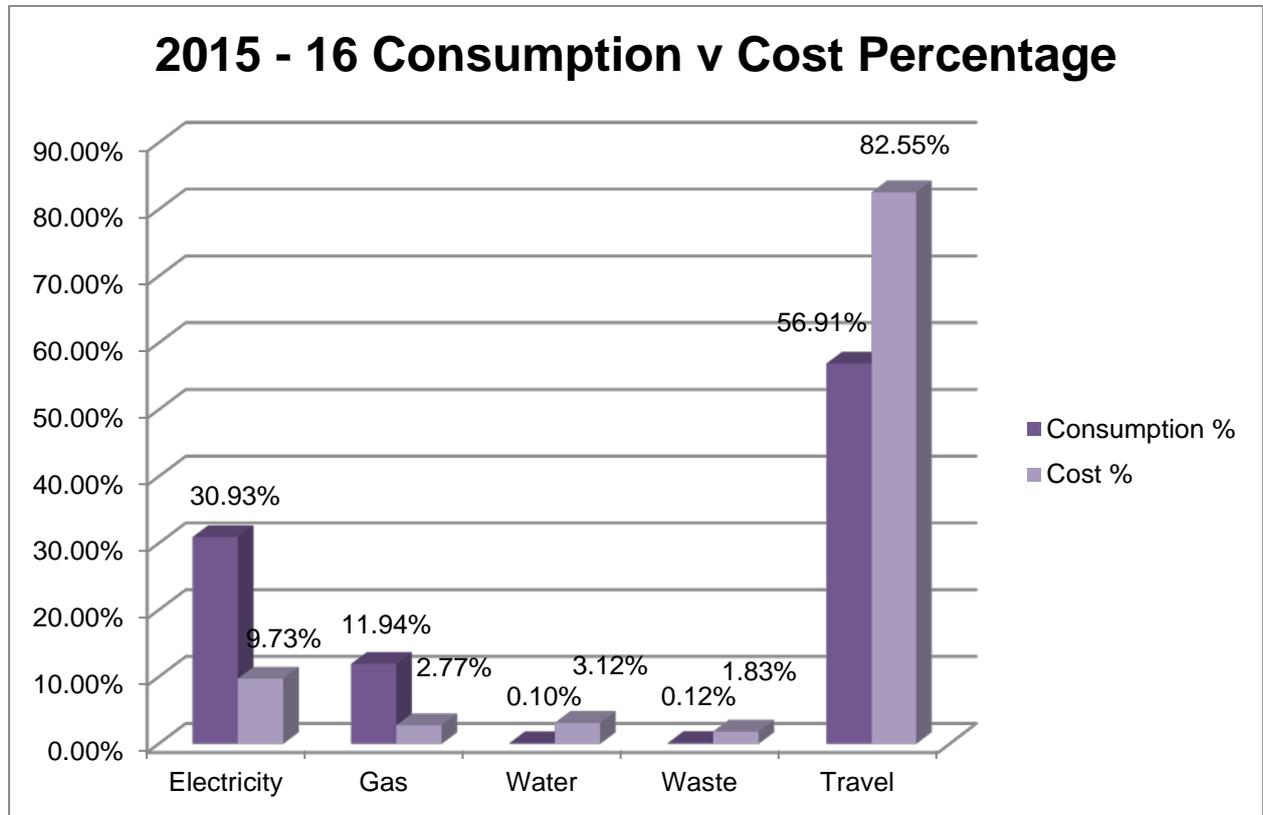
Graph showing 3 baseline Carbon footprint



The overall cost of the Carbon Footprint for the Baseline year of 2015/16 was £1.164m.

Graph 4 below reveals that travel constitutes the largest percentage of costs at over 82%. Electricity and gas have smaller cost percentage compared to their consumption percentage. Significantly, water and waste take on a larger impact on the overall cost when compared with the carbon footprint.

Graph showing 4 baseline Percentage Carbon Consumption Compared to Percentage Cost



Appendix A provides a table detailing the individual consumptions and costs for each element of the footprint.

6.6 Business as Usual (BAU)

Analysis of projected emissions and the expected impact of BAU allow an evaluation of how the organisation's carbon emissions will change over time in terms of tCO₂e emitted and cost.

The results of the BAU analysis help to explain what is happening in the short and long term, what is happening to different parts of the footprint e.g. gas and electricity, and the current importance of the grid emission factor forecast, including the level of uncertainty in relation to this beyond a certain point.

By 2020, the organisation will see a 35% reduction in our estate from the 2015-16 baseline to 4,880m² due to reducing the number and size of our offices; with some of these changes falling into the CM Plan period. However, it is unlikely that this will equate to a 35% reduction in our utilities consumption, as the same number of people will be working and occupying the reduced areas. A conservative estimate of 28% is being forecast by 2023.

7 Carbon Management Projects

7.1 Introduction

In order to continue achieving emissions reductions and avoiding financial exposure, the Care Inspectorate is committed to continuing with the previously identified measures and implementing new carbon saving projects.

The organisation recognises that successful attainment of its carbon reduction targets is contingent upon the following key elements being in place:

- An organisational framework within the organisation that is sufficiently robust to support the financing, delivery and monitoring of carbon reduction projects.
- Clearly identified responsibility and accountability for delivery against carbon reduction targets from the CM Plan outset.
- Identification of a realistic suite of carbon reduction measures across a range of areas relevant to the carbon footprint; this list must be regularly reviewed and flexible to adapt to emerging needs and opportunities for funding.
- A data collection and collation system that is integrated sufficiently to inform both an annual progress update on the CM Plan and other Government and associated returns.

7.2 Existing Projects

The following measures have already been completed or implemented since 2014. The carbon emission savings achieved by these schemes will therefore have already contributed towards our carbon reductions and corresponding savings will therefore be included in the baseline carbon footprint for 2015-16.

- Voltage optimisation;
- LED lighting replacement;
- Estate rationalisation;
- Server virtualisation;
- Boiler replacement;
- Flush water volume restriction;
- Lease Vehicle CO₂ emissions cap.

7.3 Planned Future Measures

The measures identified below are a sample of those that have been selected for continuation and implementation within the period 2018 to 2023 because they either generally provide the largest proportion of savings or are those seen as being realistic, considering the size and nature of the organisation and its estate.

7.3.1 Energy

- Estate Rationalisation – where possible in terms of both operational need and lease break / conclusion, we will look to reduce the size of the estate through sharing with other Scottish Government bodies, selecting smaller accommodation, or closure.
- Premises selection – where possible, selecting accommodation that has a high EPC rating.
- LED lighting replacement – where there is a cost benefit.
- Business and digital transformation project.
- Equipment selection – selection of ICT and other equipment with low energy consumption figures.
- Engagement of Green Champions – to provide ideas, enthusiasm and local points of contact on Green matters,
- Cultural change – engagement with staff to encourage energy reducing measures e.g. turning off computers and monitors at night or when in meetings.

7.3.2 Travel/Transport

- Change of inspection areas to allocate Inspectors closest to the service, where specialism allows.
- Continued encouragement of the use of alternatives to travel, e.g. use of video conferencing and Skype for Business, in line with the organisation's Business Travel and Subsistence Policy.
- Continued encouragement of the use of public transport and car sharing, in line with the organisation's Business Travel and Subsistence Policy.

7.3.3 Waste

- Continued awareness raising and provision of facilities for recyclable materials.
- Encouraging the use of mailboxes in multi-functional devices to reduce paper usage.
- Continued awareness in only printing necessary items.
- Making publications / statutory returns available online.

7.3.4 Water

- Continued use of flushwisers or water bricks to reduce flush capacity.
- Replacement of old cistern mechanisms with dual flush systems.

- Monitoring water consumption data to ensure any leaks are identified and rectified quickly.

7.4 Financing Carbon Saving Measures

Most opportunities to provide significant savings from carbon reduction measures have been implemented, meaning there is limited scope during the period of this plan. The planned measures identified in section 7.3, if successfully implemented, are projected to provide cumulative financial savings (avoided costs) to the Care Inspectorate of £190,000 over the period 2018/19 to 2022/23. These projected savings are additional to those reported in the Executive Summary (section 1).

Opportunities will be taken to maximise any other funding streams from the Scottish Government and other sources for Invest to Save Initiatives.

7.5 Target Setting

With the current projects in place and the anticipated BAU, carbon emissions will decrease throughout the duration of the CM Plan to reach 956 tCO₂e by 2023.

The Care Inspectorate therefore commits to a target of 956 tCO₂e (28%) reduction on the 2015-16 carbon footprint by 2023.

By 2023, the Care Inspectorate will have reduced its carbon emissions by 28% on a baseline of 2015-16. This equates to a figure of 956 tonnes CO₂e in 2023.

We would be likely to achieve our emission reduction target if all projects were to be implemented in accordance with the intended timescales.

The estate rationalisation changes will significantly contribute to the organisation achieving its carbon reduction target. The risk to the target is the unknown changes in staff travel which contributes the highest percentage of carbon emissions.

We expect the average cost per tCO₂e will increase year on year. Although the Care Inspectorate has no control over utility, petrol, waste and water costs (limited also through procurement choices), it can have influence over the amount of each used. In order to reduce the financial burden, we must reduce the amount of carbon emissions.

8 Management and Delivery of the Carbon Management Plan

8.1 Introduction

In order to ensure that there is effective and ongoing ownership of the Carbon Management Plan, it is important to have a fully defined governance structure. The Care Inspectorate will continue to adopt the following structure for management accountability.

8.2 Operational Roles and Responsibilities

Carbon Management Plan/Project Sponsor

The Chief Executive will champion the project and have ultimate responsibility for strategic direction and for agreeing budgets outside those already available to Estates.

Executive Director of Corporate and Customer Services

The Executive Director of Corporate and Customer Services will oversee the strategic implementation plan, have strategic input into its development, and review progress.

Estates, Health & Safety Manager

The Estates, Health & Safety Manager will coordinate the implementation of the CM Plan and report on its progress to the Project Sponsor. Responsibilities of the Estates, Health & Safety Manager will also include the incorporation of progress into the organisation's existing sustainable development governance, data collection and reporting of utilities data.

Finance Team

The Finance Team will be responsible for data collection and reporting (excluding utilities).

Green Champions

The Green Champions will work closely with the Estates, Health & Safety Manager to raise awareness and engage staff to promote more environmentally conscious behaviour.

8.3 Resourcing and Ownership

The Carbon Management Plan and carbon saving target will be approved by the Care Inspectorate's Board, providing endorsement and a clear commitment at the highest level, reinforcing the need for action across the organisation. Board approval will continue to provide long-term organisational momentum for embedding the CM Plan and carbon savings across the organisation. This will primarily be delivered through the governance structure for carbon management described in this Section.

The CM Plan will be published online, and in pdf format, with a limited number of printed copies available for key stakeholders on request, thus leading by example and saving paper and distribution costs.

The key to success of this updated CM Plan is effective engagement with staff. Everyone has a role to play in embedding and delivering the CM Plan and collaborative working is essential to deliver the desired carbon savings.

The key stakeholders in the organisation who will continue to shape and change culture and awareness are:

- The Chief Executive
- Executive Group
- Heads of Service and Managers
- All staff

8.4 The Internal Delivery Model

Green Champions will be appointed by the Care inspectorate. Their task is to encourage good environmental practices amongst colleagues by setting an example in their own work places. They will receive training so that they can answer basic questions about issues such as climate change, energy efficiency and building performance.

Green Champions promote and implement energy saving activities within their area, from educating and encouraging staff to monitoring and evaluating energy usage and identifying opportunities for reduction. The Estates, Health & Safety team engages with Green Champions on awareness-raising initiatives. These key staff will be given a copy of the updated Carbon Management Plan, to serve as their roadmap towards achieving tangible carbon savings across the organisation.

8.5 Data Collection and Management

Our current data collection is by the monitoring of all energy costs and consumption from invoice data, payroll data and information provided by Landlords and their agents. Where possible, we have had Automatic Meter Reading installed as part of our utilities contracts, which has greatly improved data collection and monitoring of building energy performance.

Performance data will be communicated to staff to raise their awareness of the implications of their energy use to their office, if possible. This will be done regularly through the Green Champions.

Energy performance is reported on a monthly basis. Any energy spike is investigated and remedial measures put in place if required, e.g. lighting control failures, water leaks etc.

8.6 Communication and Training

The creation of Green Champions must be associated with the provision of management information on carbon consumption at all levels.

The Estates, Health & Safety Manager will work with both the internal and external Communications teams to develop a planned approach to raising carbon reduction awareness through the development of a robust communications and awareness

strategy. The Green Champions will provide support in delivering the low carbon message.

There are many avenues of communication available and these will be fully utilised in promoting the carbon reduction message to all staff and visitors. Effective communication and engagement is the key to success. It is recognised that substantial cultural change will take time to deliver.

Initiatives for building awareness include:

- Poster Campaign
- Quarterly Energy Consumption figures on the intranet

The Estates, Health & Safety Team will regularly monitor progress and formally report to the Executive Group.

9 Progress Reporting

9.1 Yearly Updates to the Carbon Management Plan

The Carbon Management Plan is viewed as a 'live' document and it is envisaged this will change on an annual basis as the organisation's estate changes and planning assumptions become reality. It also forms an integral part of the organisation's sustainability reporting. To ensure that the CM Plan remains 'fit for purpose' to deliver targeted carbon savings, the document will be reviewed on an annual basis. This process will be overseen by the Executive Director of Corporate and Customer Services, the Executive Group and coordinated by the Estates, Health & Safety Manager.

Specifically, the following areas of the CM Plan will be subject to annual review:

- Progress towards overall carbon reduction target including CO₂e savings against target
- Financial savings achieved as a result of carbon reduction projects
- Risk Register
- Wider benefits

The annual progress review will be published on the intranet.

9.2 Data Collection and Management

Data measuring the progress of the CM Plan will be collected regularly and presented to the various relevant levels of governance at least annually.

The data collected will include:

- Progress on specific projects
- Details of the performance of the variables contributing to the emissions in the quarter such as utilities, water, fuel and waste generated.

As noted above, an annual Carbon Management Plan Review will be completed and presented to the Executive Group in the first instance.

9.3 Other Reporting Requirements

The Care Inspectorate will continue to fulfil requirements to report on environmental performance through a range of other mechanisms.

9.4 Annual Improvement Action Plan

Following each annual review, an Annual Improvement Action Plan (AIAP) will be compiled in response ensuring that Carbon Management Plan remains on track. This document will highlight the priorities for the forthcoming year and will become a formal addendum to the CM Plan.

Subsequent Annual Reviews will thereafter require assessing of progress against both the original CM Plan and the AIAP.

Appendix A

Detail of the individual consumptions and costs for each element of the 2015/16 carbon footprint.

	Consumption (tCO ₂ e)	Cost (£)
Electricity	410.6	£113,287
Gas	158.5	£32,223
Water	1.3	£36,267
Waste	1.6	£21,279
Travel	755.6	£960,873