

	CORPORATE STRATEGY	MONITORING & EVALUATION	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT *
<b>BEST</b>  <b>5</b>	<ul style="list-style-type: none"> <li>• Top level target allocated across organisation</li> <li>• CO<sub>2</sub> reduction targets in Directorate Business Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet / SMT review progress against targets on quarterly basis</li> <li>• Quarterly diagnostic reports provided to Directorates</li> <li>• Progress against target published externally</li> </ul>	<ul style="list-style-type: none"> <li>• CM integrated in responsibilities of senior managers</li> <li>• CM part of all job descriptions</li> <li>• Central CO<sub>2</sub> reduction advice available</li> <li>• Green Champions leading local action groups</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly collation of CO<sub>2</sub> emissions for all sources</li> <li>• Data externally verified</li> <li>• M&amp;T in place for: <ul style="list-style-type: none"> <li>○ buildings</li> <li>○ street lighting</li> <li>○ waste</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• All staff given formalised CO<sub>2</sub> reduction: <ul style="list-style-type: none"> <li>○ induction</li> <li>○ training Plan</li> <li>○ communications</li> </ul> </li> <li>• CM matters regularly communicated to: <ul style="list-style-type: none"> <li>○ external community</li> <li>○ key partners</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Finance committed for 2+yrs of Programme</li> <li>• External funding being routinely obtained</li> <li>• Ring-fenced fund for carbon reduction initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> friendly operating procedure in place</li> <li>• Central team provide advice and review, when requested</li> <li>• Barriers to CO<sub>2</sub> reduction routinely considered and removed</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> reduction commitment in Corporate Strategy</li> <li>• Top level targets set for CO<sub>2</sub> reduction</li> <li>• Climate Change Strategy reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor reviews progress and removes blockages through regular Programme Boards</li> <li>• Progress against targets routinely reported to Senior Mgt Team</li> </ul>	<ul style="list-style-type: none"> <li>• CM integrated in to responsibilities of department heads</li> <li>• Cabinet / SMT regularly updated</li> <li>• Staff engaged though Green Champion network</li> </ul>	<ul style="list-style-type: none"> <li>• Annual collation of CO<sub>2</sub> emissions for: <ul style="list-style-type: none"> <li>○ buildings</li> <li>○ street lighting</li> <li>○ transport</li> <li>○ waste</li> </ul> </li> <li>• Data internally reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• All staff given CO<sub>2</sub> reduction: <ul style="list-style-type: none"> <li>○ induction</li> <li>○ communications</li> <li>○ CM matters communicated to external community</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated financing for CO<sub>2</sub> reduction projects via Programme Board</li> <li>• Finances committed 1yr ahead</li> <li>• Some external financing</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive review of policies complete</li> <li>• Lower level policies reviewed locally</li> <li>• Unpopular changes being considered</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> reduction vision clearly stated and published</li> <li>• Climate Change Strategy endorsed by Cabinet and publicised with staff</li> </ul>	<ul style="list-style-type: none"> <li>• Core team regularly review CM progress: <ul style="list-style-type: none"> <li>○ actions</li> <li>○ profile &amp; targets</li> <li>○ new opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• An individual provides full time focus for CO<sub>2</sub> reduction and coordination across the organisation</li> <li>• Senior Sponsor actively engaged</li> </ul>	<ul style="list-style-type: none"> <li>• Collation of CO<sub>2</sub> emissions for limited scope i.e. buildings only</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental / energy group(s) given ad hoc: <ul style="list-style-type: none"> <li>○ training</li> <li>○ communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• A view of the cost of CO<sub>2</sub> reduction is developing, but finance remains ad-hoc</li> <li>• Some centralised resource allocated</li> <li>• Finance representation on CM Team</li> </ul>	<ul style="list-style-type: none"> <li>• All high level and some mid level policies reviewed, irregularly</li> <li>• Substantial changes made, showing CO<sub>2</sub> savings</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>• Draft Climate Change Policy</li> <li>• Climate Change references in other strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc reviews of CM actions progress</li> </ul>	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> reduction a part-time responsibility of a few department champions</li> </ul>	<ul style="list-style-type: none"> <li>• No CO<sub>2</sub> emissions data compiled</li> <li>• Energy data compiled on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>• Regular awareness campaigns</li> <li>• Staff given CM information on ad-hoc basis</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc financing for CO<sub>2</sub> reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>• Partial review of key, high level policies</li> <li>• Some financial quick wins made</li> </ul>
<b>1</b> <b>Worst</b>	<ul style="list-style-type: none"> <li>• No policy</li> <li>• No Climate Change reference</li> </ul>	<ul style="list-style-type: none"> <li>• No CM monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• No recognised CO<sub>2</sub> reduction responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• No CO<sub>2</sub> emissions data compiled</li> <li>• Estimated billing</li> </ul>	<ul style="list-style-type: none"> <li>• No communication or training</li> </ul>	<ul style="list-style-type: none"> <li>• No specific funding for CO<sub>2</sub> reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>• No alignment of policies for CO<sub>2</sub> reduction</li> </ul>