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the environmentalist

environmentalistonline.com

January 2011



# Business leaders predict the year's challenges


iema

Institute of Environmental Management & Assessment

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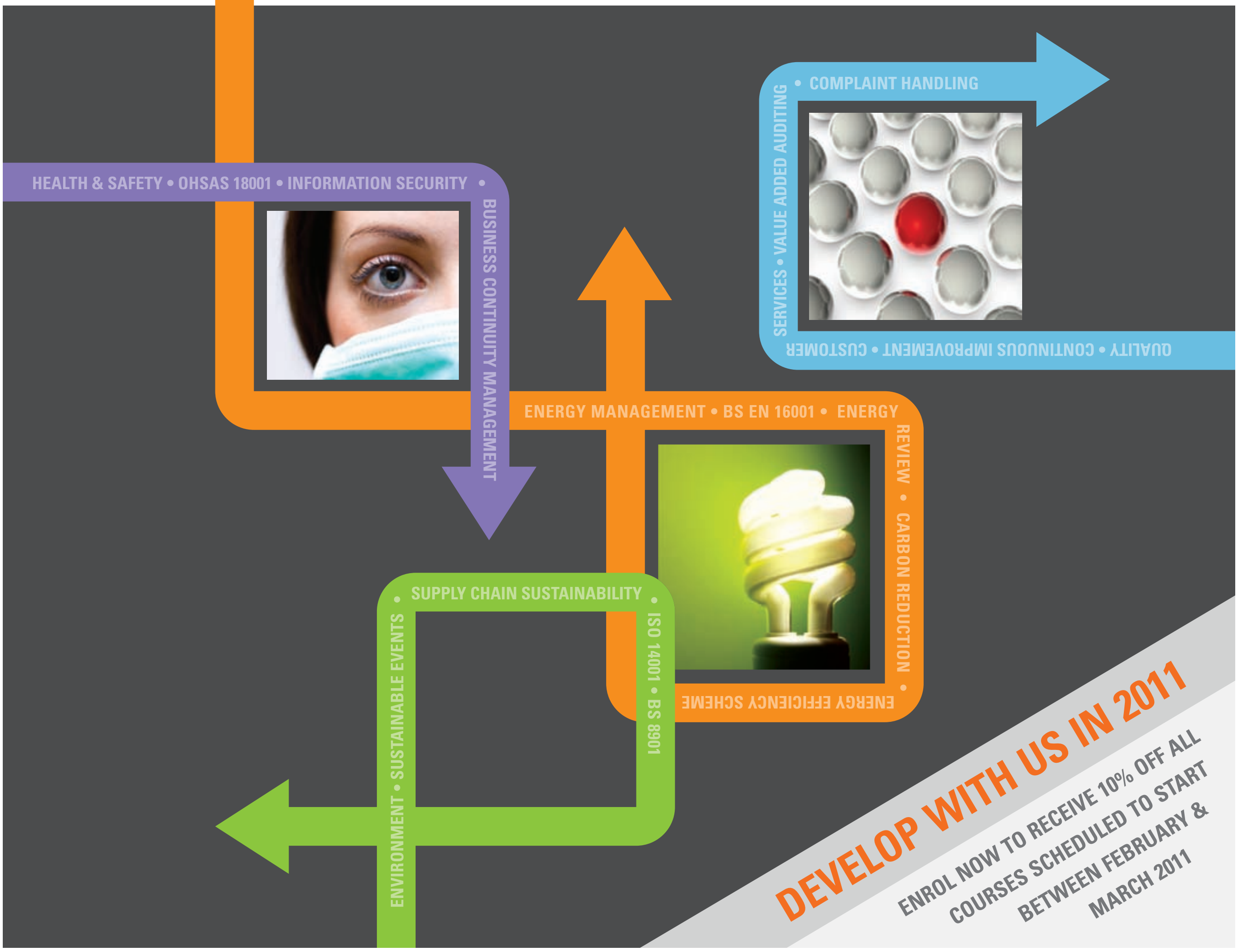


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WHEN YOU NEED TO BE SURE

# JANUARY

## NEWS



## BRIEFING



## REGULARS

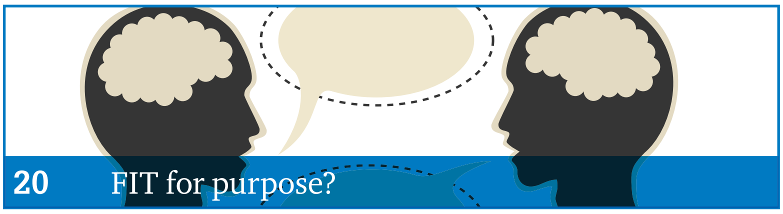


## IEMA NEWS



## FEATURES









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IEMA works alongside government, the media and industry to enhance the recognition of the profession and promote the importance of practitioners in combating climate change, working towards a low-carbon economy and building a sustainable future.

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**Advertising, subscription and back-copy enquiries to**
Customer services,
tel: 0845 370 1234
The 2011 annual rate is £135.

**Reprints:**
Any article or issue may be purchased.
Contact Daniel Wild,
daniel.wild@lexisnexis.co.uk, tel: 020 8212 1995

**Printing**
The Manson Group, St Albans

**Published by**
LexisNexis, Quadrant House, The Quadrant,
Sutton, Surrey SM2 5AS
www.lexisnexis.co.uk



# Happy New Year!

It's a great time for us to launch the new look *the environmentalist*; over the following pages you will notice a fresh design, engaging features and a generally renewed focus on environmental issues and sustainable business.

2010 was an exciting year of opportunity for the profession. As the real world continues its relentless drive to exert environmental constraints on our economic growth, the policy and business responses continue to be a moving target. We detect, however, that there is a growing recognition in government and business of the potential for environmental professionals to play a key role in helping to support real change. Environmental professionals hold a unique role in both understanding the complex interconnectivity of environmental systems while at the same time working within organisations right across their value chains. We can act as the interface between understanding the natural environment, and the social and economic context. The challenge for the profession is therefore to integrate environmental issues into the fabric of strategic decision making in government and in business, to be at the "heart of change".

> There is a growing recognition in government and business of the potential for environmental professionals to play a key role in helping to support real change

Last year, IEMA members asked us to provide a magazine that helps you to make that difference. As a key source of information, you told us that you want *the environmentalist* to be more current, relevant and to support you in your own development. But you also want it to be an inspirational title that serves the profession and addresses today's key issues.

I believe we now have a magazine that delivers on those objectives and I would like to take this opportunity to extend a warm welcome to Paul Suff and his editorial team from our new publishing partner, LexisNexis.

I hope that you will enjoy reading the new magazine and that you will join me, my team and all our many volunteers in working together to enable the profession to make a real difference in 2011.

Jan Chmiel, chief executive of IEMA

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# Environment bodies suffer big cuts

**Policy** Defra is cutting the overall financial support it provides to the Environment Agency (EA), WRAP and its other arm's-length bodies by around 22% over the next four years.

Some bodies will suffer more than others. WRAP, for example, will see its delivery budget fall by £13.4 million in 2011/12 compared to 2010/11 – a 28% cut. The waste-reduction body will also lose all support for capital programmes, which amounted to £7.4 million in 2010, in the next financial year. By contrast, the EA's delivery budget in 2011/12 for environmental permitting, water and partnership activities is just 6% below the previous financial year's allocation, while money for delivering flood management is being cut by almost 5%. At the same time, capital expenditure on flood management by the agency also falls by 27% and will remain frozen until 2014/15.

The environment department has yet to finalise delivery budgets beyond the next financial year, but it has published indicative allocations. These reveal that between 2010/11 and 2014/15, the level of funding Defra allocates to WRAP could fall by more than one-third, from £48.1 million to £30.1 million. The EA faces a potential reduction of more than 16% from its 2010/11 allocation for permitting, water and partnership work, while Natural England is likely to see its budget cut by 21% by 2014/15.

The EA will see its budget fall over the next four years

EA chief executive Paul Leinster acknowledged at its annual conference in November that the agency would have to operate with fewer resources. "We will have less money and there will be fewer people. But we have plans in place to counter these," he commented. He said that this would inevitably mean working more with other bodies, such as Natural England and local authorities.

WRAP – which also receives funding from the Northern Ireland and Welsh assemblies, as well as the Scottish government – said the cut in Defra funding was in line with its expectations. The organisation has now adopted a revised business plan and expects to make savings of more than £7.5 million in 2011. Natural England is also revising its business strategy in light of the cuts, but hopes to minimise the impact on its core programme of work, which focuses on biodiversity conservation.

Defra is commitment to delivering savings of £661 million by 2014/15 under the Comprehensive Spending Review.

In a further move to save money, the government is consolidating business information on fewer websites. As a result, NetRegs, the EA's online information source, is to close by March 2010, with the information moving to the Business Link, FS4B, NI Business Info, and Business Gateway websites.

**Short cuts**

## New guidance on water and packaging

Defra has published new environmental permitting guidance for both water discharge (*www.lexisurl.com/iema5966*) and groundwater activities (*www.lexisurl.com/iema5967*). The new guidance follows the introduction of the Environmental Permitting (England and Wales) Regulations 2010, which came into force on 6 April 2010 and replaced parts of the Water Resources Act 1991 and the Groundwater Regulations 2009. At the same time, the Environment Agency has issued a new factsheet (*www.lexisurl.com/iema5968*) explaining the changes in the Producer Responsibility Obligations (Packaging Waste) (Amendment) Regulations 2010, which came into force on 26 November 2010.

# Defra should not lead sustainability action across government, say MPs

**Sustainability** A committee of MPs has concluded that Defra lacks sufficient clout to get the rest of the government to act more sustainably. Instead, the House of Commons environmental audit committee (EAC) says that a new minister, based in the Cabinet Office, should lead on embedding sustainability throughout the government.

"The sustainability agenda needs to be driven from the centre of government. Defra has the expertise, but it does not have the influence," said Joan Walley, chair of the EAC.

MPs also want a new cabinet committee established to address sustainable development, oversee departmental performance and encourage more sustainable decision-making. It should consist of ministers from all departments, the new minister for sustainable development and the Prime Minister, says the EAC. The recommendations follow its inquiry looking at how sustainability will be championed in government when funding is withdrawn at the end of the current financial year from the Sustainable Development Commission (SDC), the independent environmental watchdog.

Making a cabinet minister responsible will help embed sustainable development in policymaking, the EAC believes. It acknowledges that the SDC, despite its hard work, had largely failed to achieve this goal, mainly because of what the EAC says was political indifference.

MPs raise concerns that withdrawal of funding for the SDC will lead to a loss of experience and resources, however, risking the government's green agenda.

# Cancún: a step forward to Durban?

**Climate change** A new legally binding global treaty to reduce greenhouse-gas (GHG) emissions must wait until at least this year's UN climate talks in South Africa after the COP16 summit in Cancún, Mexico, did not produce a successor to the Kyoto Protocol. Negotiators in Cancún did adopt a number of measures, however, which lay the foundations for a new global deal to be agreed in Durban in December, with possibly the extension of the protocol beyond 2012, when the first commitment period ends.

Given that expectations were low going into COP16 following the disappointment at Copenhagen in 2009, the outcomes – the so-called Cancún Agreements (see panel) – have been seen by some as a significant step forward. "Cancún has done its job. The beacon of hope has been re-ignited and faith in the multilateral climate change process to deliver results has been restored," declared UN Framework Convention on Climate Change (UNFCCC) executive secretary Christiana Figueres. The energy and climate-change secretary, Chris Huhne, described the agreements as a turning point in international climate negotiations. "A global deal on climate change is now back on track," he claimed.

### The Cancún Agreements at a glance

- Acknowledgment – for the first time in an official UN document – that global warming must be kept below 2°C.
- Countries' emissions reduction pledges – previously noted in the Copenhagen Accord – officially incorporated into the UNFCCC process.
- Developed countries to report their inventories annually, and developing countries to publish progress reports every two years.
- Inspection to verify emissions reductions agreed in principle.
- Annex I parties (industralised countries) to the protocol need to reduce GHG emissions between 25% and 40% below 1990 levels by 2020.
- "REDD+" (reduction of deforestation and degradation) mechanism established.
- An adaptation framework created.

Cancún gave the Kyoto Protocol a new lifeline

The European Commission heralded the "balanced and substantive package of decisions", which it said represented an important further step on the road to building a comprehensive and legally binding framework for climate action for the period after 2012.

The outcome keeps alive the possibility of a deal being achieved that would see the protocol continue post-2012, while a new overarching agreement that covers both the developed and developing countries is negotiated – the so-called "two-tracks" approach."The package deal is one major step towards a new climate treaty. We managed to keep the balance between the two tracks. I am optimistic that we will be able to reach an agreement in Durban," commented Karl-Heinz Florenz, vice-chair of the European Parliament delegation in Cancún.

Despite the positive views expressed by policymakers, others were less enthusiastic about the agreement. IEMA's executive director of policy, Martin Baxter, said: "Cancún didn't address the key issue of how to bridge the huge gap between keeping warming to 2°C and the emissions-reduction pledges currently on the table. There still isn't sufficient commitment from countries to see us on a path to keep global temperature rise to safe manageable levels."

Keith Allott, head of climate change at WWF, echoed this. "Much more is needed to reach the shared goal of limiting temperature increase to 2°C. Over the next year, countries need to roll up their sleeves and be prepared to work hard and creatively to close this gap," he said.

## Short cuts

### Commercial waste falls

Total commercial and industrial (C&I) waste generation in England in 2009 was 48 million tonnes, a 29% decrease from the 67.9 million tonnes recorded in the previous national survey of business waste, which was held in 2002–03. Over the same period, the number of businesses has grown by 10%. Industrial waste is down by 36% compared with 2002–03, while the amount of commercial waste in the waste stream has fallen by 21% over the same period. During that time, the number of industrial businesses in England declined by 18%. By contrast, the business population in the commercial sector was up 12%. Recycling rates have also improved. Fifty-two per cent of C&I waste was recycled or reused in England in 2009, compared with 42% in 2002–03. And, whereas 41% of C&I waste was sent to landfill in 2002–03, less than one-quarter (23%) went to landfill in 2009.

### 2010: the year of natural disasters

A total of 950 natural catastrophes were recorded last year, 90% of which were weather-related events such as storms and floods, according to Munich RE. The reinsurance business says that the total means 2010 is the second-highest year on record for natural catastrophes since 1980. The figure greatly exceeds the annual average for the past 10 years, which is 785 events a year. The German-based firm also claims the high number of weather-related natural catastrophes and record temperatures, both globally and in individual countries, provides further indications of advancing climate change. Munich RE estimates that losses from the natural catastrophes in 2010 totalled \$130 billion. Hurricanes in the North Atlantic were particularly severe, even though damage was limited because favourable weather conditions meant they were largely confined to sea areas. The warming water temperatures helped to fuel the intensity of the hurricanes.

## VIEWPOINT

### Our changing role

**Nick Coad**
Environment director at National Express

The role of the corporate environmental manager has changed dramatically over the past decade. In most companies, the initial focus was on the management of risk and liabilities and involved the development of processes and standards to meet compliance with the growing amount of environmental legislation. The skills required were knowledge of management systems, environmental legislation and auditing.

Environmental managers also took on responsibility for collating data as firms came under increasing pressure to report publicly on their environmental performance. As the requirement quickly moved from producing standalone environment reports to broader sustainability reports, some companies created dedicated corporate responsibility teams to work on this. National Express linked non-financial reporting to the environment role, which was lucky – there is only so long you can spend looking at ISO 14001 before it damages your health!

My early experience of sustainability reports was that they were fairly formulaic: boring to write and even more boring to read. Now, we only publish one-off type reports covering a particular issue with a strategic focus.

So, from the initial focus on risk management, preparing business cases for efficiency measures and external reporting, the role of the corporate environmental manager has become more strategic. My role now includes activities that were previously well outside the remit of environmental managers, and includes marketing, product innovation and engaging policymakers.

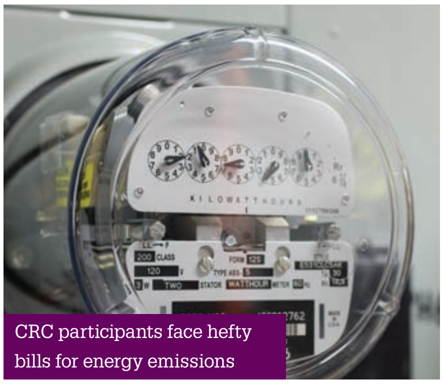
Effectively exercising this new role requires skills not traditionally associated with the corporate environment and sustainability function. That's why we need more MBAs, not more MScs, in our environment teams.

# Big bill for CRC emissions

**Regulation** Tesco faces having to pay out more than £21 million in April 2012 for its emissions under the Carbon Reduction Commitment (CRC) Energy Efficiency scheme, while participation could cost Edinburgh City Council (ECC) £991,500.

Changes made to the CRC in the Comprehensive Spending Review in November 2010 mean that revenues from the scheme will no longer be recycled to participants, effectively turning the scheme into a carbon tax and generating an estimated £1 billion for the Treasury in 2014–15. Previously, participants would have received at least a proportion of the money spent on buying allowances to cover their CRC emissions (at £12 a tonne) based on their position in an annual performance league table, with the best performers getting back more than they paid out.

Edinburgh-based consultants Carbon Masters have calculated the financial impact of the changes on Tesco and ECC and a number of registered participants, based on organisations' published carbon emissions data. It warns that councils and other public bodies will be hard hit (see p.26–28), calculating that Aberdeen City Council, for example, which has struggled financially in recent years, is facing tax of £800,000 on top of projected energy costs of £9.9 million.



CRC participants face hefty bills for energy emissions

Carbon Masters has calculated the minimum cost at £42,000, and has advised participants to take advantage of the one-year delay in having to purchase allowances – which was also announced in November – to invest in energy-saving measures to reduce their CRC liability.

# Firms doing little to stem loss of biodiversity, find analysts

**Natural environment** Leading businesses are largely ignoring the importance of biodiversity loss even though its cost is estimated at 7.5% of global GDP. Investment analysts EIRIS found that sectors with high biodiversity impacts in their supply chains, such as building materials, construction, mining and metals, and power generation, are failing to tackle degradation and that few companies had signed up to the Convention for Biological Diversity (CBD).

EIRIS analysed the biodiversity policies of about 1,800 publicly listed companies in the FTSE All-World Development Index. Almost half (47%) had no policy, while just 6% had a policy that EIRIS classes as "good" and 20% had one it describes as "basic". Just 20% of firms with high biodiversity impacts had made a commitment under the voluntary CBD.

Three UK companies – Severn Trent, Unilever and United Utilities – are classed as biodiversity "leaders" in their sectors by EIRIS. Road distribution and shipping, and construction are the worst performing sectors.

EIRIS found that large companies tend to address biodiversity better than smaller ones. This finding was echoed by participants in the joint IEMA/Defra workshop on the natural environment and business, which was held in December. Many of those attending felt it was mainly the FTSE 100 taking action, with the vast majority of companies not doing enough.

The EIRIS analysis and workshop outcomes came as the UN's International Year of Biodiversity ended in December. The UN has now declared the next 10 years the International Decade of Biodiversity, establishing a new global scientific body, the Intergovernmental Platform on Biodiversity and Ecosystem Services, to provide independent advice and scientific evidence on biodiversity and ecosystems for governments and policymakers.

# Government ignites 'green' electricity revolution

Energy Plans to decarbonise the UK's electricity-generating system have been published by the government. Key measures include establishing a carbon price floor and scrapping the Renewable Obligation Certification (ROC).

Energy and climate-change secretary Chris Huhne claims that the proposals will create a level playing field for low-carbon technologies. "In the new, reformed UK electricity market, the economics of low carbon will stack up like nowhere else in the world. By 2030, three-quarters of our electricity could be low carbon," he said.

The creation of a carbon price floor is a key feature of the proposals. It aims to make it increasingly expensive to operate high-polluting power plants, encouraging electricity-generating companies to invest more in low-carbon alternatives. The plans from the Treasury focus on reforming the climate change levy (CCL), which was introduced in 2001 and is an environmental tax levied on taxable commodities – electricity, gas, solid fuels and liquefied petroleum gas – supplied to businesses and the public sector, and the fuel duty on oil used to generate electricity. In most cases, fossil fuels used to generate electricity are currently exempt from the CCL. The government plans to remove the exemptions and to tax these fuels based on their average carbon content. It will also reduce the amount of fuel duty that can currently be reclaimed on oil used to generate electricity.

By 2030, 75% of UK electricity generation may be low carbon

The second key element of the plans is to replace the ROC, which has been the main support mechanism for renewable-power generators since its introduction in 2001, with a "contract for difference" feed-in tariff (FIT) by 2017. Under DECC's preferred option, the government will agree long-term contracts for low-carbon plants that provide a top-up payment if wholesale electricity prices are below the FIT price, which, if the proposals go ahead, would be set by auction.

The remaining two main planks of the government's reforms are imposing an emissions performance standard on new fossil-fuel power stations, and providing energy companies with incentives to encourage the building of reserve power plants or the introduction of demand-reduction measures.

The Committee on Climate Change, which wants to reduce average emissions from electricity generation from current levels of around 500 $gCO_2$/kWh to around 50 $gCO_2$/kWh by 2030 (p.11), welcomed the government's proposals, particularly its plans for a FIT combined with long-term contracts and low-carbon generators. "The basic model proposed is in our view the right one to transform the electricity sector in a way consistent with meeting carbon budgets," commented chief executive David Kennedy.

The renewables industry, however, criticised the scrapping of the ROC, warning that it would hit investor confidence. "The ROC has turned the UK into an offshore wind powerhouse, and brought forward 20GW of applications onshore. We shouldn't be looking to solve a problem that doesn't exist," said Dr Gordon Edge, director of policy at RenewableUK.

# Offences cost port firm £630,000

Pollution Dredging toxic sediment illegally and dumping it in an area of outstanding natural beauty has cost A&P Ports and Properties a total of £630,000.

The company was developing Falmouth Marina in Cornwall, an £8.8 million project being built on the site of two former wharves. At the start of the project, A&P Ports and Properties had insisted that there was no need to dredge the area, even though the seabed under the former wharves had not been dredged since 1938 and the silt contained poisonous heavy metals and toxins, including high levels of organotins such as tributyltin (TBT) and triphenyltin (TPT), which are historically used in anti-fouling paints for ships, and both of which are toxic to the marine environment.

Later, the firm discovered that dredging was necessary, with up to 9,700$m^3$ of material needing to be removed. But, according to Andrew Oldfield, prosecuting, A&P Ports and Properties failed to make the discovery public, fearing it would result in costly disposal and a time-consuming environmental impact assessment. It also failed to inform a contractor employed to demolish one of the wharves that the silt that had to be removed from beneath the structures was toxic.

The illegal removal of the sediment was only discovered when an inspector from the then Marine Fisheries Agency – now the Marine Management Organisation, which brought the prosecution – witnessed a digger lowering a bucket into the water to shift the silt.

A&P Ports and Properties pleaded guilty to three breaches of the Food and Environment Protection Act 1985. Truro Crown Court fined the company £70,000, ordered it to pay costs of £160,000 and issued a £400,000 confiscation order under the Proceeds of Crime Act 2002.

Short cuts

## Sainsbury's single report

Sainsbury's has announced that its 2011 annual report will also include details of its corporate responsibility (CR) performance. The company claims the move will mean it is the first retailer to fully integrate its CR and financial performance in one report. The retailer has also produced a short film in support of Prince Charles's accounting for sustainability initiative, which promotes integrated reporting. The cast of the film – available at *www.lexisurl.com/iema5965* – includes two stars from the TV programme *Dragon's Den* and the chief executives of Virgin, M&S, PepsiCo and Sainsbury's. In the film the two Dragons, Deborah Meaden and Theo Paphitis, appear as "eco-warriors" who discover that the firms are already doing a great deal to reduce their environmental impacts.

## CASE LAW

LexisPSL

### Commercial confidentiality: public authority audits come under scrutiny in *Veolia* ruling

Veolia Environmental Services lost its appeal against a High Court ruling ordering the company to release to local residents details of its £850 million waste management contract with its waste partner, Nottinghamshire County Council.

The main issue before the court was whether confidential commercial information and invoices contained in a waste management public finance initiative (pfi) contract made between Veolia ES Nottinghamshire and the council, and submitted as part of the contract, came within the Audit Commission Act (ACA) 1998, s.15(1) and were, therefore, open to inspection, or whether they were protected against disclosure. Section 15(1) of the ACA enables any interested parties to inspect accounts and related documents, including contracts, for a 20-day working period each year. This goes beyond the right of access in the Freedom of Information Act 2000 (FOIA). In 2007, parliament left this issue untouched when amending ACA, s.15. Consequently, to date, ACA, s.15 rights have undermined the wider confidentiality provisions in the FOIA and the Environmental Information Regulations 2004 (EIR). A third element is art. 1 of the European Convention on Human Rights, which provides protection for "possessions". The access route provided by ACA, s.15 to commercially sensitive information has therefore been an area of concern for environmental lawyers for some time.

Veolia initiated a judicial review following a request under ACA made by a local waste campaigner. The court ruled that Veolia had to release the information, revealing how much money the firm had been charging the council for each method of waste treatment, such as landfill, incineration, recycling and composting.

The impact of the case on future requests for environmental information is significant. In aligning the situation under ACA, s.15 with provisions under reg. 12(5)(e) of EIR and ss.41 and 43 of FOIA, which invite public authorities to take into account issues of confidentiality and commercial sensitivity when determining whether information should be disclosed, the court has closed the loophole that had allowed commercially sensitive documents unavailable under FOIA and EIR to be accessed under ACA.

Public bodies will have to carry out a balancing exercise between the public interest in disclosing the information and the public benefit in maintaining the public and private interests protected by the exemptions (the public interest test).

*Colleen Theron and Deirdre Lyons, LexisPSL, legal expertise online*

# Renewables generation at record high

## Fear that changes to planning process may threaten future expansion

Energy Renewable sources generated 8.6% of UK electricity in the third quarter (Q3) of 2010 – the highest proportion on record. Wind, hydro and other renewable supply was 23% higher compared with the same quarter in 2009, with the contribution from wind increasing by 37%.

The increase in Q3 comes after the percentage of electricity from renewables fell in the first half of 2010 – down 6.6% in Q1 and by 12.1% in Q2 compared with the same periods in 2009. The renewables sector heralded the recent rise, saying it signalled that the UK was on course to meet its 2020 legally binding EU target to produce 15% of its energy – which means about 30% of its electricity – from renewable sources.

There is concern in the industry that future expansion could be threatened by the proposals in the Localism Bill, however. The Bill, which was laid before Parliament in December, proposes radical changes to the planning process in England. Proposals include local referendums on planning applications, neighbourhood planning, pre-application consultations, abolition of regional spatial strategies, and reform of the community infrastructure levy.

Wind generation increased 37% between 2009 and 2010

Merlin Hyman, chief executive at Regen SW, the renewable-energy agency in the South West, believes the changes will inevitably result in little regard being given to national priorities, such as the renewable-energy targets. "We will see some areas that have ambitious and proactive policies on sustainable energy, whereas others could become virtual 'no go' areas for larger developments," he warns. Hyman says that renewable-energy developers and installers will need to better understand and influence (even more than is already the case) the local policies and politics in different localities.

RenewableUK claims the proposals will have a profound impact on renewable-energy projects. "There is no doubt that the Bill, once it becomes law, will dramatically alter the rules for developing renewable-energy projects," said its director of communications, Charles Anglin.

The latest CBI climate-change tracker, which monitors progress on moving to a low-carbon economy, identifies planning as a policy area of concern.

## Q&A

WSP

### Q How do I write a high-level energy strategy?

**A** The best way to prepare a high-level energy strategy for your business is to be clear about what you want to achieve, and then to draw up a series of actions around meeting those objectives. Keep it short, simple and clear.

The strategy itself should be high level; any detail on the methodology underpinning the message can be confined to more detailed "second-tier" documents.

So, think about what your business does, what its key energy impacts are, and what you want to achieve.

A good way to start is with a simple "mission statement", such as: *"Moonshot Ltd is a leading manufacturer of sky rockets. Energy use is an integral part of our production process, and, as a responsible business, we seek to minimise its use where practicable, in order to reduce our environmental impact and maximise our business performance."*

The strategy should then lay out its key themes. A good strategy should cover at least the following areas:

- **Governance and responsibility** – assign senior management responsibility for energy issues, and ensure that the responsibility is devolved throughout the organisation.
- **Measurement** – a robust method of measurement and reporting is essential, and underpins the enforcement of responsibility for energy use.
- **Targets** – targets focus minds and spur action, so consider including targets as part of the strategy. The actual targets themselves should be flexible and adaptable to your changing business needs and performance.
- **Reporting and communication** – identify key stakeholders, both internal and external, what they need to know, and how it will be communicated to them.
- **Training and awareness** – look at your workforce, and identify those that need specific technical training, and those that may only need a level of awareness.
- **Procurement and investment** – ensure that your strategy includes the mechanisms that will promote energy-conscious procurement and investment processes: life-cycle costing is a must.

*If you have a question for the experts at WSP Environment & Energy email editor@environmentalistonline.com*

# CCC calls for tighter emissions targets

**Climate change** Recommendations for the fourth carbon budget (2023–27) have been put forward by the Committee on Climate Change (CCC) and require the UK to reduce its greenhouse-gas (GHG) emissions by 60% against 1990 levels by 2030. The committee also calls for a tightening of budgets two (2013–17) and three (2018–22) – compared with the legislated interim budgets – to achieve a 37% reduction in emissions by 2020, rather than the current 34%. It warns that the UK 2020 target could rise further, to 42%, if over the next few months the EU agrees a more ambitious target – to a 30% reduction from the current 20% cut by the end of the decade.

The CCC says that to put the UK on a path to meet the target in the Climate Change Act 2008, to reduce emissions by 2050 to 80% below 1990 levels, will require a 60% cut by 2030 – a 46% fall over the next 20 years. "By 2030, the UK should aim to have reduced total GHG emissions from today's level of 574 million tonnes of $CO_2$ equivalent ($MtCO_2e$) to around 310 $MtCO_2e$," says the CCC.

**The UK's four carbon budgets**

| | | $MtCO_2e$ |
|---|---|---|
| **Budget 1** | Interim | 3,018 |
| **(2008–12)** | Intended | 3,018 |
| **Budget 2** | Interim | 2,782 |
| **(2013–17)** | Intended | 2,679 |
| | Proposed | 2,749 |
| **Budget 3** | Interim | 2,544 |
| **(2018–22)** | Intended | 2,245 |
| | Proposed | 2,430 |
| **Budget 4** | Domestic action | 1,950 |
| **(2023–27)** | Global offer | 1,800 |

*Source: Committee on Climate Change*

The committee urges parliament to legislate for what it calls a "domestic action" budget for 2023–27, so that emissions cuts are achieved through national reductions without recourse to the purchase of credits in international carbon markets, including through the EU emissions trading scheme.

It has also provided a budget – referred to as the "Global offer" budget – should a new international treaty be reached covering the 2020s.

According to the CCC, the 60% target for 2030 can be achieved at a cost of less than 1% of GDP in 2025.

Policy recommendations to achieve the targets are focused in five main areas:

- decarbonisation and reform of the UK electricity market, including investment in low-carbon technologies, such as wind, nuclear and carbon capture and storage (CCS) to reduce the carbon intensity of the electricity generated by 90% over the next two decades;
- widespread deployment of low-carbon vehicles – mainly electric cars and vans – to secure a 45% reduction in emissions from surface transport by 2030;
- better insulation of buildings and increased use of energy-efficient heating systems, such as heat pumps;
- improved use of energy-efficient processes and CCS technology by industry to halve industrial emissions by 2030; and
- greater use of more carbon-efficient practices in the agricultural sector to cut emissions by up to 20% over the next two decades.

## IN PARLIAMENT

### Transparent law making

**Chris Davies** is the Liberal Democrat environment spokesman in the European Parliament

Most of our environmental legislation has its origins in Brussels but how do we know that EU Directives get properly transposed into national law? The answer is "with great difficulty". Although it's a legal requirement, governments are under no obligation to publish details of how it is done. The European Parliament (EP) is now going into battle over the issue.

Making sure that EU laws are applied equally and effectively is important both for the environment and for business. When failures are detected, the European Commission can haul a recalcitrant country before the European Court of Justice to force improvement, but the legal processes are slow and cumbersome. Persuasion is always the preferred option.

The first task for a commission official or an environmental activist is to get the facts. And there lies the rub. How *do* you find out what has been done? The solution is for member states to publish "correlation tables" (really implementation tables). These show, clause by clause, how the different elements of an EU Directive have been transposed into national legislation; and how the one correlates with the other.

The commission now routinely inserts this requirement in all draft legislation. The Council of Ministers, representing EU governments, routinely insists on deleting it.

MEPs are now warning that legislative negotiations will be withdrawn unless countries accept the tables. This has forced the issue onto the council's agenda.

A paper being circulated by the Presidency points out that most member states already produce the tables for their own use, they simply do not publish them.

A fight about "correlation tables" is hardly likely to seize the public's imagination, but victory will bring change for the better all the same.

# Deepwater drilling doubts rise

**Pollution** There are serious doubts that the North Sea oil industry has the capacity to effectively deal with any deepwater drilling emergency similar to last year's Gulf of Mexico oil spill. That is the conclusion of the House of Commons energy and climate change committee (ECCC). "The harsh and windy conditions in the North Sea would make an oil spill off the coast of Shetland very difficult to contain or clean up," warned committee chair, Tim Yeo.

Although the ECCC stops short of calling for a moratorium on deepwater drilling and acknowledges that existing safety regulations on drilling in the UK are tougher than they were in the Gulf of Mexico, MPs are concerned that oil companies' response plans fail to take into account local conditions. New systems for capping or containing a spill should be designed with the harsh and challenging North Sea environment in mind, they say.

The committee is urging the Health and Safety Executive to consider prescribing the use of the failsafe device (Blind Shear Rams) that failed to operate on the Deepwater Horizon, because its battery was flat, on all UK deepwater rigs.

UK oil industry may not be able to halt a North Sea spill

"Requiring oil rigs to fit an extra failsafe device, to cut and seal the pipes if a blowout occurs, is an option that must now be considered," said Yeo.

Meanwhile, the US government is suing BP for the Gulf of Mexico spill, alleging violations of the Clean Water Act and the Oil Pollution Act. "Under the Clean Water Act penalties of up to $4,300 per barrel can be imposed for the 4.9 million barrels spilled. Under the Oil Pollution Act, it can be made to pay for the damages of the spill including all clean-up costs," comments environment lawyer James Thornton.

# Government plans high-water test

**Flooding** March will see government departments, agencies, emergency services, businesses and communities in England and Wales participating in one of the biggest emergency exercises ever to be staged in the UK. Exercise Watermark, taking place on 4–11 March, will test the country's response to groundwater, surface water, reservoir, river and coastal flooding.

The exercise, which is being planned by the Environment Agency on behalf of Defra and the Welsh Assembly, will test everyone involved in responding to a flood emergency, ranging from fire and rescue services rescuing vulnerable people to planners and decision-makers monitoring rainfall and river levels. "The exercise will put the decision making, partnership working and communications ability of everyone involved in flood response under the spotlight," says Peter Midgley, the agency's exercise director.

Exercise Watermark will be split into national, regional and local activities and will test a range of flooding scenarios. Local Resilience Forums (LRF) will focus on specific flooding events. Surface water and rapid-response catchment flooding will involve London LRFs, West Yorkshire LRF and Devon & Cornwall LRF, for example, while there will be a major failing reservoir incident within the Derbyshire LRF.

Boots is one of a number of businesses participating in the exercise to test their business continuity plans. The agency is keen to encourage more businesses to sign up to the website (www.exercisewatermark.co.uk), make a flood plan, and practise it during the exercise.

Staging a national flood exercise was one of the 92 recommendations made by the Pitt review of the summer floods in 2007. About 8,000 business premises were flooded in places such as Tewkesbury, Hull, Gloucester and Oxford, and there were 35,000 associated insurance claims made. The cost to business was estimated at nearly £750 million, while the cost of business disruption was put at £160 million.

## NEW REGULATIONS

| In force | Subject | Details |
|---|---|---|
| 26 November 2010 | Packaging | The Producer Responsibility Obligations (Packaging Waste) (Amendment) Regulations 2010 amend the 2007 Regulations by including 2011 and 2012 packaging waste recovery and recycling targets. The revised Regulations also include provisions to increase the transparency associated with revenue from Packaging Recovery Notes as well as technical changes to improve the clarity of the Regulations. www.lexisurl.com/iema5858 |
| 2 December 2010 | Resource use | EU Regulation 995/2010 lays down the obligations of operators who place timber and timber products on the EU market. The Regulation applies to all member states from 3 March 2012. However, member states: must notify the commission by 3 June 2011 of details of the competent authority responsible for the Regulation; adopt rules on due diligence by 3 June 2012; and put in place rules, also by 3 June 2012, governing checks by competent authorities. www.lexisurl.com/iema5859 |
| 4 December 2010 | Transport | The Cleaner Road Transport Vehicles (Scotland) Regulations 2010 transpose EU Directive 2009/33/EC on the promotion of clean and energy-efficient vehicles. The Regulations require all contracting authorities and entities as well as some public transport service providers to take into account energy and environmental impacts when procuring transport vehicles. www.lexisurl.com/iema5860 |
| 5 December 2010 | Energy | The Electricity (Guarantees of Origin of Electricity Produced from Renewable Energy Sources) (Amendment) Regulations 2010 amend the 2003 Regulations to implement changes to Renewable Energy Guarantees of Origin, which are used as evidence of production of electricity from renewable sources. The Regulations apply in England, Scotland and Wales. Separate regulations – Electricity (Guarantees of Origin of Electricity Produced from Renewable Energy Sources) (Amendment) Regulations (Northern Ireland) 2010 – apply in Northern Ireland. www.lexisurl.com/iema5861 |
| 10 December | Chemicals | EU Directive 2010/79/EU amends Directive 2004/42/EC on the limitation of emissions of volatile organic compounds. Specifically, it replaces Annex III in Directive 2004/42/EEC with a revised annex to incorporate changes to ISO method 11890–2. Member states have until 10 June 2012 to transpose the new Directive. www.lexisurl.com/iema5862 |
| 13 December 2010 | Pollution | The Smoke Control Areas (Exempted Fireplaces) Regulations (Northern Ireland) 2010 consolidate five sets of existing regulations and add new appliances that can be used in smoke-control areas. www.lexisurl.com/iema5863 |
| 20 December 2010 | Energy | EU regulations on energy labelling for: household dishwashers (1059/2010) – enforceable across the EU from 20 December 2011; refrigerating appliances (1060/2010) – enforceable from 30 November 2011; washing machines (1061/2010) – enforceable from 20 December 2011; and televisions (1062/2010) – enforceable from 30 November 2011. www.lexisurl.com/iema5864; www.lexisurl.com/iema5865; www.lexisurl.com/iema5866; www.lexisurl.com/iema5868 |
| 24 December 2010 | Flooding | The Flood Risk Management (Flood Protection Schemes, Potentially Vulnerable Areas and Local Plan Districts) (Scotland) Regulations 2010 introduce several provisions in line with the Flood Risk Management (Scotland) Act 2009, including the procedures that local authorities are required to follow to assess the environmental impact of flood-protection schemes. www.lexisurl.com/iema5870 |
| 10 January | Waste | The Waste Information (Scotland) Regulations 2010 introduce a statutory obligation on organisations that produce or manage waste to provide SEPA with waste data for the regulator's surveys. www.lexisurl.com/iema5871 |

## LATEST CONSULTATIONS

Closing date: 14 February

**Environmental regulation**

SEPA – the Scottish environment regulator – is consulting on its proposals for a new, simpler and stronger model for environmental regulation. The plans are similar to the Environment Agency's risk-based approach to regulation, and aims to reduce bureaucracy and duplication, while ensuring that tougher action is taken against those who fail to meet acceptable standards.
www.lexisurl.com/iema5872

**Chemicals**

The fourth European Commission stakeholder consultation on exemptions under the Restriction of Hazardous Substances Directive (2002/95/EC) covers the following two proposed exemptions: "cadmium as a pigment for use in vitreous enamel" and "restriction of exemption 1 to non-liquid mercury".
www.lexisurl.com/iema5857

15 February

**Environment**

The European Commission is consulting on a future EU financial instrument for the environment for the period 2014–2020, which will replace LIFE+ (EU Regulation 614/2007). LIFE+ comprises three types of interventions: action grants for project implementation, operating grants for NGOs, and public procurement contracts for service provision.
www.lexisurl.com/iema5873

16 February

**Flooding**

Defra is consulting on future funding of flood and coastal erosion risk management in England. The consultation seeks views on reforms to the way in which capital grant-in-aid is allocated to projects in England in order to manage the risk of flooding and coastal erosion.
www.lexisurl.com/iema5874

**Flooding**

Defra is consulting on draft Sustainable Development Guidance for Local Flood Authorities. The proposed guidance has been developed to assist local authorities discharge their duty under s.27 of the Flood and Water Management Act 2010, which requires them to make a contribution towards the achievement of sustainable development when exercising a flood or coastal erosion risk management function. At the same time, the Environment Agency is consulting on its strategy for flood and coastal erosion risk management in England.
www.lexisurl.com/iema5875
www.lexisurl.com/iema5876

17 February

**Biodiversity**

The European Commission is consulting on future EU co-financing of Natura 2000, the network of protected areas in Europe comprising nearly 26,000 sites. Natura 2000 is the cornerstone of EU biodiversity policy and, although the main responsibility for financing the network lies with the member states, art. 8 of the Habitats Directive (92/43/EEC) explicitly links delivery of the priority conservation measures to the provision of EU co-financing. The outcome of the consultation will help the commission develop a new communication, which is due to be published in summer 2011.
www.lexisurl.com/iema5877

18 February

**Energy**

The Scottish government is consulting on proposals to ensure Scotland as a whole and its local communities benefit from renewable and low-carbon energy developments.
www.lexisurl.com/iema5878

22 February

**Wastewater**

Defra is consulting on a national wastewater policy statement, which will set out the strategic need for a new wastewater infrastructure.
www.lexisurl.com/iema5879

## EVENTS CALENDAR

| Date | Course | Location and details |
|---|---|---|
| 15 February | Guardian Sustainable Business Quarterly: innovating to zero | America Square Conference Centre, London www.lexisurl.com/iema5887 |
| 16 February | BASE: business and a sustainable environment | The Brewery, London www.lexisurl.com/iema5883 |
| 23 February | Sustainable development: harnessing the energy of communities | The Barbican, London www.lexisurl.com/iema5889 |
| 3 March | Redefining value: integrated reporting and measuring sustainability conference 2011 | London www.lexisurl.com/iema5891 |
| 7 March | PPP in waste conference 2011 | Crowne Plaza, The City, London www.lexisurl.com/iema5892 |
| 17 March | The sustainable business summit: business in evolution | Radisson Blu Portman Hotel, London www.lexisurl.com/iema5893 |
| 24 March | The Big Green Society conference: how can we create a sustainable society in an age of austerity? | MWB Liverpool St, 55 Old Broad Street, London www.lexisurl.com/iema5894 |

# 2011 the year ahead

***the environmentalist*** asks policymakers, regulators and business leaders what the main issues facing practitioners will be over the next 12 months

## Janez Potočnik

European commissioner for environment

I see three main challenges ahead, each as important as the others. The first relates to resource efficiency, a key part of Europe 2020, the EU strategy to help us out of the current economic crisis. The goal is to decouple economic growth from our use of resources, and support a shift towards a low-carbon, eco-efficient economy. It's a way of stimulating green innovation, green growth and jobs. It's about doing more with less, and about learning to live within our means. It means asking whether it's wise to run our economies in such a shortsighted way, borrowing from the planet, when we don't know how to repay our ecological debt.

**The biggest test environmentalists face this year will be sticking to our guns. When economic growth is faltering there will always be calls for lower standards**

The second challenge is biodiversity loss, and the launch of a new strategy to ensure that the natural world gets the protection it needs for the coming decade. This often means convincing industry that biodiversity is not an environmental luxury, but the life-support system of our planet and the basis of human prosperity.

The third task is to improve the implementation of environmental legislation. A surprising amount of damage is done through inadequate enforcement of laws on the statute books. I want to ensure that the legislation in place is used effectively.

But the biggest test environmentalists will face in the coming 12 months isn't any of the above: it will be sticking to our guns. When economic growth is faltering, there are always calls for governments to lower environmental standards, and to provide more flexibility in their application. The challenge will be to refute those short-term arguments, and show how a healthy environment is the foundation we need for sustainable economic growth. Now that's a challenge we cannot afford to fail.

## Martin Baxter

Executive director of policy at IEMA

UK businesses will need to keep a keen eye on the policy landscape in 2011. A number of policy themes are coming together that make a powerful case for businesses taking a strategic approach to the environment and sustainability. While much recent attention has been given to the changes to the Carbon Reduction Commitment (CRC) Energy Efficiency scheme and the decision not to recycle allowances, there will be further developments on the price of carbon during the year, including a review of the Climate Change Levy (CCL) and the introduction of a minimum carbon price (see p.8). The chancellor's budget in March will clearly be important in this regard.

The decisions on mandatory greenhouse-gas (GHG) reporting and the broader issue of directors' social and environmental reporting duties, following the government's consultation on re-introducing the Operating and Financial Review, will maintain a focus on corporate disclosure and transparency.

Publication of the white paper on the natural environment in spring 2011 will help to remind business that there's more to environmental management than just climate change. Providing direction on issues including how the economy should reflect the true value of nature's services in the way business is done. This will have an important bearing on future environmental policy.

The desire to see reduced costs of regulation for businesses will have a clear environmental focus. Businesses should expect to see more in the line of de-regulation, with activity developing around the role of environmental management systems.

For those businesses involved in new developments, the significant changes to the planning system, ongoing reform of consenting processes for critical national infrastructure, together with the localism agenda, will all serve to maintain a climate of uncertainty.

## Neil Bentley

Director of business environment at the CBI

"The greenest government ever" is an aspiration that should be applauded, but by 2011 we should expect to see the results. The coalition has already made a start. The Green Deal, electric-car investment, new energy-infrastructure work: there will be plenty for us all to get our teeth into.

I can see both green taxes and GHG reporting moving higher up the agenda – especially as the government must make the decision soon on whether or not to introduce mandatory reporting in 2012. Following the debacle where the CRC was fundamentally changed in the small print of the spending review, the government must persuade businesses that they will approach these issues openly, engaging with those that will be affected and ensuring that what is decided will be for the long-term benefit for all.

We will also get to see the detail of the Green Investment Bank (GIB). While it has less funding than many expected, I believe this still has the potential to encourage the investment needed to bring low-carbon innovations to the marketplace. The devil will be in the detail, but if done correctly the GIB could be a great boon to the British economy.

## Ed Mitchell

Director of environment and business at the Environment Agency

Budget cuts will almost certainly dominate the agenda for the environment in 2011. The austerity measures being put in place present major challenges that cannot be dismissed lightly. However, we need to keep our focus on delivering for people and the environment. The test will be finding ways to continue to deliver results that are cost effective and targeted yet sufficiently ambitious in the face of the significant environmental challenges we face.

The Environment Agency is committed to retaining the high ambitions of its corporate strategy for 2010 to 2015. We will continue to focus on protecting and improving air, land and water quality; driving the wiser and more sustainable use of resources; and reducing the future impact of climate change and responding to its consequences. These are essential for the environment and we must not lose sight of them over the coming year. Central to delivering these priorities will be continuing to build on and improve the way we work with others, including local authorities and communities. Working locally to find solutions to environmental problems will make the best possible use of public money. Empowering communities to lead on driving improvements to their environment will require a better understanding of local needs and priorities.

## Tim Yeo

MP for Suffolk South and chair of the Energy and Climate Change Committee

David Cameron has promised that his government will be the "greenest government ever". My committee will be responsible for holding the prime minister to his pledge.

The CRC has set challenging emissions caps for business; many have expressed disappointment that the spending review announced that revenues from the scheme would not be recycled to participants and that the scheme now amounts to "just another tax". To retain business confidence in the scheme, it is vital that the government delivers on its promise to simplify and reduce the burden on business.

It is clear that fossil fuels will continue to form an important element in the UK's energy requirements for the foreseeable future, but if the country is to remain on track to meet its climate-change commitments, it is equally clear that carbon capture and storage technology will have to be used for both coal and gas generation. The government has pledged to introduce emissions performance standards (EPSs) for electricity generation (see p.8) – while the form of these is not yet decided, the EPSs will undoubtedly pose a new challenge to the power sector.

More broadly, the UK can look forward to great changes in the way that the energy market operates. As the country emerges from recession, and as technology provides for greater electrification of transport and domestic heating, demand for electricity will continue to rise. Electricity generation to meet this rising demand will have to come increasingly from renewable resources, but this poses its own challenges to the operation of the grid, as the wind is not always blowing and the sun is not always shining when demand for electricity is greatest. The technology is emerging for the development of smart grids that will enable demand to be smoothed over the day, reducing reliance on the more carbon-intensive peak capacity that can be fired up at short notice.

At a European level, it is clear that the EU emissions trading scheme (ETS) cap needs to be tightened, with a concomitant rise in the carbon price.

## Gareth Stace

Head of climate and environment policy at the EEF

The number of climate and environment challenges facing UK manufacturers in 2011 is likely to increase from 2010, just as last year saw greater challenges than previous years. We will see key decisions made on EU regulation including the ETS and the EU Directive on waste electrical and electronic equipment

(WEEE). On the domestic front, we will see revised waste policy and carbon tax, with attempts to unravel the complex, confusing and costly UK climate-change policy landscape.

With the packaging targets for 2011 and 2012 remaining unchanged we could see packaging waste recovery note prices tumble, which is good for obligated businesses but not for long-term investment in the recycling infrastructure. In the spring, Defra will publish its response to its "Waste Review". This is an opportunity for the environment department to finally be bold on waste policy and hopefully to think wider than just waste by changing the focus towards a UK resource strategy that could also address the looming issue of global material security.

Proposals for the recast WEEE Directive are expected to kick off again in February. A key issue for manufacturers will be the call for a significant increase in member state collection targets, anywhere from 65%–85% by 2016. Such a significant increase will likely add substantial cost increases to producers of electrical and electronic products.

Alongside the target increases, producers could also be made fully responsible for WEEE collection costs.

The 2011 Finance Bill will contain proposals for an upstream carbon tax and reform of the CCL. Alongside this will be decisions on the future of climate change agreements, with more changes to the CRC scheme and the government making a decision on whether to introduce mandatory GHG reporting. It's going to be a busy year and I didn't even mention the GIB.

## Paul Pritchard

Head of corporate responsibility at RSA

UK businesses face a number of challenges of an operational nature. The ongoing implementation of CRC will be interesting but in some ways it's rather more a concern for central government than it is for business. Quite a few of us have been supportive of CRC as an enlightened (if rather complex) approach to carbon reduction in non-intensive energy users. The change to a straight tax, while understandable in terms of Treasury thinking, means it is going to be harder for us in future to feel we are part of a collaborative process.

The bigger and broader challenge, however, is surely around products and services. We can afford to give ourselves at least a small pat on the back for the speed with which the organisational footprint reporting has been standardised, but the expertise is only slowly moving into the product side. A Fairtrade label is certainly valued and while many may not know the exact meaning or process that sits behind it, there is a general acceptance that it is a good thing – and trusted.

We aren't anywhere near that for green issues. If we look at some of the really good work on carbon labelling in the retail sector it feels as though it hasn't achieved anything like widespread recognition or acceptance. Even if I am being optimistic I can't see this happening in 12 months but we could make some genuine progress.

## Peter Young

Strategy director at SKM Enviros and chair of the Aldersgate Group

2011 is going to be tough but better than 2010. The drive for renewables and low-carbon electricity generation, a smart grid and energy efficiency will remain strong and create a lot of opportunities for the environmental and energy sectors: from carbon capture and storage and offshore wind, to the London Energy Partnership and community-driven energy-efficiency schemes with many projects of intermediate scale in between. The introduction of the Renewable Heat Incentive, probably in June, is welcome and will be a further business driver.

The relentless rise in landfill tax – one of the most successful green tax policies, which begs the question why can't we have more of them – will mean that recent hiccups in the waste private finance initiative programme [the government cancelled seven projects as part of the spending review] will be overcome with more merchant facilities delivering the alternative resource-efficient options for our wastes.

The built environment will benefit from a greater emphasis on refurbishment, and transport infrastructure will also continue to slowly reduce its massive investment deficit; however in no way will this resurrect the construction sector given the continuing low level of new build.

Critical to 2011 feeling better than 2010 will be private investment in green schemes, and the early creation and funding from receipts of the GIB is far more important than the not inconsiderable funds pledged. The signal that the GIB is an urgent and durable priority will by itself show that the UK economy is serious about investing in new green technologies and markets. Achieving this competitive edge will be vital not just for 2011, but for the UK to prosper over the rest of the decade.

## Cllr. Gary Porter

Chair of the Local Government Association's environmental board

These are tough financial times, and both national and local government need to think radically about how they can meet environmental challenges without being able to spend public money on anything like the current scale.

Defra's spending settlement includes continued investment in flood and coastal erosion risk management, but at a significantly lower level. Yet flood risk is increasing and the insurance industry is making noises about no longer providing affordable cover in high-risk areas. We think the government's calculations of the costs to councils of taking on new responsibilities for flood-risk management from next April are an underestimate.

The story on waste is similar. There is less money around, but the EU landfill targets, which will land us with hundreds of millions of pounds in fines if they are missed, are not going to go away. Environment secretary Caroline Spelman has rightly decided to look at current waste policies. This will involve looking at ways that councils can work with local businesses to cut the cost of waste collection to businesses and taxpayers. And it will involve giving the third degree to the government's approach to meeting European targets. And there's action at the EU level too, with the European Commission due to publish proposals for new legislation on energy efficiency.

## Peter Kellett

Chair of the UK Environmental Law Association

I'd highlight four challenges. First, new emissions limits will be set through a binding fourth carbon budget (2022–27) (see p.11), while the "one-in, one-out" rule will be applied in an attempt to stem the flow of environmental law. Yet the reviews of Ofwat and of waste policy, and white papers on water and the natural environment, could all produce new regulations.

Second, reform of existing regulatory regimes is likely to continue. The long-awaited review of the complex contaminated land regime is likely to be under way. Civil sanctions can now be used by the Environment Agency and sanctioning powers may be expanded to cover permitting. Further implementation of the Flood and Water Management Act is planned. A key issue to watch is the extent to which "excessive" costs of litigation for third parties could be reduced following court rulings. Easing the ability of third parties to challenge decisions is likely to increase costs and delay development.

Third, radical institutional reform is planned in 2011 through the Public Bodies Bill. Assuming the Bill becomes law, it will promote a more fluid approach to the way regulatory functions are organised. Work to examine the case for a single environment body in Wales is already under way.

Finally, the Localism Bill (see p.10) is likely to re-examine the long-running tension in environmental law between central control and local empowerment. The effects of the abolition of regional targets and the integration of the Infrastructure Planning Commission's work within government are two areas to watch.

## Paul Ashley

Group sustainability champion at Mott MacDonald

Our view of the next 12 months can be described as warily confident. The water and power sectors in the UK have benefited from regulatory settlements that have given us a visible stream of planning, construction and maintenance work. This has helped to keep our environmental teams very active, as has Crossrail and a number of other major projects. I expect this situation to continue through 2011.

**Publication of the White Paper on the natural environment will help remind business that there's more to the environment than just climate change**

Outside the UK, some countries and sectors are clearly growing faster than others. Even where major development projects are shelved, such as in some Gulf states, planning for the future often proceeds apace, ready for when investment money flows faster. And some sectors, notably international development projects for environmental management and sustainable urban living, appear healthy for the immediate future, as does the reconstruction programme in Iraq with its associated environmental planning and management.

In the UK, Europe and some other countries – China and, increasingly, India – the sustainable development trends of the last few years will continue. In the UK, the government has been running consultation programmes to bring whole-life carbon footprinting of major projects into public investment decision-making, and to address the adaptation needs of national infrastructure. These will demand new approaches to project appraisal, allowing for non-financial carbon-related criteria, and assessment of complex long-term environmental risks.

## David Symons

Director at WSP Environment & Energy

Readers of *the environmentalist* know that sustainability is a huge opportunity. And we know about Plan A, Ecomagination, Sustainability 360 and other leading strategic corporate sustainability programmes.

Yet in spite of this opportunity and the evidence base of M&S and GE, among others, many businesses continue to see the environment as an operational issue, tangential to core business strategy. The fact is, the prevailing approaches to sustainability are so fragmented and so disconnected from business and strategy as to obscure many of the greatest opportunities for companies to benefit society. If, instead, corporations were to analyse their prospects for sustainability using the same frameworks that guide their core business choices, they would discover that it can be much more than a cost, a constraint, or a charitable deed – it can be a source of opportunity, innovation, and competitive advantage.

Sustainability as strategic opportunity is the key opportunity for 2011. And 2012. And 2013.

# FIT for business

## Do feed-in tariffs really make good financial

Investing in renewables doesn't just give a business good environmental credentials, but also control over their future energy costs

Juliet Davenport
Chief executive at Good Energy, the UK's leading 100% renewable energy supplier

FITs make economic sense for businesses and we have numerous customers who are reaping the financial returns.

Take Good Energy FIT customer Mike Hill, for example, who, along with his business partner, invested in two wind turbines at their vehicle accident repair centre, DMR, in Harworth, Doncaster. While motivated by green ambitions, the primary reason for DMR investing in the 18-metre high turbines was the financial return they promised. It spent £200,000 in total in 2009 and now exports all the electricity generated to the grid. This yields it a £50,000 annual return – 24.1p per kWh FIT payment plus 5p per kWh from Good Energy for the export.

Businesses should look at DMR and ask themselves why they aren't making a similar investment and return. Of course, it is only appropriate to invest in wind turbines if your business is in an area with a good wind resource. However, there are numerous other options for businesses to invest in renewable generation. For example, if you have a building with a south-facing roof, solar PV panels are likely to be appropriate.

As all effective chief executives know, good business isn't just about keeping your costs down, it's also about forecasting your costs with a degree of certainty. When it comes to energy, investing in decentralised renewable generation doesn't just give businesses good environmental credentials – increasingly important for today's consumers – but also control over their future energy costs.

The introduction of the FIT in April 2010 made the business case even more compelling. The FIT is not only financially viable, it also represents a strong long-term proposition for business where energy usage can have a significant impact on the bottom line.

Microgeneration also helps individuals, employers and employees develop a more personal relationship with their energy resulting in a reduction in demand. When businesses generate their own energy, it becomes a visible, tangible part of their lives and consequently they value their energy more and use it less. Lower demand means greater savings and, of course, lower emissions.

The question therefore shouldn't be *why* should businesses invest in renewable generation, it should be when, because the incentives won't last forever. To take full advantage of the current level of FIT, you should act before 2013 at the latest when the scheme will be reviewed and payments may fall.

# purpose?

sense? We ask two business leaders

At last, I thought, subsidies to support renewables until such time as a credible carbon tax is introduced. Sadly the commercial evaluation of the FIT did not match my initial enthusiasm.

The financial numbers initially looked attractive, with a 3.5Kw PV system costing £15,000 producing almost £25,000 from the FIT, and saving us just over £10,000 on electricity expenditure (allowing for 5% fuel inflation) over the 25-year period. That's a £35,000 return on the investment of £16,500 – including allowing for a replacement inverter halfway through its projected life.

Then I asked: "What would happen if I put the money in the bank for 25 years?" I'm no Warren Buffett [the legendary US investor], and I appreciate that interest rates are currently unrealistically low, but the Bank of England website shows that if you had put £15,000 in the bank 25 years ago it would now be worth nearly £84,000 (using UK bank base rates) – £34,000 better than investing in solar panels under the FIT. Not what I was hoping to see, and certainly not good enough to satisfy a chief financial officer looking at net present value or internal rate of return!

My next concern arose because of the tremendous ongoing investment in improving the efficiency and reducing the costs of PV panels. Will Moore's Law [the prediction by Gordon Moore, co-founder of Intel, that the number of transistors on a microprocessor would double roughly every 18 months] apply to PV as well as computer chips? If I cover my roof in panels now will I be left in five years' time with obsolete technology when current models produce 10 times more power at a tenth of the price?

Given the challenge justifying the investment from either a financial or a risk perspective, is there another factor that might sway the decision? As a company we have a high profile promoting sustainability within our industry and win a significant proportion of our business from organisations that recognise the lack of a carbon price hides the true cost of energy. We therefore have an obligation to set an example to others: how can we expect our customers to pay a premium (where necessary) for a green product if we don't do the same ourselves?

The FIT guarantees that we won't lose money; we just won't make as much as if we invested elsewhere, such as in additional sales staff, or even if we left it in the bank. We are going ahead with the installation of a 3.5Kw system, which leaves us with sufficient roof space for further phased installations as technology evolves while giving a clear message that we support a move to renewables.

> If I had put £15,000 in the bank 25 years ago it would now be worth nearly £84,000 – £34,000 better than investing in PV panels under the FIT

**Toby Robins**
Sustainable development director
at office supplies company
Wiles Greenworld

# The keys to managing data


**Alison Smith** explains why businesses should take advantage of developments in environmental management software

It isn't easy being green. As belts tighten, environmental departments often feel the pinch more than "core" business units. Yet the need for effective environmental management systems has never been greater. Businesses need to be lean and green to prosper in a future of scarce resources. They have to insulate themselves from spiralling fossil fuel prices, widespread water shortages and rising waste disposal costs. And they need to deal with ever-changing legislation as well as increasing demands for transparency from investors, customers and local communities.

Faced with these multiple pressures, many environmental managers are finding that the traditional environmental accounting approach of sitting down with a pile of utility bills and a spreadsheet is no longer adequate – and software and consultancy companies have not been slow to respond. A flood of new tools has hit the market, initially driven by the need to report carbon emissions but now also expanding into wider aspects of sustainability such as waste, water use and social indicators. More than 400 tools are now listed at the new Environment Tools website (www.lexisurl.com/iema).

So why are more companies turning to software tools to help measure and manage their environmental impacts?

## Handling complexity

For a small business with simple impacts, spreadsheets may be a good starting point. However, for larger organisations or those with complex impacts the limitations soon become apparent. With multiple sites, processes and business units, often in different countries with different emission factors, the sheer number of data points soon begins to overload most spreadsheet systems. More worryingly, updates rely on emailing spreadsheets back and forth, introducing plenty of scope for version control errors. Chris Szweda of Linde, the supplier of industrial gases, is emphatic: "There's no way we'd contemplate going back to spreadsheets," he says. "We have over 700 sites globally, each with different languages, cultures and timescales, and different interpretations of the data required. We had people adding in extra lines on the spreadsheets – all sorts of weird and wonderful things going on."

Added to this, regulations are becoming more complex. In the UK, companies now have to deal with three strands of legislation – the EU emissions trading scheme (ETS), the climate change levy and the new Carbon Reduction Commitment Energy Efficiency scheme (CRC) – each with different reporting requirements. Companies with operations abroad may also be subject to national schemes, such as the French Bilan Carbone or the US EPA regulations. Software can make the reporting process far quicker, cheaper and more reliable.

## Analytical power

Spreadsheets may be able to handle simple data gathering and reporting, but commercial software can provide far more sophisticated and powerful tools for analysing data at the level needed to start reducing impacts. Interactive dashboards allow data to be "sliced and diced", instantly viewing indicators by country, site, business unit or process. Software can automate tasks, such as monitoring progress towards targets, forecasting future emissions, and exploring the impact of future changes through "what-if" scenario analysis.

Software also makes it easier to extend analysis out to the supply chain – an increasing concern for many businesses. Brian Goodwin of Carestream Health, the


medical imaging and healthcare IT company, is in charge of a complex supply chain extending across Europe, Africa and the Middle East. His personal conviction that it was time to set up a green policy was backed by pressure from customers who were asking specific questions about issues such as whether their trucks had diesel filters. "We need to be in the front line when it comes to responding to ecological pressures," he says. "Yet, we had no idea how much carbon we were producing." Carestream invested in CarbonView software, which has specialised supply and logistics functions. Now it can view the emissions from each part of the supply chain in detail, and is starting to insist that its contractors set up their own green policies.

As supply-chain pressures spread, for example with retailers collecting product information for eco-labelling initiatives, there will be an increasing role for software that allows secure online data entry directly by suppliers – far more efficient than dealing with emailed forms.

## Auditability

New laws, such as the CRC, often have a gentle introductory phase, but soon begin to bite, with fines and penalties for non-compliance. Even voluntary reporting schemes, such as the Carbon Disclosure Project (CDP) and the Global Reporting Initiative (GRI), are tightening their assurance procedures, to maintain credibility and avoid the accusation of "greenwash". As a result, companies increasingly need to provide audit trails for the data they report.

Software offers the security of a standardised procedure that is far easier to audit than a complex trail of spreadsheets. It enables enhanced error checking – data can be verified as it is entered, to check that it does not fall outside the expected bounds – and some tools allow automatic collection of data direct from utility meters.

Spreadsheets are OK for small firms with simple impacts, but for big organisations or those with complex impacts the limitations are soon apparent

Customers need auditable evidence packs, and many software packages now store audit data such as the name of the person providing the data, a time and date stamp, and links to supporting documentation. Jonathan Ellwood of investment business Man explains that being able to upload a copy of the utility bill onto their credit 360 system (a sustainability-data management system) is invaluable when data is being assured – it reduces the need for the assurers to travel out to each of their offices around the world. Both the GRI and CDP are now accrediting selected software suppliers.

## Improved transparency

Software takes the hard work out of compiling data for company reports. A good software package can produce standardised reports in different formats, such as an annual report to stakeholders, mandatory reports to comply with legislation, including the ETS or CRC, voluntary reports such as the GRI and CDP, and internal reports within the business.

Many users are finding that software completely changes the way they communicate with stakeholders. For a start, it enables more frequent updating of reports – several users now issue quarterly updates instead of just annual reports. Two users of credit 360 have gone even further, with near real-time data on their websites. Produce World, which manages fresh produce supply chains, publishes sustainability data for each of its seven companies online, and shows progress towards its targets every month. Man's corporate responsibility reporting is now completely paper-free – its website can be updated at the push of a button as soon as data are cleared for publication. This meets increasing demands for transparency from investors.

Software can also play a part in reducing the language barrier. CA Ecosoftware, for example, now comes with nine different languages as standard, enabling users to flip to Japanese, say, at the touch of a button. It can also improve security – increasingly important as carbon

**Alison Smith** is a consultant at Aether, which compiles the Environment Tools Directory


comes to have a financial value under trading and taxation schemes. Tesco, which uses CA Ecosoftware, treats its carbon data as it would financial data. The retailer is worried about the potential for security breaches or data corruption associated with emailing spreadsheets around the world, and regards security as a key benefit of online data entry.

## Cutting costs

Although software can appear expensive, it can save considerable time, money and effort by automating data collection and reducing errors. Independent analysts Verdantix cite a typical payback period of less than one year based on savings on reporting costs alone. High up-front costs can be avoided with the "software as a service" (SaaS) approach, where users pay a monthly fee to access the software online, and the vendor is responsible for updating the software when there are changes in reporting requirements or emission factors. The benefits are obvious for large, complex organisations. Dow Chemicals, for example, saved $2 million in reporting costs over its 200 facilities using ESS (Environmental Support Solutions) software.

**Software may appear expensive, but it can save considerable time, money and effort by automating data collection and reducing errors**

Smaller organisations can also benefit. Ellwood at Man describes credit 360's software as "very cost-effective", and vendors such as Best Foot Forward provide products tailored to any size of company.

A major benefit of software is that it improves data quality, so that companies can begin to make benchmarking comparisons across similar processes or sites and identify areas where improvements can be made. For Szweda, this is critical. "Now that we have accurate data, we can begin to poke the system," he says. Previously, if he asked a site why its energy use was high it could reply that the data was only accurate to within 10%. Now, with standardised systems for data collection, there is no such excuse.

**$2 million**
How much Dow Chemicals saved on reporting costs by using software in its 200 facilities

Software is even more powerful when linked to a smart meter system that collects real time data, allowing instant identification of hot-spots where waste is occurring and even setting alerts to be triggered if exceptionally high usage occurs. Helen Bowman at East Sussex County Council is pioneering the rollout of Carbon Hub software together with smart meters to all schools in the county. The smart meters will be crucial in looking at energy use at weekends, holidays and overnight. "It's a very powerful tool," she says. "It will really illuminate where they can save money."

Alistair Blackmore of credit 360 is finding that despite the recession, more companies are now actively looking for software. "Mike Barry [head of sustainable business at M&S] has made the argument clear," he says. "M&S thought that Plan A would cost £40 million – in fact they saved £50 million in energy and CRC costs." M&S, in common with some other green pioneers, uses an in-house system based on spreadsheets – but this has been developed over many years and is backed by a team of 28 people.

For companies starting from scratch, the new generation of off-the-shelf software tools offers a much quicker solution.

## Engagement and workflow

One of the less obvious benefits of software is the way in which it can get stakeholders working effectively together, both within and outside an organisation. Bowman at East Sussex County Council sees this as crucial. "In schools there is a lot of enthusiasm but not much time," she says. Carbon Hub makes all the information instantly visible to anyone – staff, pupils, energy managers, council staff, governors and parents have all become involved in setting targets and taking on responsibilities. They will also be able to use Carbon Hub's networking tools such as forums and bulletin boards to share information and tips with schools in Kent and Croydon who are using the same system.

Software with in-built workflow management, such as automated emails to request data and send out reports, can help to get staff in different parts of the company working together rather than isolating staff in a bolt-on environment department. It can crystallise how responsibilities should be shared between environmental managers, energy and facilities managers and staff in the health and safety, IT, CSR and finance departments. It can also help to formalise the reporting process, and generate a sense of legacy and permanence.

Some of credit 360's clients use workflow management creatively to build engagement. Staff can view their energy use against similar business units, and can see their position in a league table. High resource use generates a warning, and low use will result in a message asking how this was achieved, so that best practice can be spread around. In some cases bonuses are directly linked to energy-saving targets.

Perhaps the most important role for environmental software is to encourage senior management to be more involved in decisions about sustainability. Some users report that it was not until they had several years' worth of reliable data in the system that they felt able to start making the business case for investments in resource-saving projects.

Interactive dashboards with scenario analysis and costing functions can make environmental data more meaningful and credible, helping to bring environmental management "out of the basement and into the boardroom".

This is the first of three articles on environmental software. Part two will survey the types of tools available on the market, while the last in the series will provide guidance on how to choose the right tool to meet your business needs.

# Insult to injury?

## What does turning the CRC into a levy mean for the cash-strapped public sector? **Lucie Ponting** finds out

Surprise changes to the CRC Energy Efficiency scheme tucked away in the government's October 2010 Comprehensive Spending Review have received a mixed reception from cash-strapped public sector participants. On the one hand, the news that revenues from the scheme will no longer be recycled back – effectively making the CRC more like a carbon "tax" in the short term – has significant cost implications, especially in the climate of wider public sector budget cuts. But on the other hand, many are cautiously welcoming the removal of complex calculations associated with the revenue recycling aspect of the performance league table.

The change also tackles one of the key criticisms contained in the Committee on Climate Change's (CCC) September 2010 report[1] on the CRC's second phase. Committee members were concerned that revenue recycling linked to the league table meant that funds could be transferred from the hard-pressed public sector to private companies, and had called for the introduction of separate league tables. Although the reputational ramifications of the league table remain intact, there is now no risk of potentially "unfair" financial transfers between sectors.

For organisations that invested in Carbon Trust Standard certification or installing automatic meter readers (AMR) to take advantage of the CRC's early action metric (EAM), there is frustration that these will now not accrue the direct financial benefit expected. In some cases, local authorities (LAs) not very far along the route to Carbon Trust Standard accreditation are reconsidering or cancelling their plans.

### Large sums

The coalition government had already indicated it wanted to simplify the CRC. But its decision to retain revenue from the sale of allowances, which it says will total £1 billion a year by 2014 to 2015, to "support public finances", rather than recycling the money back to participants based on their performance in the league table, came as a shock to most (see panel, p.28). From the start, participants had been told the CRC would be revenue neutral to the Treasury.

Around one-third of organisations participating fully in the CRC are in the public sector and include councils, fire services, universities and NHS trusts. Mark Johnson, consultant at AEA and CRC expert, says there are negative financial implications for everyone – public or private sector – in having to pay the full carbon price and getting no money back. "The net cost to participants is up, and up substantially," he explains. With the carbon price still there at £12 per tonne, however, there should still be an incentive to make savings.

Karen Lawrence, head of CRC at the Local Government Information Unit (LGIU), has found the LAs she has spoken to are concerned that they will now have to find a large sum of money – approximately £2 million or so in year one for the largest county councils and an average of about £300,000–£350,000 for smaller councils or London Boroughs – that is no longer refundable. "Having expected to have only 10% of this 'at risk', rising to 50% by year five, this is clearly not ideal at a time when budgets are being severely cut everywhere," she says.

### Simpler life

Lawrence adds that the change does, however, make life simpler. With all the complex calculations around the league table gone, the cost of carbon (and any savings made) is much easier to calculate and to express and communicate to senior managers. This is, she suggests, helping to focus the minds of finance directors. "Revenue recycling introduced uncertainty to the business case," adds Johnson. "Now that has gone; it's not necessarily a good thing but it does simplify things. People know where to start now."

Kristina Peat, sustainability manager at North Yorkshire County Council, echoes this, arguing that removing revenue recycling has made it far easier to say how much it is going to cost the council. "It is useful in that respect," she says. "Before the change, we were talking to senior officers, saying it could be this … but we couldn't give them a proper forecast."

Despite this positive aspect, Peat believes the move will have an impact on the public sector. "It's better in some ways; it's now purely a cost, rather than about how you play the game in

**Lucie Ponting** is journalist specialising in health, safety and environment

a carbon reduction scheme." But at the same time, the costs are very high – for North Yorkshire County Council about £750,000–£800,000 a year. "This is a substantial amount of money to find," says Peat, "especially now when we are getting less overall and have a falling amount of money to spend."

Anthony Hubbard, contracts and compliance officer at Portsmouth City Teaching Primary Care Trust (PCT) estates and facilities services says he and energy officer Colin Bingham, who are dealing with the CRC across Portsmouth and Hampshire PCTs, are already finding it easier to get trust support for energy-conservation projects on the basis of "spend to save". "One of the trusts had reckoned the cost would be £120,000–£130,000 with recycling and it would lose only 25% of this, worst case," he explains. "Now they realise they will lose the lot, it has really focused minds on reducing energy and carbon."

"We ended up with what we expected really: you pay for what you use and if you're a big user, you pay the penalty," emphasises Bingham. "Our outlook has always been on reducing kilowatts used, so we didn't have to pay the carbon – we aimed to save as much as we could across the board anyway." They are also focusing on keeping those trusts, for example Portsmouth, that are not currently full CRC participants below the threshold, which they suspect will now fall in future in order to bring in more organisations.

**£1 billion**

The amount the government expects to receive from the sale of CRC allowances in 2014 to 2015

## Financial risk

The Chartered Institute of Public Finance and Accountancy (CIPFA), which represents people working in public finance, highlights the budgetary challenges facing the sector. "Budget planning in the public sector takes time," said a CIPFA spokesperson, "and this unexpected change to the scheme means they are facing even greater pressures relating to decision making and finding the funds and cash flow to comply with CRC."

Although the delay in the first sale of allowances – organisations no longer have to pay for these in April 2011 – is welcome in terms of cash flow, it is of relatively limited value. CIPFA explains that authorities will need to accrue for the cost of allowances incurred due to energy use during 2011/12 in that year's accounts, even though the financial transaction does not take place until the 2012/13 financial year. Therefore they will still need to factor this cost into their budgets and provide for the amount in their 2011/12 accounts.

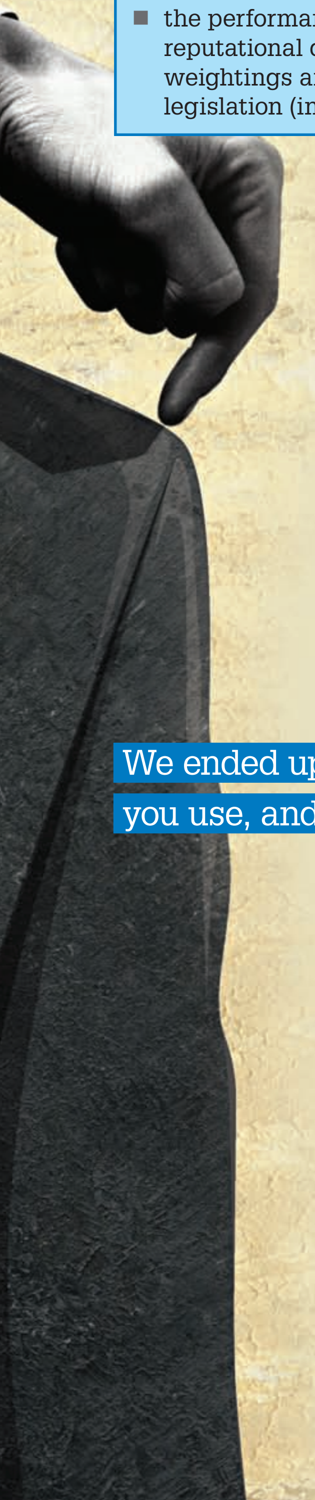
## Early action

The reputational element of the league table remains unchanged and public sector bodies will have to fight for position with private sector businesses. The LGIU's Lawrence says that many councils invested in AMR and achieving the Carbon Trust Standard or an equivalent specifically to do well in the early league tables (and benefit from recycling payments) and are angry that their investment

### Comprehensive changes

The three main implications of the Comprehensive Spending Review changes are:

- in order to "clarify the price signal" to participants and to support the public finances, revenue from allowance sales will not be recycled back to participants by the UK government;
- the first sale of allowances will take place in 2012 instead of 2011, postponing the financial requirements of the scheme – participants will therefore be able to purchase allowances to cover their 2011–12 emissions at the end of the 2011–12 compliance year. Further decisions on allowance sales "are a matter for the Budget process"; and
- the performance league table will be retained as the main reputational driver within the scheme, with the metric weightings and publication dates as envisaged in the current legislation (including the October 2011 table).



now has no financial reward. Anecdotally, some are reconsidering Carbon Trust Standard accreditation or pulling the plug immediately.

North Yorkshire County Council has completed the Carbon Trust Standard process. "For us, we knew we were lagging in AMR, so to get a good score we went for accreditation," Peat says. She concedes that there were some useful recommendations that the council integrated into its review of its carbon-reduction plan. But the council would not have considered the standard, had it not been for the EAM.

It is AMR that North Yorkshire intends to continue. "We need to get to grips with it because we need meter readings, and want to avoid the CRC's 10% uplift on estimated bills," says Peat. Lawrence agrees: "There is a much better business case for AMR," she says, "quite apart from the EAM score, as it will help greatly with data collection for reporting purposes, and with energy management more widely."

**We ended up with what we expected: you pay for what you use, and if you're a big user you pay the penalty**

## Maintaining reputation

Removing the financial incentive from the league table addressed a key CCC concern. But the committee's observations about the fundamental differences between public and private sector organisations, particularly in the context of public sector cuts, remain relevant from the reputational point of view. Not only is it likely that budget constraints will reduce the finance available for improving energy efficiency but public abatement potential generally is much more limited compared with the commercial sector.

Johnson at AEA picks up the issue of the league table's growth metric, which measures emissions per unit of turnover (or "revenue expenditure" for the public sector). "There is the question of whether biases inherent in the system will put the public sector at the top or bottom of the table," he says. Ultimately, in terms of reputation, it may be less about absolute position in the table and more about whether an organisation is rising or falling year-on-year. So far, the impact of public spending cuts on emissions intensity relative to revenue is unclear. But when facing budget cuts, for example, public sector bodies will probably try to protect services, and services result in emissions. In that case, revenue will go down but emissions will not drop as quickly.

Some CRC issues are unique to the public sector. For example, the sector's lack of control over many of its properties, as well as the time it takes to get things agreed through committees and the executive, can put it in a very different position to commercial and industrial operations. For LAs, their lack of control over schools' energy use is an unresolved problem. "Their emissions are our emissions; that's 70% of the council's reportable emissions," explains Peat. "But in schools which are highly delegated, all we can do is persuade and encourage."

Lawrence says that proposed changes to the schools finance regulations, under consultation, would have allowed councils to implement a system of passing on the schools' share of any penalties and rewards based on CRC league table performance; however, it is not clear whether they can charge schools for their CRC bill. This leaves councils bearing the financial burden for schools (often up to 50% of their total CRC bill) but having very little control over schools' energy use.

## Up for grabs

The spending review changes may have simplified accounting, but they have very little effect on the main administration costs, which include the time and effort to identify fuel sources, collect accurate data for footprint and annual reports, and to maintain an evidence pack. Lawrence suggests that one effect may be to increase focus on reducing reported emissions. "Calculations that may have been considered too time consuming and not cost effective (ie separating out use by other organisations in mixed-use buildings or excluding small amounts of transport use) may now be worthwhile as each tonne of carbon costs money," she says.

The consultation[2] on further simplification of the CRC ended on 17 December 2010, and proposals included: extending the introductory phase by 12 months so that it runs until March 2014, and postponing the requirement to register for phase two from 2011 to 2013.

In terms of the promised wider review, Johnson believes there will still be a lot up for grabs. "It's not right to assume this will end up being a tax," he says. "This is something still to be decided." For the first year, allowances will be purchased retrospectively but it is undecided what will happen after that. The whole question of simplification is also wrapped up in the wider policy landscape. "We need to wait and see," he emphasises. But in the shorter term, things are clearer; there are now quite a lot of "knowns" regarding obligations and costs, so any uncertainty about phase two developments should not lead to inaction. Organisations need to continue to act and plan to reduce emissions and associated costs.

1 www.lexisurl.com/iema5867.
2 www.lexisurl.com/iema5869.

# Membership grows, sectors diversify

**Membership** 2010 marked the start of IEMA's second decade as the leading professional body for environmental practitioners. The year's various political changes and economic challenges gave our institute a great deal of scope to work alongside the government, the media, business and industry to promote the environmental profession.

Despite the economic downturn, and as a result of our policy initiatives, influencing work, research, media input and long-standing reputation, member recruitment remained very strong during 2010.

Between January and December 2010, IEMA welcomed 3,199 new members from individual applications and training courses. Joining our community of professionals are practitioners from a range of organisations that have made a concerted effort to enhance the role and recognition of the environmental professional. Through training activity, take-up of the Associate Open Book Assessment and individual applications, organisations such as Airbus UK, Britvic Soft Drinks, Heineken UK, JCB, Kingston University, Marshalls, the Metropolitan Police Service, Skanska Utilities and Infrastructure, and URS Ireland now have some of the largest groups of people who have become IEMA members during 2010.

This level of recruitment, coupled with valued existing individual and corporate members who continue to renew each year, allowed IEMA to end 2010 with a total membership of 15,123. And as we begin a new year with a more powerful policy, media and publishing presence, this number is sure to rise during 2011 to make our collective voice even stronger.

## NEW MEMBERS

IEMA would like to congratulate the following individuals on the success of their Full (MIEMA) and Dual (MIEMA and CEnv) membership applications.

### Full (MIEMA)

**Paola Reason**, Cresswell Associates
**Ellis Mckinnon**, Finn Forest

### Dual (MIEMA and CEnv)

**Laura Lane**, Arup
**Reece Fowler**, URS
**Stephen Ricks**, Atkins
**Nick Berry**, Environment Agency
**Matthew Locke**, WYG
**Pilar Clemente-Fernandez**, Parsons Brinkhoff

# Institute highlights from 2010

**Media** During 2010, IEMA made additional strategic efforts to communicate key policy and member-driven messages to the government to highlight the knowledge and experience that exists within our membership. Influencing government, and helping the media to understand issues relevant to the environmental profession, is part of IEMA's dedication to placing the environment at the heart of change.

In driving this activity, we have worked with media channels in a new way to broadcast these messages and promote the environmental profession.

As a result, our institute and membership have benefited from an increased profile, something that promises to reach new heights in 2011 as the environment, green jobs and skills and the low-carbon economy rise up the news agenda.

Below are some highlights from our influencing activity and media profile from last year.

- Early in 2010, IEMA played an instrumental role in redirecting the national skills framework in relation to a low-carbon and resource-efficient economy. IEMA successfully changed the focus away from green jobs and skills being solely about growing the number of jobs in the low-carbon environmental goods and services sector, to one where it is now widely recognised that "all jobs need to be done in a greener way."
- The Institute has also been actively promoting the strategic importance of environmental skills in business. In November, Jan Chmiel, chief executive of IEMA, wrote a comment piece for *The Guardian*'s sustainable business blog, entitled "Tomorrow's CEO: the evolving role of environmental professionals".
- A key objective for IEMA in 2010 was to understand and engage the membership in greenhouse-gas management and reporting. A survey of members achieved 1,674 responses over a two-week period, and was supplemented by feedback from 200 workshop attendees.

**Awards**

## The Guardian Sustainable Business Awards 2011

The Guardian Sustainable Business Awards aim to showcase genuine innovation in corporate sustainability and reward those who take sustainability to the very heart of their businesses.

There are 11 award categories, including communicating sustainability, engaging employees, and social impact and supply chain. Winners will feature in a special supplement published on www.guardian.co.uk and the team judged to have the best overall initiative will be invited to attend a "winner's day" at *The Guardian*.

IEMA chief executive Jan Chmiel is one of the judges, and so members are encouraged to enter. All entries meeting the awards criteria will be added to the new Guardian Sustainable Business best practice exchange – an online database allowing sustainability professionals to share their learning and drive progress for all organisations.

Time is running out so make sure you enter before 7 February 2011. For more information and to enter, visit www.guardian.co.uk/gsb-awards.

theguardian Sustainable business Awards 2011
Rewarding innovation in corporate sustainability

# From the knowledge hub

## Keeping you up to date with IEMA services and events

### What do you value?

As part of our dedication to placing the environmental practitioner at the heart of change, we are continuing to build our knowledge about what members want from their membership.

During February, we will be looking at our membership services to ensure that IEMA, as your chosen professional body, is providing relevant and useful features. Because the structure of the membership changes as it grows, we are always seeking to match the provision of services and benefits to the body of members and to align them with the demands and expectations placed on the practitioner.

To ensure that any reviews of our services are driven by member needs rather than assumptions, IEMA members will soon be asked to take part in an online survey which will gauge how they value IEMA's services.

To help us learn about what services would be best placed with certain types of members, the survey asks about membership levels, length of membership, professional seniority and reasons for joining before it goes on to ask each member to rate the various services and benefits we currently provide.

These are broken down into categories including the website, publications, events, training and qualifications, technical services and other less tangible elements such as the community and networking opportunities presented by being a member of such a large and vibrant institute.

The survey also allows members to inform IEMA HQ about the services, benefits or features they would ideally like us to provide in the future to assist with their career development and day-to-day role as well as add any free comments about their membership experience.

Taking part in IEMA surveys and other research is your opportunity to help shape the institute and its voice so if you see a survey from us in your inbox, please spare 10 minutes to give us your valued feedback.

### IEMA Knowledge Exchange

IEMA's first major event for 2011, the Knowledge Exchange, has just

taken place in Manchester. Hosted in association with Envirolink North West and supported by the Environmental Sustainability Knowledge Transfer Network, NISP, the Technology Strategy Board and the University of East Anglia, the Knowledge Exchange is an integral part of IEMA's professional development programme, facilitating links between leading researchers and environmental practitioners.

The event was held on Wednesday 19 January at the King's House Conference Centre in central Manchester, and explored the five themes of water, SMEs, environmental assessment, communications and engagement, and life-cycle analysis, via a range of workshop approaches.

The event bought together almost 200 researchers, academics, environmental practitioners and others with a shared interest to discuss and debate innovative environmental research and its application within organisations.

A full review of the event, along with outcomes from the sessions and details of the new knowledge generated during the day, will feature in the February issue of *the environmentalist*, but in the meantime IEMA would like to thank Envirolink NW, our other partner organisations, the Knowledge Exchange Steering Group and all those who contributed to the conference.

Those members who could not attend can read the abstracts of the papers that generated the sessions at www.lexisurl.com/iema5930.

### Are you LinkedIn to IEMA?

There are several interesting postings on the IEMA group's page on the professional networking site LinkedIn; if you haven't done so already why not join the group to see what is being discussed?

The IEMA group on LinkedIn has become something of a forum for members to post questions, stimulate debate and discuss membership issues with each other away from the main IEMA discussion forums. There are more than 1,200 members within the group from around the globe and IEMA would like to see many more of its 15,000 members join the discussions.

IEMA director of policy, Martin Baxter, has recently posted the following question: How do we best communicate the importance of the natural environment to business?

He wants to pull together examples of what works well, and what to avoid.

Other recent postings on the IEMA group's LinkedIn page include:

- Are any full members willing to share how to construct the short paper needed for full membership?
- I am looking for some advice on which environmental management system certification is best suited to a large organisation.
- Are health and safety qualifications attractive to employers rather than an environmental qualification alone, when recruiting for environmental management jobs?

Members of the group have commented on these and other posts offering different points of view and helpful advice.

All IEMA members are invited to join the IEMA group on LinkedIn; if you already have a profile go to www.lexisurl.com/iema5931 and join the conversation.

# Diploma pilot is ready for review

**Training** The pilot run of the IEMA Diploma in Environmental Management is about to come to an end, ready for review based on the feedback from delegates and the current training provider.

Woodland Grange (part of EEF, the manufacturers' organisation) has been conducting the three sections of the pilot diploma course – managing environmental aspects and impacts; strategic environmental management; and leading and managing change. It has been working with IEMA's training team and training subcommittee to develop a course that supports delegates requiring a high-level environmental qualification. It has been specifically designed to support those individuals wishing to progress their IEMA membership from Associate (AIEMA) to Full (MIEMA) member level.

The diploma builds on the knowledge and understanding gained through the completion of IEMA Associate membership, which provides delegates with the key knowledge and understanding required for Full membership of IEMA. It is based on the level-six descriptors of the qualifications and credit framework.

Ten delegates have passed the diploma under the pilot scheme, with more currently awaiting their results.

One of the 10 successful delegates has since taken his Full membership interview and passed, so congratulations go to Kamal Jabbal Singh on his success on the Diploma course and membership upgrade.

Following the end of the pilot, all the parties involved in its development will review the course content and delivery, with any changes coming into effect in the first half of 2011 when the diploma is rolled out to a series of approved training providers.

Updates on the diploma and its official launch will be announced in future issues of *the environmentalist*. But if you are an Associate member and feel that the diploma can provide you with the additional knowledge that will help in progressing your membership up to Full, head to www.lexisurl.com/iema5933 for current details of the modules and eligibility. Members can contact our training team with any direct queries at training@iema.net.

# Career progression in 2011

**CPD** If your New Year's Resolution was to get your career on track then start 2011 on the right note with one of IEMA's high-quality continuing professional development (CPD) workshops.

CPD is an essential way to keep up to date with the latest issues and developments in the environmental arena, giving you a competitive advantage over other practitioners and enhancing your confidence and competence.

IEMA's range of CPD workshops are a great way of keeping abreast of best practice, fast-moving legislation changes and new procedures in a positive and inclusive environment.

Each workshop has been tailor-made to provide practical and fresh insights into different areas of environmental management and assessment, which are vital in improving the environmental performance of both individuals and organisations.

The dates of IEMA CPD workshops for the first quarter of 2011 are now available and are listed in the events table (below).

Spaces on the workshops are limited so do not delay in booking your place, taking advantage of your member discount and making headway on your professional development.

To book your place, and for details of each of the workshops, including key topics, learning outcomes and workshop fees visit www.lexisurl.com/iema5934.

The training tables that you used to find in this section of *the environmentalist* in its previous format can now be found online.

Because of the many courses we approve, these tables – filled with all current and future training courses from IEMA's approved providers – are updated regularly and are therefore more at home on our website where members and visitors can see the full up-to-date lists of relevant, high-quality environmental training options.

If you are planning to develop your knowledge and skills this year, perhaps on your route towards Associate or Full membership, then visit www.lexisurl.com/iema5932 today to see what courses are open to you.

For further information, contact the IEMA training team at training@iema.net.

## IEMA EVENTS

| Date | Region | Topic |
|---|---|---|
| **Regional events** | | |
| 27 January | Scotland Central | Scottish whisky industry: environmental strategy |
| | West Scotland | M74 project: meeting the challenges on the missing link |
| 1 February | South East | Delivering brownfield redevelopment in a downturn |
| | Midlands | REACH |
| | North West | Westland Systems: storm water management control |
| | Yorkshire & Humber | Beginners guide to sustainable development |
| **CPD workshops** | | |
| 26 January | Midlands | Ensure your waste management practices are compliant and sustainable |
| 9 February | South East | Get your message across: environmental communications |
| 16 February | South East | Environmental law and legislation |
| 23 February | South East | Introduction to EIA and SEA |

# Management systems pay off

## EMAS award winners reap the benefits of EMS

EMS At the end of November 2010, the European Eco-Management and Audit Scheme (EMAS) awards were held in Brussels to celebrate the achievements of organisations across the EU which have participated in the scheme.

Organisations of all sizes and from both the public and private sectors were represented in a range of categories. The main theme for the 2010 awards was resource efficiency, with entrants providing evidence of the measures taken to achieve objectives in a range of areas, from reduction of resource consumption through to development of clean technologies, as part of their application for the awards.

One of the UK EMAS registrants won the category of large public administration organisation.

Social housing organisation, Sandwell Homes, based in West Bromwich in the West Midlands, provides housing management and repairs and maintenance services to almost 30,000 council-owned properties. The organisation is reducing energy consumption and the use of raw materials in the homes it manages, and uses solar panels and photovoltaic cells to generate some of its own energy. Tenant engagement is encouraged through an eco-champion project and examples of good practice are shared on its green website.

Sandwell Homes' entry impressed the judging panel with its mixture of initiatives to reduce material and energy consumption and the adoption of new technologies improving its overall resource efficiency.

These initiatives included the "Decent Homes programme", which included improving the insulation and installing efficient heating systems into the housing stock managed by the organisation.

It also included the "Going Green" initiative, designed to encourage suppliers to reduce their environmental impact through adopting the BS 8555 phased approach to implementing an environmental management system.

Len Gibbs, chair at Sandwell Homes, received the award from Professor Uwe Schneidewind, chair of the awards judging panel and president of the Wuppertal Institute for Climate, Environment and Energy, during the ceremony in Brussels (pictured above).

Professor Uwe Schneidewind (left) and Sandwell Homes' Len Gibbs

Commenting on the award, Gibbs said: "We had already been in the headlines after achieving a place on The Sunday Times Best Green Companies list for a second year running, whilst also receiving a commendation at the West Midlands Low Carbon Economy Awards. However, to be recognised on the European stage really demonstrates Sandwell Homes' ambition."

### Acorn to EMAS: One route to sustainable business

For many organisations the idea of developing and implementing an environmental management system can be a daunting concept.

Over the past few years more than 600 organisations have chosen to use the Acorn Scheme to begin the process of implementing an environmental management system (EMS), often using it as a means to achieve ISO 14001 certification, and in some cases registering for the EMAS – seen by many as the pinnacle of an EMS.

One such organisation is the Royal Bath & West of England Society, which last year became EMAS registered after having its EMS verified and a publicly available environmental statement validated by the verification body VCA. The Society adopted the Acorn approach in order to achieve its goals and in a 12-month period successfully implemented all the phases en route to EMAS registration.

Dr Jane Guise, chief executive of the Royal Bath & West of England Society, commented on the environmental statement by saying: "EMAS is a significant commitment from us and something we are incredibly proud of. 2009 was a year of hard work and effort putting our EMS in place.

"We worked hard with our accreditation partners VCA, successfully achieving Acorn phases 1–5. We have spent a great deal of time involving all our partners at the Society to promote environmental awareness and best practice around site."

The Royal Bath & West of England Society highlights how those wishing to engage in the EMS process can use the BS 8555/Acorn Scheme as a route to achieving the highest standards in a flexible and manageable manner.

For further information on the Acorn Scheme visit the IEMA EMS web portal, a one-stop shop for all EMS-related information at www.iema.net/ems. If you have a specific query about how the Acorn Scheme can help improve your environmental performance, contact the team at acorn@iema.net.

# The big question

**Penny Walker** offers a framework for answering a fundamental question: what does sustainability mean for your organisation?

**Penny Walker** is an independent sustainability consultant

You may be asking what sustainability means for your organisation because you're applying for full membership of IEMA. But I'd urge everyone to ask the question, whatever their professional ambitions. Because finding the answer is one of the biggest contributions you can make to building a sustainable future.

When you ask what sustainability means for your organisation, you are effectively asking: 'What's the best thing we can do?' and 'What's the best way we can do it?' (see figure, below).

These questions get to heart of the organisation's purpose and activities, daring us to reinvent them for the world of tomorrow, where the purpose responds perfectly to the context and is delivered with the best possible impacts. You will find the answers in conversations with other people: colleagues, critics and stakeholders. So while you're reading this, identify to whom you need to talk – and listen.

Sustainability: back to basics


## Impacts

First, you need to consider the organisation's impacts. So, what negative environmental impacts does your organisation have? Are they increasing or improving? Benchmark them. Which are the biggest or most serious?

It's very likely that you will have this information already, but if not, consider:

- energy used by the organisation and its suppliers in moving and processing raw materials, products and waste, and in delivering services;
- water use throughout the supply chain, including in the use and disposal of products;
- raw materials and goods that are bought in;
- waste;
- emissions to air, land and water;
- biodiversity: raw materials supply, site management, use of substances that have knock-on effects.

You also need to consider your social impacts. Which impacts are positive? These may arise from what you do (manufacturing renewable-energy equipment, educating people) or how you do it (using grey water, providing equal opportunities).

Make an initial list of the positive and negative impacts and gather relevant evidence. You can then talk about them with stakeholders.

## Context: What are our biggest impacts?

All organisations operate within a context that rewards certain activities and limits others. As sustainability experts, we can help our organisations understand this context better. At the same time, we need to be aware of the pressures that may constrain the organisation's ability to change.

A classic way of understanding the context is to do a PESTLE analysis. Your analysis will be richer if you put it together with colleagues from your strategy team.

### What do our stakeholders value?

Stakeholders are people with a stake in your organisation and its activities: people who can influence what it does and where its impacts fall. Your organisation may already gather stakeholders' views through formal consultations, customer insight, research, media monitoring or counting protestors outside the building!

Build on this with targeted contact, including one-to-one conversations and workshops that allow you to dig deeper and build relationships. Share your analysis of the issues with stakeholders and get feedback on which are their priorities.

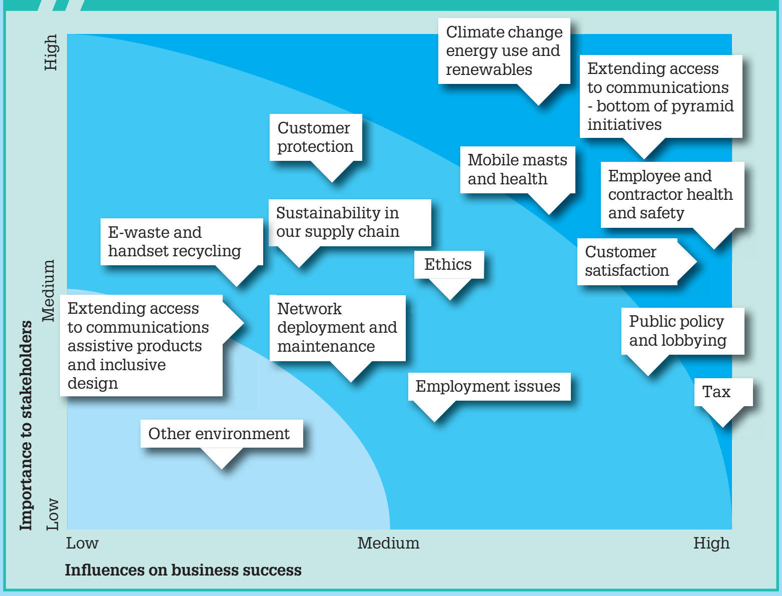
### Purpose

This is the most inward-looking phase. It involves understanding the core mission and special competencies of your organisation. Does it retail goods to consumers or provide services to other businesses? Does it run leisure centres or design websites? Is it great at inventing new technology or excellent at understanding what customers want? Does it know how to cut out waste or can it tell a great story?

To understand what sustainability means for your organisation, you need a clear picture of the organisation's essence. If this isn't immediately obvious search it out. The higher up the organisation you look, the clearer the view will be. Seek out the people who make strategic decisions. They may already use tools such as PESTLE, scenario planning or SWOT analysis to understand the biggest opportunities and challenges the organisation faces.

You have already identified environmental and social impacts in conjunction with stakeholders. Look at how these strengths and weaknesses marry up with the opportunities and challenges the strategy team have spotted.

Vodafone's materiality matrix




### Opportunities and risks

Which organisational skills and assets can be harnessed to provide its goods/services without negative environmental and social impacts? What could your stakeholders love you for? What sustainability benefits will customers and investors pay you to achieve?

Consider the ecosystem services your organisation depends on (water, fertile soil, beautiful landscape, and primary resources such as fish or oils). Which are vulnerable to depletion or disruption? What would a scandal in the supply chain do to your reputation?

A helpful way of organising the information is in a "materiality matrix". This maps issues according to how important they are to your organisation's ability to fulfil its purpose and obligations to its stakeholders. The Vodafone materiality matrix (below) is a good example.

### Leader businesses

When the organisation really understands sustainability it can be what Forum for the Future calls a "leader business"[1]. It defines a leader business as one where "the organisation has a clear and aspirational vision of what it means to be sustainable, and understands that sustainability is an essential part of creating value."

In November 2010, Unilever[2] created a stir when it published its Sustainable Living Plan – effectively a new corporate strategy. The multinational fast-moving consumer goods business said: "We have to develop new ways of doing business which will increase the social benefits from Unilever's activities while at the same time reducing our environmental impacts. For our environmental targets we consulted with stakeholders to develop our four key metrics and ensure that they reflected external expectations of a company like ours on issues such as waste, water, greenhouse gases and sustainable sourcing, and what we should be aiming to tackle."

### Pulling it all together

So you have:

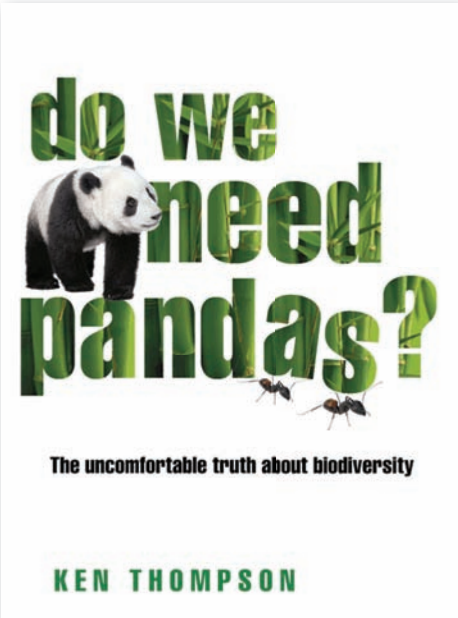
- stakeholders' views;
- an assessment of the context;
- a materiality analysis; and
- a clear picture of your organisation's purpose and abilities.

Together with colleagues and stakeholders, you can now answer the questions: "What's the best thing we can do?" and "What's the best way we can do it?"

That's what sustainability means for your organisation.

* Thanks to Juliana Grando at National Grid for pointing me towards the materiality matrices.

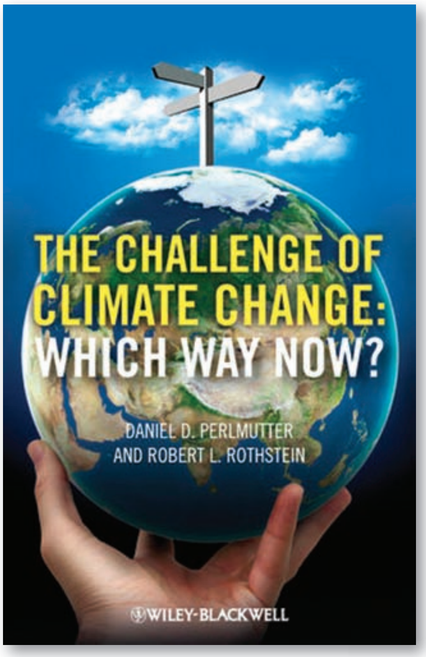
1 www.lexisurl.com/iema5778.
2 www.lexisurl.com/iema5779.
More information: *Change management for sustainable development: a workbook*, IEMA, 2006, available at www.lexisurl.com/iema5780.




### *Do we need pandas?*

BOOK Ken Thompson / Green Books / Paperback £9.95 / ISBN: 978-1-900322-86-7

The strapline for this excellent book is: "The uncomfortable truth about biodiversity". Uncomfortable, because it suggests that humans should perhaps be more concerned with saving things that we tend to regard as ugly, but which we depend on for survival, such as bacteria, rather than specific species such as pandas. Not that the author, Ken Thompson, is suggesting that such animals should not be the focus of conservation efforts, rather that declining numbers of pandas is the symptom of a much deeper crisis that needs tackling: halting the depletion of the ecosystem's services that are crucial for the continued survival of every living creature, including pandas.




### *The challenge of climate change: which way now?*

BOOK Daniel Perlmutter and Robert L Rothstein / Wiley-Blackwell / Paperback £19.99 / ISBN 978-0-4706-5497-2

This book explores both the problems and opportunities presented by international agreements, but suffers from being written before the outcome of the COP16 climate change summit in Cancún (p.5). There is a whole chapter devoted to the COP15 conference in Copenhagen, for example. Despite the poor timing, it provides a good list of priorities for the next two decades and beyond, including both measures that countries can pursue unilaterally – from energy efficiency to cap-and-trade legislation – and measures that require international cooperation, such as information sharing about carbon capture and storage, and a global agreement on emissions-reduction targets, monitoring and enforcement.


### *CapIT*

SOFTWARE Cost: Subscription rates based on the number of licences, with discounts for multiple user licences:

- Buildings OR civil engineering database = £350 per user per annum.
- BOTH buildings and civil engineering database = £600 per user per annum.
- Discounts: 6–10 users = –20%; 11–20 users = –30%; 20+ users = –40%.

www.capit-online.com

Its developers – Mott MacDonald – describe CapIT as the UK's first online buildings and civil engineering carbon and cost estimator, and the only system that provides output data for the embodied carbon of all construction activities. It contains all the carbon and cost data in the *ICE CESMM3 Carbon and Price* book and the Hutchins *UK Building Blackbook*. The structure of CapIT mirrors that of the price books, but importantly the cost and carbon data is updated quarterly, not annually. CapIT is easy to use, only requiring users to input the quantity of a material, such as steel, or item – there are more than 8,000 items in the generic database – to receive an estimate of the cost and embodied carbon. Users can tailor the system to meet their own requirements, as they are free to add their own data, items or carbon values as well as specify the region and time of a project. Data can be downloaded into spreadsheets to integrate carbon information into management reports.

# Clive Williams

## Contaminated land specialist, Halcrow Group

### Why did you become an environmental professional?
There was no work in mining when I graduated, so I took the first job that I could find. That might sound a little flippant but the reality of the downturn in the early 90s meant there was little or no work around in my chosen field (quarrying and mining) and I cast my net as wide as possible to take what there was.

### What was your first environment job?
Research associate in the School of Environmental Sciences at the University of East Anglia.

### How did you get the job?
I'm not sure. I had applied to do a PhD in hydrogeology, attended an interview for that and didn't get it but they had some funding to undertake a pilot study for a short while and offered it to me.

### How did you progress your environment career?
Hard work, and training, as well as never saying no to doing something new. My specialisation in contaminated land has seen a great deal of change and I cannot overstate the importance of keeping yourself up to date with changes in legislation, best practice and new ideas. Also, I got my start at Geraghty & Miller by being available to start at short notice.

### What does your current role involve?
I am responsible for ensuring technical work is produced in accordance with best practice and consequently I spend much of my time reviewing reports and fielding queries from colleagues. The bulk of my work is in assessing risks from contamination and guiding development proposals through the planning system but I provide advice on reusing materials and general waste management as well, which requires knowledge of environmental regulations. I also prepare ground conditions and waste chapters for environmental impact assessments.

### How has your role changed?
I have more of an overseeing role now with less fieldwork and site supervision, which is great in the winter. I tend to be reviewing reports prepared by others in the team and am asked to offer guidance and opinions. A particularly pleasing aspect of my job is mentoring colleagues through formal professional accreditations with bodies, such as IEMA or Halcrow's internal Technical Excellence programme.

### What's the best and hardest part of your job?
I would say that resolving a problem is the most satisfying aspect of my work. Being thanked for doing so is even better. The hardest is explaining to non-specialists how human-health risk assessment works.

### What was the last training course you attended and what did you bring back to your job?
Waste Code of Practice training day. It showed me how this new regime is going to change the way in which remediation and development projects will be managed and regulated in the future.

### What is/are the most important skill(s) for your role and why?
Specifically an eye for detail to make sure all the data needed to make an assessment is there. Important skills include problem solving, flexibility and a sense of humour for when your boss sends you out to dip a borehole with half a metre of snow on the ground. Good communication is essential, particularly the ability to explain complex technical aspects of your job to non-specialists.

### Where do you see the environment profession going?
I can see the environment profession maturing as the issues we deal with are given greater prominence in society. Standards and professional accreditation will improve and other areas of industry and commerce will see that involving environmental professionals in projects early will benefit them.

### CAREER FILE

**Qualifications:**
BSc, MSc, Chartered geologist, specialist in land condition, registered environmental auditor, Waste Code of Practice qualified person

**1997 to now:**
Contaminated land specialist, Halcrow Group

**1993–96:**
Hydrogeologist, Geraghty & Miller International

**1992–93:**
Research associate, University of East Anglia

**1990:**
Assisting geologist, Laporte Minerals

**1988–89:**
Assistant geologist, Steetley Quarry Products

### Where would like to be in five years' time?
Still doing the job I'm doing, I enjoy it and that is important. In five years' time the job will have evolved still further and will be very different to what I'm doing now.

### What advice would you give to someone considering going into the environment profession?
The key is to remain flexible so that you can adapt to change. Also, maintain your development so that you stay abreast of new legislation, new processes and changes in best practice. And, in today's economic climate, keep an open mind, perhaps taking a job that would otherwise not be your chosen field – you never know where a career is going to end up, as mine will perhaps testify.

RSK Group is an Equal Opportunities Employer

# Senior/Principal EIA Consultants

## Hemel Hempstead/Manchester

RSK Environment Ltd, a member of RSK Group plc, is looking for high-calibre environmental consultants to join RSK's growing Environmental Impact Assessment (EIA) teams in Hemel Hempstead. RSK Environment has experience in the entire impact assessment process ranging from initial scoping studies, feasibility studies, site selection and baseline site surveys, through to full EIA, development of mitigation plans and the production of environmental statements. The teams also provide input to planning applications, public enquiries and the environmental management of projects before and after construction.

The successful candidates will be working on high-profile projects helping some of the UK's leading organisations to safeguard the environment for the future. We are interested in hearing from candidates who have experience of working on a wide range of EIA projects in the public or private sector, preferably within consultancy.

**Responsibilities**

- Managing the co-ordination and production of EIAs and related projects
- Writing detailed feasibility studies, environmental reviews and environmental statements
- Assisting with production of proposals and tenders
- Working with regulators and liaising with clients
- Providing advice on environmental issues.

**Desired experience**

- Previous consultancy experience managing EIA projects
- Comprehensive knowledge of UK legislation
- Excellent written and verbal communication skills
- Good team player, with the ability to work independently
- Enthusiastic and well organised.
- Renewables/energy experience an advantage

**Person specification**

- BSc degree level qualified in a relevant discipline
- Preferably MSc qualified in environmental impact assessment or related subject.
- A particular expertise in one of the EIA disciplines would be advantageous
- IEMA membership preferable

**Salary**

Remuneration package to match level of experience

These roles represent an excellent opportunity to join RSK, a leading provider of EIA services internationally. As one of the fastest growing environmental consultancies in the UK, there are excellent opportunities for the advancement and growth for the right individuals.

*For further information contact Sarah Murphy on 01173004295 or by email at smurphy@rsk.co.uk*

*To see further career opportunities with RSK Group, visit our website www.rsk.co.uk*

RSK GROUP PLC

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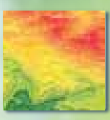
## Waste Management...
## Minerals...
## Renewable Energy...
## Landscape & Ecology...

**Crestwood Environmental Ltd.**
**The Technology Centre**
**Wolverhampton Science Park**
**Wolverhampton**
**WV10 9RU**

**Tel: 01902 824 037**

Crestwood environmental





### The Company

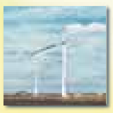
Crestwood Environmental Ltd. is a well-established multi-disciplinary environmental consultancy, with a small friendly team of professionals, serving a number of sectors in the UK, Ireland and beyond, from our centrally-located base in Wolverhampton.

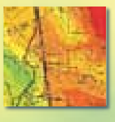
Particular expertise is held for the waste management, minerals and renewable energy sectors, with the Company regularly undertaking a variety of survey, assessment, design, aftercare and monitoring projects.

### Projects and Services

The Company provides a number of services including:

- Planning Applications and EIA Co-ordination
- Environmental Permit Applications
- Landscape and Visual Impact Assessments
- Landscape Design and Management Plans
- Ecology Surveys and Assessments
- Environmental Monitoring
- High Quality Presentation Drawings
- Visualisations and Photomontage
- Contract Administration and CQA
- Environmental Training




### Vacancies

The Company is expanding its skill base in a number of areas allowing the provision of a wider range of services relating to land development and environmental management.

A number of permanent vacancies are available to the right candidates, including:

- **Mineral / Waste Planner**
- **Environmental Permitting Specialist**

Both positions require the candidate to have at least 5 years' experience and a full driving licence. An attractive package will be made available to the successful candidates, commensurate with experience.

To apply, please send a c.v. and covering letter for the attention of Sid Lambert or, for more information, please call us on the above number.

**We are also looking to increase our resources and skills in all associated disciplines.**

Should you wish to have an informal chat about a possible career move, please do not hesitate to contact us.

Email: info@crestwoodenvironmental.co.uk Web: www.crestwoodenvironmental.co.uk

RSK Group is an Equal Opportunities Employer

# Senior and Principal EIA Consultants

## for the International team

RSK Environment Ltd, a member of RSK Group plc, is looking to recruit both senior and principal level environmental consultants to join the rapidly expanding International Environmental Impact Assessment (EIA) team. We would ideally like to source candidates to work at our Head Office in Cheshire or Bristol, however we can be flexible on location and will also consider individuals working from any of our international offices.

The existing team work with clients to meet the increasingly stringent requirements of lending institutions including IFC, EBRD and ADB. With project resources and experience spanning the UK, Europe, the FSU, the Middle East and Africa, RSK has the track-record, geographic presence and legislative awareness to suit any worldwide EIA requirement.

We would like to hear from candidates with either EIA or SIA experience ideally within the oil and gas sector, renewable energy or infrastructure.

**Responsibilities:**

- Managing complex ESIA's with multiple contributors
- Scoping and managing local expert input
- Conducting environmental and social due diligence audits for lenders
- Preparation, delivery and auditing of environmental and/or social management plans for construction and operation phases of projects.

**Person specification:**

- Excellent written and verbal communication skills
- Strong team player with ability to work independently
- Willingness to work overseas for short or medium term assignments
- Additional language skills (Russian, Arabic, French) would be advantageous

**Salary – Remuneration package to match level of experience**

These roles represent an excellent opportunity to join RSK, a leading provider of ESIA services internationally. As one of the fastest growing environmental consultancies in the UK, there are excellent opportunities for advancement and growth for the right individuals.

*For further information contact Sarah Murphy on 0117 300 4295 or by email at smurply@rsk.co.uk*

*To see further career opportunities with RSK Group plc, visit our website www.rsk.co.uk*

RSK GROUP PLC

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## SUSTAINABILITY CO-ORDINATOR

Crest Nicholson is a market leader in the design and delivery of sustainable housing and mixed-use communities, winning the prestigious Queens Award in 2007. Our mission is to improve the quality of life for individuals and communities by providing better homes, work places, retail and leisure spaces. Most importantly, we place our customers at the heart of everything we do.

Crest NICHOLSON

Crest Nicholson integrates the three core principles of Sustainable Development, environmental, social and economic, into our business strategy decision making processes.

This is an excellent opportunity for a graduate (or similar) with some experience to develop a career in sustainable design and construction. The successful candidate will be part of the Sustainability team, acting as an internal source of expertise and working with business operations to develop and implement the Group's sustainability strategy and policies.

You will have a keen interest in the environment and sustainable development, aspire to develop technical and business skills, enjoy working as part of a team and want the challenge of a varied and dynamic range of tasks.

Educated to degree level or similar in a technical discipline, with at least one year's work experience. Associate or higher membership of IEMA desirable, understanding of current UK environmental regulation essential. Some knowledge of the construction, house building or property sectors an advantage.

Tell us why you think this role is for you – and include your CV and current salary.

Jane Stewart, Group HR Manager at: Crest Nicholson plc, Crest House, Pyrcroft Road, Chertsey, Surrey KT16 9GN. Email: recruitment@crestnicholson.com