

The Carbon Trust's Carbon Management Matrix

Best	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT *	ENGAGEMENT OF SCHOOLS
5	<ul style="list-style-type: none"> • Top level target allocated across organisation • CO₂ reduction targets in Directorate Business Plans • Action plans in place to embed strategy. Progress routinely reviewed 	<ul style="list-style-type: none"> • Cabinet / SMT review progress against targets on quarterly basis • Regular diagnostic reports provided to Directorates • Progress against target published externally 	<ul style="list-style-type: none"> • CM integrated in responsibilities of senior managers • CM part of all contracts / T's&C's • Central CO₂ reduction advice available • Green Champions leading local action groups 	<ul style="list-style-type: none"> • Regular collation of CO₂ emissions for all sources • Data externally verified • Monitoring & Targeting in place for: <ul style="list-style-type: none"> ○ buildings ○ street lighting ○ transport/travel 	<ul style="list-style-type: none"> • All staff given formalised CO₂: <ul style="list-style-type: none"> ○ induction and training ○ communications • Joint CM communications with key partners • Staff awareness tested through surveys 	<ul style="list-style-type: none"> • Finance committed for 2+ yrs of Programme • External funding being routinely obtained • Ring-fenced fund for carbon reduction initiatives 	<ul style="list-style-type: none"> • CO₂ friendly operating procedure in place • Central team provide advice and review, when requested • Barriers to CO₂ reduction routinely considered and removed 	<ul style="list-style-type: none"> • A 'whole school approach' including curriculum • Mature programme of engagement in place • CO₂ saving in schools having a wider community impact
4	<ul style="list-style-type: none"> • CO₂ reduction commitment in Corporate Strategy • Top level targets set for CO₂ reduction • Climate Change Strategy reviewed annually 	<ul style="list-style-type: none"> • Sponsor reviews progress and removes blockages through regular Programme Boards • Progress against targets routinely reported to Senior Mgt Team 	<ul style="list-style-type: none"> • CM integrated in to responsibilities of department heads • Cabinet / SMT regularly updated • Staff engaged through Green Champion network 	<ul style="list-style-type: none"> • Annual collation of CO₂ emissions for: <ul style="list-style-type: none"> ○ buildings ○ street lighting ○ transport/travel • Data internally reviewed 	<ul style="list-style-type: none"> • All staff given CO₂ reduction: <ul style="list-style-type: none"> ○ induction ○ communications ○ CM matters communicated to external community 	<ul style="list-style-type: none"> • Coordinated financing for CO₂ reduction projects via Programme Board • Funding principles and processes agreed • Finances committed 1yr ahead • Some external financing 	<ul style="list-style-type: none"> • Comprehensive review of policies complete • Lower level policies reviewed locally • Unpopular changes being considered 	<ul style="list-style-type: none"> • A clear emphasis on energy / CO₂ reduction in schools • Council activities fully coordinated • Broad set of education stakeholders engaged • Funding in place
3	<ul style="list-style-type: none"> • CO₂ reduction vision clearly stated and published • Climate Change Strategy endorsed by Cabinet and publicised with staff 	<ul style="list-style-type: none"> • Core team regularly review CM progress: <ul style="list-style-type: none"> ○ actions ○ profile & targets ○ new opportunities 	<ul style="list-style-type: none"> • An individual provides full time focus for CO₂ reduction • Key individuals have accountability for carbon reduction • Senior Sponsor actively engaged 	<ul style="list-style-type: none"> • Collation of CO₂ emissions for limited scope i.e. buildings only 	<ul style="list-style-type: none"> • Environmental / energy group(s) given ad hoc: <ul style="list-style-type: none"> ○ training ○ communications 	<ul style="list-style-type: none"> • A view of the cost of CO₂ reduction is developing, but finance remains ad-hoc • Some centralised resource allocated • Finance representation on CM Team 	<ul style="list-style-type: none"> • All high level and some mid level policies reviewed, irregularly • Substantial changes made, showing CO₂ savings 	<ul style="list-style-type: none"> • A person has responsibility for Schools CO₂ reduction • Schools CO₂ reduction projects coordinated • Ad-hoc funding
2 Worst	<ul style="list-style-type: none"> • Draft Climate Change Policy • Climate Change references in other strategies 	<ul style="list-style-type: none"> • Ad hoc reviews of CM actions progress 	<ul style="list-style-type: none"> • CO₂ reduction a part-time responsibility of a few department champions 	<ul style="list-style-type: none"> • No CO₂ emissions data compiled • Energy data compiled on a regular basis 	<ul style="list-style-type: none"> • Regular awareness campaigns • Staff given CM information on ad-hoc basis 	<ul style="list-style-type: none"> • Ad hoc financing for CO₂ reduction projects 	<ul style="list-style-type: none"> • Partial review of key, high level policies • Some financial quick wins made 	<ul style="list-style-type: none"> • Ad-hoc schools projects to specifically reduce energy / CO₂
1	<ul style="list-style-type: none"> • No policy • No Climate Change reference 	<ul style="list-style-type: none"> • No CM monitoring 	<ul style="list-style-type: none"> • No recognised CO₂ reduction responsibility 	<ul style="list-style-type: none"> • No CO₂ emissions data compiled • Estimated billing 	<ul style="list-style-type: none"> • No communication or training 	<ul style="list-style-type: none"> • No specific funding for CO₂ reduction projects 	<ul style="list-style-type: none"> • No alignment of policies for CO₂ reduction 	<ul style="list-style-type: none"> • No CO₂ / energy reduction policy for schools

* Major operational policies and procedures, e.g. Capital Projects, Through Life Costing, Procurement, HR, Business Travel