



**NORFOLK**  
**CONSTABULARY**

*Our Priority is You*

**NORFOLK POLICE AUTHORITY**



**NORFOLK POLICE AUTHORITY**

*Ensuring an Efficient and Effective Police Service*

**ENVIRONMENTAL AND SUSTAINABILITY  
STRATEGY**

**DATE :** Updated 12 Nov 2009



## **CONTENTS**

### **SECTION 1**

- 1. INTRODUCTION**
- 2. BACKGROUND**
  - 2.1 Environmental Policy
  - 2.2 Energy
  - 2.3 Clean Water
  - 2.4 Clean Air
  - 2.5 Materials
- 3. NORFOLK CONSTABULARY VISION PLEDGE & PRINCIPLES**
- 4. ENVIRONMENTAL & SUSTAINABILITY STRATEGY VISION AND MISSION STATEMENT**

### **SECTION 2**

- 5. STRATEGIC APPROACH**
  - 5.2 Understanding and Quantifying the Use of Natural Resources
  - 5.3 Managing Performance to Reduce Impact on the Environment and Managing Environmental Risks

### **SECTION 3**

- 6. HOW THE STRATEGIC APPROACH IS REALISED**
  - 6.1 The Environmental and Sustainability Strategy – Usage of natural resources - Baseline and Targets
  - 6.2 Implementation of other recommendations of the 2009 internal report
  - 6.3 Resourcing of environmental and sustainability work and engagement with Internal and External Partners
  - 6.4 Utility/energy management/Environmental performance reporting
  - 6.5 Communicating with Stakeholders, Awareness and Training
  - 6.6 Reducing the Carbon Footprint
  - 6.7 Sustainable Procurement
  - 6.8 Long-term Estates Strategy and Estates Modernisation
  - 6.9 Management of Oil
  - 6.10 Energy Usage and Saving
  - 6.11 Water Management
  - 6.12 Waste Management
  - 6.13 Transport Management and Travel Plans
  - 6.14 Air Emissions
  - 6.15 Paper Management
  - 6.16 Packaging Management

- 6.17 Office Equipment Management
- 6.18 Landscape Management
- 6.19 Carbon Reduction Commitment
- 6.20 Applicable Regulations

## **SECTION 4**

### **7. PRIORITISED ACTION PLAN**

#### **ANNEXES:**

- A. Energy Consumption data
- B. Display Energy Certificate and Advisory Report - example
- C. Consolidation of Display Energy Certificates Advisory Reports recommendations
- D. Environmental and Sustainability Poster (Omitted)
- E. Recycling data
- F. Vendor Appraisal Questionnaire (Omitted)
- G. Norfolk Constabulary Travel and Transport Policy/Staff Travel Good Practice Guide
- H. Norfolk Constabulary Travel Plan – Great Yarmouth
- J. Checklist of Carbon Reduction Commitment-Tasks and Roles

## **SECTION 1**

### **1. INTRODUCTION**

- 1.1 Norfolk Police Authority and Norfolk Constabulary are committed to minimising the impact of operations on the environment and preventing pollution in an accountable way by means of a programme of continual improvement, balancing the needs of the environment with operational obligations and available resources.
- 1.2 The organisation aims to:
- understand and quantify its use of natural resources and to identify the main influencing factors;
  - manage performance to reduce its impact on the environment; and
  - manage the environmental risks it faces, working effectively with partners.
- 1.3 By reducing its own consumption of natural resources, and by influencing others through the example it sets, the authority/force can make a significant contribution to achieving sustainable development. *Securing the Future*, the UK sustainable development strategy, 2005, sets out key principles, the first being “living within environmental limits and ensuring that the natural resources needed for life are unimpaired and remain so for future generations”.
- 1.4 ‘Natural resources’ means resources that occur naturally on the earth, which the organisation in the conduct of its own operations either consumes directly, or impacts upon:
- energy;
  - clean water;
  - clean air;
  - land and soil; and
  - materials including plant and animal products (such as wood and food) and minerals.
- 1.5 Using natural resources will have environmental impacts, for example reducing resources for future generations or by polluting land, air or water. Using fewer natural resources or using them more wisely will reduce those impacts. It is desirable to think about the impact of the goods and services used across their whole lifecycles – what detrimental effect they could have on climate change, and what wastes they could produce.

### **2. BACKGROUND**

#### **2.1 Environmental Policy**

This Environmental and Sustainability Strategy and the policy contained within it enable the police authority and force to assess and reduce the environmental impacts that are likely to arise for corporate, service and financial planning from

the use of energy, water, assets and materials, and the impacts from the generation of waste and emissions.

## 2.2 **Energy**

The Force uses energy for most activities it undertakes in its day-to-day business; for example, heating, air conditioning, lighting, operating appliances, and importantly, transport. Fuel and electricity bills will show how much energy the police authority and force uses and whether consumption is dropping as the result of energy-saving measures adopted. The main environmental impact of producing and using energy such as electricity, gas, fuel (unless it is from a renewable source) is carbon dioxide emission. Carbon dioxide is one of the main gases causing climate change.

## 2.3 **Clean water**

The Water Act 2003 places a duty on all public bodies to conserve water. The force typically uses water in police buildings. Where water is metered, water bills will reveal water use. Climate change will also impact on the availability of fresh water.

## 2.4 **Clean air**

Government sets air quality objectives which authorities are required to meet, and produces guidance on how to help them do so. Air quality covers pollutants such as benzene, sulphur dioxide, lead, and particles produced especially from diesel engines. The fuels that the force uses, for example to run the vehicle fleet, will impact on local air quality, especially if vehicles run on diesel.

## 2.5 **Materials**

- **Plant and animal products such as wood and food** - a decent quality of life depends on goods made from natural products, in turn made from plants and animals. For example the force uses wood in buildings and in paper, and foodstuffs canteens. The Force can reduce the quantities required by actively managing use and identifying opportunities to reduce waste. We should ensure that they come from sustainable or local sources that reduce the impacts from transportation. For example wood for buildings or furniture could be Forest Stewardship Council certified, and foods provided by the force could be locally sourced and/or organic.
- **Metals and minerals** – The police authority and force use metals and minerals in various ways, including in the products we buy.
- **Waste** - the force needs to deal with waste disposal and factor in the whole life costs for any goods that we buy. For example new computers may be more energy efficient but the force will have to decide how to dispose of its old stock, for example, through re-sale, local community or international development re-use schemes, or disposal in as environmentally friendly way as possible.

## 3. **NORFOLK CONSTABULARY VISION, PLEDGE AND PRINCIPLES**

- Our vision is a new model for policing that will deliver excellent local services where people are our priority.

- Our pledge is to make Norfolk an even safer place to live, work and visit by: improving confidence and satisfaction, reducing crime, anti social behaviour and the fear of crime and increasing detections.
- Our principles are: working in partnership with the community to identify and resolve problems, developing a professional, skilled and flexible team, delivering high quality service, being proactive and intelligence led and improving performance yet driving down costs.

#### 4. **ENVIRONMENT AND SUSTAINABILITY STRATEGY VISION AND MISSION STATEMENT**

- **Vision:**

To reduce any adverse impact that the Constabulary has on the environment, so far as is concomitant with its statutory duties and responsibilities.

- **Mission:**

The Constabulary is committed to minimising the impact of its operations on the environment and preventing pollution in an accountable way by means of a programme of continual improvement, assessments and setting and meeting targets, balancing the needs of the environment with operational obligations and available resources.

In particular, the Constabulary:

- Is committed to meeting the requirements of all relevant legislation and best practice.
- Will conduct sustainability impact appraisals for all major projects and programmes.
- Is committed to fuel and utility saving management by reducing its use of energy, fuel, water and raw materials through reducing demand and using more efficient approaches or products.
- Is committed to exploring methods to reduce the level of harmful emissions by knowing which of its operations produce most carbon and is targeting these areas as a priority
- Is committed by the use of recycling methods to reducing levels of waste generated by the Force.
- Considers the environmental impact of its suppliers of goods and services within its commissioning and procurement decisions and is working with them to achieve improvements.

- Works efficiently with partners in developing, implementing and monitoring plans.
- Undertakes sensitive estates management to enhance the natural environment whilst minimising the adverse impact of Force activities.
- Is committed to raising staff awareness on environmental issues and actively engages with departments and teams across the organisation, and externally, ensuring aims and future objectives are realised.
- Manages a travel and transport policy that aims to create healthier and more environmentally friendly travel to and from work and for business travel.
- Understands and aims to meet government air quality objectives, particularly in the use of fleet vehicles.
- Is by means of this Environmental and Sustainability Strategy better placed to monitor its daily business and ensure that the business impact it has on the environment within the community it serves is ecologically sound.

4.3 Whilst Norfolk Constabulary inevitably carries out the bulk of this, Norfolk Police Authority fully supports and subscribes to the principles and actions contained in this document.

## **SECTION 2**

### **5. STRATEGIC APPROACH**

5.1 This Section 2 headlines Norfolk Constabulary's strategic approach to addressing the environment and sustainability, as endorsed by the Audit Commission. Section 3, following, fleshes-out the detail of how the Force is addressing or will address these issues, including specific actions, and a prioritised Action Plan is set out at Section 4.

#### **5.2 Understanding and quantifying the use of natural resources**

5.2.1 The Force knows what natural resources it consumes in its operations and what strategic approach it has in place to reduce the use of those natural resources. It includes the:

- land and buildings it occupies;
- goods, services, works and utilities it procures;
- the plant, equipment and vehicles it uses; and
- the employment practices it adopts for its staff.

- 5.2.2 The Force has developed a Strategy to reduce its use of natural resources and its impact on the environment. The Force has gathered information to set a base-line of the natural resources it uses and understands where it can most effectively intervene to reduce its use of natural resources.
- 5.2.3 The development of the Strategy is based on a clear understanding of its own:
- carbon emissions;
  - water use; and
  - consumption of other resources.
- 5.2.4 The Force is working with others across its area in developing the Strategy. It is also engaging with its staff and gaining their commitment to and ownership of the Force's approach to reducing its impact on the environment.
- 5.2.5 The Force has identified initiatives to support its Strategy and reduce its impact on the environment. It has and is producing plans to deliver these initiatives.
- 5.2.6 The information that the Force has on its impacts on the environment is being used to help reduce its use of natural resources. It knows which of its operations produce most carbon and is targeting these areas as a priority.
- 5.2.7 The Strategy shows how it will reduce its own use of natural resources and its impact on the environment. The Strategy is and will be supported by delivery plans, for example to address climate change mitigation and adaptation, achieve energy and water efficiency, and optimise the use of renewable resources. Other corporate plans within the Force, such as financial or HR plans, support the delivery of the Strategy.
- 5.2.8 The Force is working with partners in developing, implementing and monitoring plans.

### **5.3 Managing performance to reduce impact on the environment and managing environmental risks**

- 5.3.1 The Force aims to manage its performance to reduce its environmental impact. For example it knows where its big environmental impacts are; has set targets to reduce the major impacts; is monitoring achievement of those targets and measures progress against the targets. Reducing environmental impact requires robust performance management based on a good understanding of the use of natural resources. The Force aims to have systems and processes in place across its operations.
- 5.3.2 The Force aims to deliver against its Strategy to manage the environmental risks it faces or might face in the future, and works with partners to do this. It is planning to adapt its work to deal with changes in climate and weather patterns

(for example, damage to property and infrastructure from flooding and excessive heat).

- 5.3.3 The Force is establishing systems and processes to manage its performance to:
- reduce its use of energy, fuel, water and raw materials through reducing demand and using more efficient approaches or products; and
  - reduce the waste it produces, and reusing and recycling resources wherever possible.
- 5.3.4 The Force is incorporating targets into its arrangements and establishing the systems it needs to monitor progress in achieving these targets.
- 5.3.5 The Force aims to have reliable information to monitor its performance and manage progress in achieving its Strategy. It aims to communicate performance against its Strategy to the public, stakeholders and staff and engage effectively with them.
- 5.3.6 The Force is making progress in delivering against its Strategy, plans and targets. It is reducing its environmental impacts and consumption of natural resources from its operations in line with the targets it has set itself. This progress is spreading across the organisation. It has identified the significant environmental risks that could impact on the delivery of its operations.
- 5.3.7 Sustainability impact appraisals are undertaken for all major projects and programmes. Where assessments show potential negative impacts, the Force will demonstrate how it has responded, for example either by changing its policy, mitigating risks or having a plan to manage the effects.
- 5.3.8 The Force considers the environmental impact of its suppliers of goods and services within its commissioning and procurement decisions and is working with them to achieve improvements.
- 5.3.9 The Force is using its partnerships to help it to reduce its impacts on the environment and preparing for climate change, for example, car sharing clubs and shared buildings.

### **SECTION 3**

#### **6. HOW THE STRATEGIC APPROACH IS REALISED**

##### **6.1 The Environmental and Sustainability Strategy – Usage of Natural resources – Baseline and Targets**

- 6.1.1 Norfolk Constabulary adopted an Environmental Management Strategy in 2006, to reduce its use of natural resources and its impact on the environment. The Strategy embraced both short- and long-term actions and an Action Plan which has subsequently been worked through, with many actions completed. The Strategy and Action Plan have been periodically updated, most recently in 2009 to embrace the expectations of the Audit Commission Police Use of Resources Evaluation which will include a new Key Line of Enquiry 3.1 for PURE 2009/10

“is the organisation making effective use of natural resources?” This has resulted in the current “Environmental and Sustainability Strategy” and Action Plans, which also embrace the recommendations of an internal audit report in 2009.

6.1.2 The Force has captured consumption data for FY 2008/9 and has established a baseline of natural resources usage and set reduction targets based on this.

- Consumption for FY 2008/9:

|              |                |   |  |
|--------------|----------------|---|--|
| Electricity  | 7,944,399 kWh  | = | 4,266 tonne CO2  |
| Gas          | 8,155,980 kWh  | = | 1,549 tonne CO2  |
| Vehicle Fuel | 7,677,00 miles | = | 1,726 tonne CO2<br>(based upon 80% diesel, 20% petrol) |

Consumption data is shown at **Annex A**.

- Targets:

Targets have now been set, as follows:

Electricity, gas and vehicle fuel: provisional target 2% reduction over 3 years from 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2012.

General waste: provisional target rising from current level of 85% recycled to 100% re-cycled by 31<sup>st</sup> March 2011.

Water, heating oil, and gas emissions: no baselines yet accurately established but expected to be established to enable targets to be set from 1<sup>st</sup> April 2010.

Provisional targets will be reviewed on the basis of ongoing monitoring and are likely to be impacted by a number of factors, eg whether the volume of Force activity grows or reduces, in particular numbers and types of buildings, numbers of staff, expansion of ICT systems, numbers of vehicles operated.

- Recognised materials being used

|                                 |                                     |
|---------------------------------|-------------------------------------|
| Acids & Alkalis                 | Misc. Office & Laboratory Equipment |
| Adhesives, Sealants & Glues     | Mobile Phone Recycling              |
| Aerosol Canisters               | Oil (Mineral)                       |
| Asbestos                        | Oil (Vegetable)                     |
| Batteries                       | Organic Waste                       |
| Cans: Aluminium / Steel         | Paints / Printing Inks              |
| Cardboard                       | Paper White Office                  |
| Clinical Waste                  | Paper Glossy/Newspaper              |
| Computer Hardware               | Photographic Chemicals              |
| Computer Software               | Plastics / Polystyrene              |
| Confidential Waste              | Poisons                             |
| Containers & Drums              | Protective Clothing                 |
| Electrical and Electronic Waste | Refrigerators & Freezers            |
| Envelopes & Stamps              | Sanitary Waste                      |

|                                |                               |
|--------------------------------|-------------------------------|
| Fluorescent Tubes              | Sharps (Contaminated)         |
| Furniture and furnishings      | Solvents                      |
| Gas Cylinders                  | Special (Hazardous) Waste     |
| General Waste                  | Soil and Plant Matter         |
| Glass Bottles & Jars           | Toner Cartridges              |
| Medicines (Prescription only)  | Wood / Wood Shavings / Timber |
| Metals (Ferrous & Non-Ferrous) |                               |

No baselines yet accurately established for all these materials but expected to be established to enable targets to be set in FY 2010/11.

## 6.2 Implementation of other recommendations of the 2009 Internal audit report

6.2.1 The report identified that the Environmental and Sustainability Strategy is broadly in line with PURE requirements and that the Force has made progress towards developing effective mechanisms for ensuring it is making effective use of natural resources and is working towards reducing current established usage levels. Further work is needed. The principal actions arising from the internal audit report, in addition to setting baselines and targets, as above, and the Force's responses to them, are as follows:

- **The Strategy Action Plan should be prioritised to identify which are likely to be most effective in assisting the force to reduce its usage of natural resources – resources should then be concentrated on these key activities, and performance should be monitored to assess how outcomes have been affected (ie, less use of natural resources?) (high priority).**

The Action Plan has been prioritised and processes are in place to monitor performance.

- **Consideration should be given to all departments to have sustainability issues as part of departmental objectives, raising the profile of sustainability (medium priority).**
- The Action Plan already includes allocation of responsibilities for a number of departments, but this has been amended to include sustainability objectives for all departments.
- **Ownership of progress against the Strategy should be at senior management level, rather than responsibility principally resting with the Procurement and Facilities teams (medium priority).**

This action has been shared with the Chief Officer Group and Chief Officers have briefed their Heads of Departments and senior managers to increase the visibility of this topic and to reinforce "ownership" at senior management level, accepting that under matrix management principles coordination of the Action Plan should remain with Support Services Department. Senior Management Teams will be accountable for addressing the effect that sustainability has on

operational policing and support activities, and vice versa, together with minimising the impact of our business on the environment.

- **Sustainability impact appraisals should be undertaken for all major projects and programmes, and sustainability should be added to the list of Impact Implications that managers must systematically consider and complete when developing new projects and policies (medium priority).**

It has already been proposed to the NPA that the following form of words should be added to the standard Impact Implications section of the NPA report template:

*“Does the decision tend to reduce (or increase) the Authority’s/Constabulary’s use of energy, fuel, water, and raw materials through reducing demand and using more efficient approaches or products, and does it tend to reduce (or increase) the waste that the Authority/Constabulary produces and increase (or reduce) the re-use or recycling of resources wherever possible?”*

These or similar words will also be included in the force standard business case template and in project implementation documents, and in the drafting of force policy documents. The Support Services Department is implementing a process of scrutiny of all Force Business Cases and Plans, thereby ensuring sustainability issues are taken into account in the decision making process.

- **The force should seek to benchmark its use of natural resources against similar forces and use this to feed into target-setting (low priority).**

This will be undertaken as far as reasonably possible but like all benchmarking it is dependent upon other forces having the same reciprocal data and being willing and able to share it, in the absence of any central data repository. It has regularly been suggested that the Audit Commission, Home Office or HMIC could assist greatly in this by coordinating the capture of data for Most Similar Forces and it is suggested that this could form part of HMIC’s VFM Profiles in future.

### **6.3 Resourcing of Environmental and Sustainability Work and Engagement with Internal and External Partners**

- 6.3.1 Norfolk Constabulary recognises and has already demonstrated its commitment to reduce its operational impact on the environment. With the employment of an environmental administrator who is dedicated to support and deliver the Actions in this Strategy, the Facilities Management Unit in Support Services Department continues to actively engage with departments and teams across the organisation, and externally, ensuring aims and future objectives are realised.

|                        |   |
|------------------------|---|
| ICT                    | Energy reduction  |
| Procurement            | Improved procurement options and selecting 'green' service providers          |
| Uniform & Stores       | Recycling   |
| Finance                | Accurate utility billing  |
| Media                  | Improved internal and external marketing                                      |
| HR                     | Travel & transport Policy and cycle scheme                                    |
| Neighbouring forces    | Sharing best practise   |
| NPEAG                  | National Police Environment Advisory Group for national guidance/benchmarking |
| Norfolk County Council | Travel plans and audit  |
| District Councils      | Environmental forums  |
| UPL                    | Utility Management  |
| Pearsons               | Waste recycling   |

6.3.2 Working with Norfolk County Council, Norfolk Constabulary has already developed and continues to promote the benefits of car sharing. Information gathered from recent questionnaires have enabled travel plans to be developed at our key sites.

6.3.3 The Constabulary remains flexible and proactive in its approach to sharing premises with external agencies such as the Ambulance Service at Hunstanton, Sprowston, Caister, Aylsham, Wells, Sheringham and Long Stratton; Parish and Town Councils at Poringland and Reepham, and SNT drop-in base at Costessey Parish Rooms; and two rooms occupied at Hobart High School in Loddon as SNT drop-in patrol base.

#### 6.4 **Utility / Energy Management / Environmental Performance Reporting**

6.4.1 Norfolk Constabulary continues its development of an energy management strategy which will sustain energy efficiency and environmental compliance. The Force is working with an external energy management company (Utility Partnership Limited UPL) to advise on its energy management strategy and now effectively manages the cost and ultimately the CO2 footprint of the organisation. UPL provides bespoke utility infrastructure and energy management services to the private sector and are the UK's only full service end-to-end utility and energy management solutions provider. Working with UPL, the Force has aligned its utility service suppliers allowing for accurate recording of consumption across the three primary utility services electricity, gas and water. Using UPL for the recent tender for the procurement of electricity and gas has realised a projected saving of £370k on electricity and £105k on gas for the Constabulary against current consumption for the next 12 months, using smart meter reporting. In the context of sustainability, cost does not directly relate to consumption, but accurate recording is important.

6.4.2 The energy management infrastructure has now been modernised in-force which enables Norfolk Constabulary to monitor energy consumption by site. The

revised process not only provides valuable data for benchmarking, but has rigorous procurement, bill validation and environmental reporting which conforms to Statutory Instrument 2007 No 991, The Energy Performance of Buildings (Certificates and Inspections England and Wales) Regulations 2007.

- 6.4.3 Norfolk Constabulary displays Energy Performance Certificates for all sites over 1000m<sup>2</sup>. By profiling each recognised site against its design, function type and annual energy consumption, an energy certificate and advisory report has been generated. The certificate is displayed in public areas. The effectiveness of the building will be monitored annually, with recommended improvements / remedial work carried out where appropriate. Listed are the applicable sites with the new energy rating A – G (A = highest performance – G = lowest) which allows compliance against the new legislation. An example of a Display Energy Certificate with Advisory Report is at **Annex B and a consolidation of all the DEC Advisory Report recommendations is at Annex C.**

|                         |          |
|-------------------------|----------|
| Thetford                | rating D |
| Bethel Street Norwich   | rating F |
| Carmelite House Norwich | rating E |
| Dereham                 | rating F |
| Great Yarmouth          | rating D |
| North Walsham           | rating G |
| OCC Wymondham           | rating G |
| Kings Lynn              | rating E |

**Note:** Whilst some of the sites are recorded with a low performance rating, it could be as a result of the indirect supply of resources to other sites (IT servers that support remote locations) or as a result of low numbers of energy meters on a particular site (OCC only had 1 electrical meter for the whole campus). We have now installed, with our PFI consortium, an additional 20 meters in each critical area and each building at OCC. AMR (Actual Meter Reading) or smart meters have been installed force wide to record accurate electricity consumption. A programme of converting gas meters to AMR meters is currently underway and will be completed by January 2010. All sites with the exception of two (Sprowston and Tuckswold – due for replacement shortly) are equipped with water meters.

## 6.5 Communicating with Stakeholders, Awareness and Training

- 6.5.1 Information on current initiatives and past performance is and will continue to be provided via designated web pages, force newsletters and promotional days where staff awareness and the overall profile is raised for all matters connected with environmental management and future sustainability. The Force is implementing higher-profile awareness and training regarding environmental and sustainability matters, in particular so that departments encourage staff to be conscious of the amounts of energy, water and materials they consume and the amount of waste they generate. Eg, environmental posters are displayed across the Force, and environmental and sustainability information and advice is featured on the Force intranet (examples at **Annex D**). Further guidelines are being developed to heighten awareness in all managers.

6.6.2 Norfolk Constabulary is represented at meetings of the National Police Environmental Advisory Group (NPEAG). The aim of the NPEAG is to provide a forum for environmental specialists within the UK Police Forces to share best practice, knowledge and expertise of environmental issues and initiatives within a supportive environment. The objectives of the group are as follows:

- To share best practice of environmental issues and initiatives.
- To raise awareness of environmental issues relevant to police activities by way of case studies and practical examples.
- To be a focal point of contact for UK Police Forces on environmental issues.
- To encourage non-environmental specialists from UK Police Forces to attend this group.

6.5.3 Local forums have been established to share best practice with:

- Suffolk and Cambridgeshire Police
- South Norfolk District Council
- Broadland Community Partnership
- Norfolk County Council

## 6.6 Reducing the Carbon Footprint

6.6.1 The Force is now obligated to ensure that it is able to effectively demonstrate continual improvement in reducing its carbon footprint, including the undertaking of energy audits. From 1 April 2010 – 31 March 2011, organisations will need to monitor consumption information from all energy sources. Norfolk Constabulary must display Energy Performance Certificates for all sites over 1002m<sup>2</sup>, as described above. By profiling each recognised site against its design, function type and annual energy consumption, energy certificates have been generated and are displayed in public areas. Where energy audits have been completed, recommendations have been incorporated within the estates programme of minor works (where appropriate) which will then be implemented to improve the energy performance of buildings. Through partnership working, the force will ensure remote data capture of consumption whilst monitoring and proactively validating all invoices.

6.6.2 Collected data is used to prepare a comprehensive 'Footprint Report' which will need to be submitted by July 2011 to the newly formed Department of Energy and Climate Change. UPL has provided the Constabulary Display Energy Certificates (DECs) and Advisory Reports for Carmelite House, Dereham, North Walsham, Kings Lynn, OCC, Thetford, Bethel St., and Gt. Yarmouth. An

assessment of each site has been conducted and recommendations submitted to enhance energy efficiency. A DEC's Task List has been compiled which has been assessed by the Estates Unit for inclusion in the 5 year maintenance programme.

- 6.6.3 Due to the nature of its business the Constabulary is a high energy user. Traditionally, energy costs have been the driving factor in monitoring activities and usage and therefore attention to consumption levels has previously been a lower priority. Effective monitoring of actual consumption now allows the Force to assess energy use and its carbon emissions which in turn impacts on the environment rather than by focussing on cost alone, which obviously fluctuates due to market forces.
- 6.6.4 An influencing factor on the Force's ability to reduce consumption is the steady growth of information technology use. For instance, the ICT department had air-conditioning installed after a number of difficulties arose in the office area, a situation exacerbated with the advent of Blade servers. The prevalence of old buildings is also a factor in the short term until they are replaced by newer, more efficient builds under the Long-term Estates Strategy.
- 6.6.5 In FY 2008/9, the Force spent £698k on energy in buildings (gas, electricity and water). Taking positive steps to reduce energy consumption now will not only benefit the environment, but will help to minimise energy costs in the future for the Police Authority and Force.
- 6.6.6 The force has conducted an office accommodation / occupancy review which will ensure best use of existing accommodation and maximize opportunities for flexible working and reducing excess travelling to part occupied sites.

## 6.7 **Sustainable Procurement**

- 6.7.1 In defining sustainable procurement, the Sustainable Procurement Task Force made 31 recommendations of which the following affect the way in which the force approaches the subject and which are addressed by the Corporate Procurement Unit:
- Strengthen the message that promotion of social and environmental sustainability through public sector procurement is compatible with EU law.
  - Promote an awareness that sustainability is not about protectionism but achieving social and environmental goals whilst still maintaining best value for money.
  - Ensure that all aspects of sustainability – economic, social and environmental – are promoted through public sector procurement.
  - Provide clear leadership on sustainable procurement and ensure that whole-life costing is applied in all public sector procurement.

- Assemble benchmark data to show the true capital cost of sustainable construction to facilitate the creation of realistic budgets for sustainable procurement.
- Commission long-term forecasts for future energy prices that may then be used by procurers as a standard when calculating whole-life costs.
- Conduct research to establish how building design can achieve better outcomes for service users and the workforce.
- Private and voluntary sector contractors and service providers should respond innovatively to opportunities for promoting sustainability and invest in techniques for evaluating the outcomes that they achieve for their clients.
- Ensure that sustainability permeates all aspects of procurement, rather than being seen as a freestanding component.
- Produce and promote clear, rationalised and targeted guidance for public sector procurers.

6.7.2 The Corporate Procurement Unit Vendor Appraisal and Approval Questionnaire requires external service providers who wish to undertake the supply of goods and services to provide details of their environmental policy, whether it is ISO approved (ISO 14000), and to complete a detailed Environmental Procurement Questionnaire.

## 6.8 Long-term Estates Strategy and Estates Modernisation

6.8.1 Norfolk Constabulary has an estate of approximately 38 operational police properties and is made up of Response Bases and Safer Neighbourhood Teams.

6.8.2 The age of buildings across Norfolk range from 1920's to 2009 although the vast majority were built in the 50's and 60's. As such the majority of Force buildings (because of their age) are poorly insulated and have, in the main, old boilers. However, heating system replacement, lighting review and window replacement forms part of the Long-term Estates Strategy to modernise and replace Force premises.

6.8.3 Norfolk Constabulary currently has one Private Finance Initiative (PFI) building, which is the Operations and Communications Centre (OCC) at Wymondham. The PFI consortium is led by Amber Investments, who installed Initial Facilities Management (IFM) as their Site Service Providers. IFM manage the site and, in turn, subcontract out services. For instance, printing is contracted to Pavilion, catering is provided by Autograph, and cleaning is carried out by Monthind. IFM themselves hold the Environmental Standard ISO 14001:1996 as well as the Quality Standard ISO 9001:2001.

6.8.4 The estate modernisation programme has allowed the Constabulary to demonstrate its ability and commitment in moving towards more energy-efficient buildings such as at Aylsham, Wells, Long Stratton, Harleston, Poringland and

Cromer. The sustainability measures taken at the recently built Aylsham and Cromer Operational Deployment Base are typical of the measures that the Force aims to implement, in whole or in part, wherever possible (eg subject to planning approval) in all new buildings. The eco-friendly building at Aylsham is one of the first police buildings of its kind in the country and serves as an example of what can be achieved in minimizing the Force's local environmental impact in constructing and running a modern operational building. The design of the site and building has the potential to offer other forces valuable information on what can be achieved from maintaining a corporate Environmental and Sustainability Strategy.

#### 6.8.5 Sustainability innovations include:

- Sedum moss roof – providing the benefits of thermal retention, retaining warmth in the winter and cooler temperatures in the summer through less solar gain.
- Heating system – the heating system uses primarily a ground source heat pump with additional solar collectors on the roof to heat the hot water, saving energy and heating bills by between 40% to 60% and producing between 80% to 100% of the hot water between April and October and 30% during the other months. The heat pump generates 3.75kw of heat energy from every 1kw of electricity used.
- Solar ventilation system – a solar-powered fan to ventilate the office area.
- Wind turbine – partly funded by the government, this is used to generate electricity on site, approx 35 – 40,000kwh, reducing normal energy consumption and spending by c70%.
- Sun pipes – allow natural light to rooms, saving electricity, light sensors, fittings and bulbs.
- Ecosand – 150 tonnes of crushed, recycled glass was used as the base for the car park in place of sand.

6.8.6 Norfolk Constabulary is a member of the 'Police Property Managers Benchmarking System'. This forum provides a comprehensive comparison with a number of other Constabularies; however, energy and water consumption figures are not currently included in the benchmarking data.

## 6.9 Management of Oil

6.9.1 The Force has oil storage facilities at various locations around the County. These need to be managed to ensure safekeeping/protection against spillage, turnover of contents, and monitoring/measurement of use.

6.9.2 Oil storage facilities are located at:

OCC: 2 generators located in main compound – 33,000 litre capacity

1 generator located behind Building 3 - 8,000 litre

capacity

Norwich: Bethel Street: 1 generator; internally bunded, also whole item sits in a containment area.

Vehicle diesel fuel tank at Sprowston - 10,000 litre capacity

North Walsham: Standby generators at Great Yarmouth and North Walsham.

Great Yarmouth: Diesel fuel tank at Great Yarmouth - 10,000 litre capacity.

Cromer: Cromer – adjacent oil tank – bunded

Thetford: 1 diesel tank at Thetford - 10,000 litre capacity.

Breckland: Generators at Kings Lynn, Dereham and Thetford - 600 litre capacity, internally bunded.

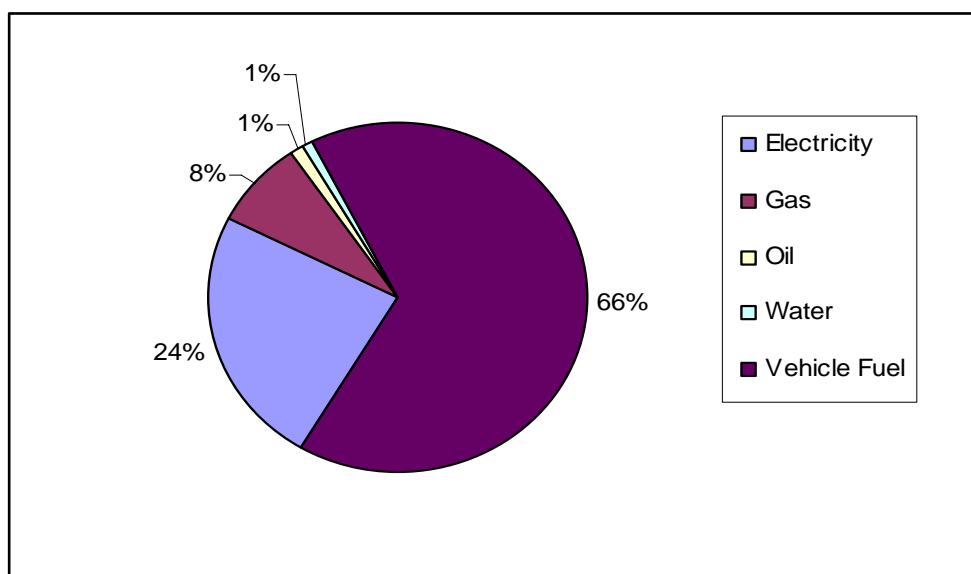
Kings Lynn : Old oil tank in Kings Lynn which is not used but contains oil.

6.9.3 OCC has containment tanks to catch surface runoff from the car park and from fleet. These are emptied every year.

6.9.4 UPL are to install smart meters to facilitate remote meter readings for oil consumption. This project will be completed by February 2010.

## 6.10 Energy Usage and Saving

6.10.1 The following chart shows percentage energy use Force-wide in financial year 2008/9 based on cost.



- 6.10.2 Energy saving devices: Norfolk Constabulary has completed a project to install electricity meters at all sites that have the ability to capture data on consumption and report remotely. OCC has various energy saving devices installed such as movement sensor PIRs, thermostats on all radiators etc. Some other buildings also have movement sensor PIRs as well as time control light switches; energy saving light bulbs are now the norm.
- 6.10.3 A Building Management System (BMS) is installed at the OCC. There is the potential to link other Force buildings to this system. Many buildings are old, often with no form of insulation, making regulation of heating/cooling difficult. The implementation of energy-saving measures in buildings is addressed in the Long-term Estates Strategy: those buildings which are scheduled to be replaced in the short-term will have no money spent on them; those buildings which will be kept on for a number of years are scheduled for implementation of energy-saving measures under annual planned maintenance programmes, subject to budget.

## 6.11 Water Management

- 6.11.1 The Water Act 2003 places a duty on all public bodies to conserve water. Norfolk Constabulary has installed water meters in all but 2 of its buildings, and UPL in conjunction with the Force Environmental Administrator monitor the invoices and consumption. The implementation of water-saving devices such as Management Flow Systems in toilets is subject to the same protocols under the LTES as outlined above.
- 6.11.2 Drainage plans exist for all Force buildings. OCC workshop/carwash: this site has containment tanks and filters on surface water drains to catch contaminants. Workshops Kings Lynn and Great Yarmouth: there are no containment tanks to catch contaminants in these areas, and work is being carried out to address the requirement for filters on surface water drains.

## 6.12 Waste Management

- 6.12.1 With the introduction of accredited waste management contractors, all waste is now disposed of via recycling centres in a process that conforms to current legislation. From the end of January 2009, data on recycling from each premise has been available for analysis. Currently 85% of all general waste is now recycled, working towards 100% nil landfill (as per target above). Data on recycling is at **Annex E**.
- 6.12.2 In FY 2008/9 the force spent approximately £30k at OCC and £147k district-wide on waste collection. The £147k can be broken down to clinical waste £22,700, confidential waste £59,000 recycling waste £46,400 and general waste £19,000. Waste disposal costs will increase as the cost of disposal to landfill becomes more expensive.

- 6.12.3 District waste is managed by Avenance via the Total Facilities Management (TFM) contract and is removed from site and taken to a material recovery facility for segregation and recycling by Pearsons. Waste at OCC is managed by IFM as part of the PFI partnership. Both TFM and IFM are committed to an efficient Waste Management System in accordance with their ISO accreditation. They hold a list of contractors who deal with each type of waste product. A Handbook has been issued to site users on the reuse, recycling and disposal of particular wastes within the requirements of Norfolk Constabulary and IFM policy. A further awareness campaign to promote the handbook is planned.
- 6.12.4 General Waste (Non-Hazardous): the Force can reduce the quantities generated by actively managing use and identifying opportunities to reduce waste. This is an activity which can best be carried out at local level.
- 6.12.5 Confidential waste is dealt with by PHS Datashred under a Force-wide contract. They also take and destroy knives, tapes, and CD's.
- 6.12.6 General office waste throughout Norfolk (excluding OCC) is dealt with as part of the TFM. Pearsons are subcontracted by Avenance, taking all general waste away to their material recycling facility where the waste is segregated and recycled. All departments should place any general waste paper including envelopes and magazines into the confidential bins to ensure it will be recycled.
- 6.12.7 Cardboard waste: at OCC, cardboard is collected and compacted onsite prior to collection by PHS Datashred who then ultimately recycle the card. Cardboard collected throughout the rest of the Force is segregated at a waste recycling centre.
- 6.12.8 Plastic cups: at OCC, 4,500 cups on average are delivered every week (234,000 per year) for water dispensers. Supplied by Aqualicious, the cups are recyclable. There are Becca bins for the disposal and ultimate recycling of the plastic cups. Other Force buildings mainly have water dispensers only with the exception of Bethel Street, Great Yarmouth and Kings Lynn where on-site vending is available. A review is being carried out to determine whether it is necessary to provide plastic cups.
- 6.12.9 Kitchen/canteen/food waste: OCC: oil and plastic biscuit tins recycled or reused. There is very little food waste, which goes into waste disposal units. Cans from the canteen are rinsed and placed in a skip for recycling. Plastic containers for takeaway salads are provided in the canteen; these containers are a plastic type which can be recycled if rinsed of food debris and placed in the bin marked 'plastic' for recycling. Containers provided for takeaway soup are cardboard, with plastic lids (which can be recycled). Kings Lynn, Norwich and Great Yarmouth have snack and tea/coffee vending machines; these produce plastic waste. Catering for meetings or other events is supplied by separate Force-wide contracts.
- 6.12.10 Uniform and clothing waste: redundant uniforms and other stock are dealt with according to item and condition. For instance: next-to-skin garments which are

unsaleable (e.g. gloves, shirts, socks, etc.) and contaminated items are always disposed of to landfill. Items in good condition, such as trousers and jackets, are cleaned and either returned into stock or sold through the Disposal Services Authority. Belts, batons and other accessories are reused depending on condition. The Force has recently (May 2008) completed issuing new body armour. Old armour has been collected and disposed of through the Disposal Services Authority, which recycles and/ or reuses items.

- 6.12.11 Office Machinery, ICT and Metals waste: there is a 'take-back' agreement between the Force and supplier of Fax machines. Computers are disposed of via Northern Realisation, who reuse or recycle equipment. There is very little redundant radio equipment from the Constabulary. Unserviceable items are collected by a specialist company (ASCO) as they can contain hazardous substances which requires specialist disposal. Metals from ICT at OCC are placed in a skip for recycling. All toner and printer cartridges are collected centrally and taken to a local company who donate monies raised from the sale of the cartridges to charity. Force mobile phones, as well as personal ones, are collected and sent to SHP Solutions for recycling to raise money for a nominated charity.
- 6.12.12 Hazardous/Clinical waste: Norfolk Constabulary holds a Certificate of Registration under the Control of Pollution (Amendment) Act 1989 (valid for 3 years to 2010). Each District that produces/handles hazardous waste has registered sites under the Hazardous Waste Regulations 2005 (valid for 12 months). Hazardous/Clinical waste generated within the District is dealt with via the Total Facilities Management contractor Avenance.
- 6.12.13 Batteries and Light Fittings waste: all batteries (e.g. NiCd and Alkaline) are dealt with according to legislation and disposed of via specialist contractors by use of a battery recycling facility at OCC. Fluorescent tubes are disposed of by Recyclite who are sub-contracted by Avenance as part of Total Facilities Management contract.
- 6.12.14 Engineering and vehicle waste: this includes tyres, anti freeze, lubricating oils, batteries, paints and paint thinners, engine parts, general workshop waste. At OCC old oil filters, batteries, etc, are stored in an appropriate manner, although labelling of some waste storage containers needs addressing. Oil contaminated rags are stored in a special container and disposed of via a specialist company (SafetyKleen). Waste oil is stored in a bunded container and disposed of via a specialist company (Malary Environmental Services).
- 6.12.15 Firearms waste:
- 6.12.15.1 Confiscated firearms are shredded with the waste recycled or taken to the appropriate site and disposed of. Cartridges are taken to the Army in Colchester, who destroy them by incineration.
- 6.12.15.2 Force firearms - indoor firearms range at OCC: Serviced every three months by a specialist contractor (ECC, arranged through Dalkia). Empty brass casings are collected and sold for recycling by ECC who then give the money

back to Firearms (minus a handling fee). Lead bullets are collected and recycled. Bullets tend to be easy to collect due to the rubber bullet traps in the range; the rubber keeps the bullet intact and reduces the amount of lead dust in the air. A special vacuum cleaner is used to collect all debris produced in the course of firearms training. The contents are disposed of to a specialist hazardous waste site. Outgoing air-filters are changed by IFM, bagged up and disposed of back to the company that supply them. IFM also vacuum up debris, which is disposed of by ECC to a specialist site. Shot targets are disposed of as confidential waste. The target holders are made from insulation board, which are put into the skip when they are no longer useable. Rags used for gun cleaning are often contaminated with oil. At OCC these rags are disposed of via the workshop specialist contractor; rags used at Saham Toney (outdoor range) are either incinerated on-site or brought back to OCC. Method of Entry Training is also conducted in the range. This produces broken glass and wooden off-cuts which go into the skip as general waste. Cardboard and plastics that are produced when officers load their rounds are disposed of separately in recycle bins provided.

6.12.15.3 Force firearms - outdoor firearms range at Saham Toney: Grounds and mobile unit are maintained by Avenance. Sand de-lead by a specialist contractor (May Gurney) on 3-year cycle. A project has been undertaken to explore the possibility of replacing sand with rubber granules which facilitates the cleaning process.

## 6.13 Transport Management and Travel Plans

6.13.1 To create awareness of environmental issues amongst staff and encourage everyone to adopt 'green means' of transport to and from work and also, where appropriate, for business travel purposes, the Constabulary promotes cycling, walking and the use of public transport to ensure that the objectives of this policy are met. All transportation should be arranged with a view to causing the minimum possible emission of greenhouse gases, thereby helping to improve air quality and climate change whilst aiding the reduction of road congestion.

6.13.2 Travel plans are the Government's recommended way forward to widen travel choice and to reduce reliance on the car. Norfolk Constabulary, in consultation with Norfolk County Council, has adopted a travel policy and travel plans for existing and new premises which accommodate a high density of personnel. In recognition of the fact that sometimes travelling by car may be the only realistic option especially where there are no public transport alternatives, particular attention is given to the encouragement of car sharing.

6.13.3 The Norfolk Constabulary Travel and Transport Policy/Staff Travel Good Practice Guide is at **Annex G**, and an example of a Norfolk Constabulary Travel Plan (Great Yarmouth) is at **Annex H**.

6.13.4 Vehicle Fleet: the current vehicle fleet establishment is:

|             |     |
|-------------|-----|
| Cars/vans   | 420 |
| Motorcycles | 11  |

6.13.5 The Force also operates:

Helicopter 1 (Leased and operational 5 days a week)  
Boats 2 (rigid-inflatable and inflatable. Based at Hoveton and Wells-next-the-sea.

6.13.6 In 2009, 80% of the vehicle fleet is diesel. Fuel spend over a 12 months period is c£1,369k, which constitutes 66% of the Force's total spend on Energy. Vehicles are either purchased outright or leased. They are replaced on a rolling programme determined principally by mileage criteria, although condition of vehicle and the likely future costs of maintenance are also considered. Once vehicles are deemed to be of no further use they are auctioned off, subject to condition. Those which have been assessed as 'written off' are sold to vehicle breakers (highest bidder), who salvage items for use as spare parts. A Ford Flexi-Fuel vehicle was trialled in 2008 for the use of alternative fuels, such as LPG, bio-diesel and bio-ethanol. However, this proved to be unsatisfactory because of poor performance, low mpg, and the unavailability of re-fuelling points across the County. The Force operates a Fleet Working Group where environmental issues are addressed.

#### 6.14 Air Emissions Management

6.14.1 The government sets air quality objectives which authorities are required to meet, and produces guidance on how to help them do so. Air quality covers pollutants such as benzene, sulphur dioxide, lead and particles produced especially from diesel engines. The fuels that the force uses, for example to run the vehicle fleet, impact on local air quality, but modern diesel engines match the performance of petrol engines and are more efficient. Further work is being carried out to ensure that the Force is fully compliant with the guidance.

6.14.2 Asbestos: all buildings have been surveyed and the location of asbestos identified and recorded in a register held by the Estates Unit. All asbestos deemed a risk has been removed and replaced with more suitable material. Monitoring of affected buildings is carried out every 6 months. There is currently no plan for systematic removal and replacement.

6.14.3 Refrigerants in Air-Conditioning (AC) equipment: at OCC, all gases in AC are ozone friendly. Further work is being carried out to assess AC systems in other buildings.

6.14.4 Fire protection systems in vehicles are foam spray. Exhaust extractors are fitted on each fleet workshop. Backup generators: OCC: tested the first Saturday of every month. Radio Sites: tested every 2 months for 1 hour. District: tested once a month. Photocopiers tend to be located where space can be found, rather than in ventilated areas.

## **6.15 Paper Management**

6.15.1 The Force consumes a significant amount of paper, approximately 2,118 reams of paper per month, which equates to 5.29 tonnes per month or 63.54 tonnes per year (based on 1 ream weighing on average 2.5 kg). These figures do not include paper from notebooks, newspapers, magazines, etc.

6.15.2 Paper at OCC comes from a sustainable source (farmed Eucalyptus trees). Introducing recycled paper into the Force would be more environmentally friendly because the production of recycled paper involves between 28 - 70% less energy consumption than virgin paper and uses less water - most of the energy used in papermaking is the pulping needed to turn wood into paper. Recycled paper also produces fewer polluting emissions to air. Recycled paper is not usually re-bleached and, where it is, oxygen rather than chlorine is usually used. This reduces the amount of dioxins which are released into the environment as a by-product of the chlorine bleaching processes. As the demand for paper has increased, more timber has been needed to meet the demand for wood pulp. In some cases this has meant the loss of valuable wildlife habitats and ecosystems, as old forests have been replaced by managed plantations, usually of fast-growing conifers. The lack of tree species diversity in managed forests has a direct impact on the biodiversity of the whole forest. However, there have been problems with using recycled paper: it has been found to be of poor quality and tends to jam printers and photocopiers. Nevertheless, use of recycled paper will continue to be evaluated, and introduced if/where possible. All toilet tissue provided across the Constabulary by Avenance is already made from recycled paper.

## **6.16 Packaging Management**

6.16.1 The print room at OCC generates mainly plastic wrapping. Cardboard is the main packaging material across the Force. It is reused in some cases, particularly by the Stores Unit and in the print room. Kitchen/canteen: OCC has a large amount of cardboard through daily deliveries of food and drink. This is currently stored in skips prior to being compacted and baled on site. There are also plastic delivery trays which are taken back by the delivery company.

## **6.17 Office Equipment Management**

6.17.1 Live Trakit is an asset management tool used by ICT. This identifies what and where ICT equipment is located and is now being developed further to identify assets down to an actual room in a building.

6.17.2 Forcewide, staff are encouraged to turn off their computers and monitors when they are finished for the day. Computers are then switched on again automatically at around 5am in the morning in order to run anti-virus checks and install any security updates.

6.17.3 Wherever possible, envelopes are stored and reused internally.

## 6.18 Landscape Management

6.18.1 OCC: grounds maintenance is subcontracted via IFM to GDC Ltd, who dispose of green waste to a local composting facility (Localfast Ltd). Environmentally friendly products are used wherever possible. Force Wide: grounds maintenance is carried out by Avenance as part of the Force-wide contract. All green waste is taken to a recycling plant for recycling. Herbicides are also sometimes used; these are low toxicity and all staff using them have certificates to handle.

## 6.19 Carbon Reduction Commitment

6.19.1 The Carbon Reduction Commitment (CRC) Trading Scheme is a mandatory government-led carbon emissions trading scheme for large public and private sector organisations. The scheme will include those organisation whose energy consumption at specific sites is in excess of 6000 Mwh per annum (Norfolk Constabulary now has 5 relevant sites). Organisations that breach the 6000 Mwh threshold (Norfolk Constabulary measured use was 5800 Mwh based on the 5 sites in FY 2008/2009) will automatically be required to participate in the scheme governed by the Environment Agency. The scheme has an introductory phase for those organisations that are in excess of the threshold from April 2010, and they will need to purchase allowances for every tonne of CO2 emitted from half hourly measured sites. The income from this sale will then be recycled back to all participants based on their position in a league table. Indications are that, based on our previous and predicted electricity consumption, Norfolk Constabulary will fall within the terms of the CRC, having breached the threshold during the introductory phase. The sustainability and financial implications of this are being considered in more detail.

6.19.2 A checklist of CRC tasks and roles is at ***Annex J***.

## 6.20 Applicable Regulations

Construction (Design and Management) (Amendment) Regulations 2000  
Management of Health and Safety at Work (Amendment) Regulations 2006  
Noise Act 1996  
Planning (Listed Buildings and Conservation Areas) Act 1990  
The Environment Act 1995  
The Environmental Protection Act 1990  
The Environmental Protection Regulations SI 1996/SO6  
The Environmental Protection (Duty of Care) (England) (Amendment) Regulations 2003  
The Hazardous Waste (England and Wales) Regulations 2005  
Town and Country Planning (Environmental Impact Assessment) (England and Wales) (Amendment) Regulations 2005  
Water Resources Act 1991  
Waste Electrical and Electronic Equipment (WEEE)

Environment Liability Directive  
Battery Directive:

**SECTION 4**

**Prioritised Ongoing Action Plan**

| No                           | Recommendation  | Priority | Target Date | Status Appraisal  | Summary of Completed Action | Date Completed  |
|------------------------------|---|----------|-------------|---|-----------------------------|---|
| <b>SUPPORT SERVICES DEPT</b> |   |          |             |   |                             |   |
| 1                            | Establish a comprehensive baseline of all relevant natural resources measured in units in addition to monetary costs. | H        | Oct 2009    | Unit consumption has been collated and a baseline has been set based on FY 2008/9 consumption for electricity, gas, vehicle fuel, and general waste, and reduction targets have been set. | Complete                    | Target of 2% reduction in consumption over 3 years.<br>Oct 2009 |
| 2                            | Establish a comprehensive baseline of all relevant natural resources measured in units in addition to monetary costs. | H        | Apr 2010    | It has not yet been possible to set accurate baselines for water, heating oil, or gas emissions. Expect to be able to establish baselines and set targets from Apr 2010.                  | Ongoing                     |   |
| 3                            | Establish a comprehensive baseline of all relevant natural resources measured in units in addition to monetary costs. | H        | Mar 2011    | Use of materials: no consumption baselines have yet been accurately established but are expected to be established to enable targets to be set in FY 2010/11.                             | Ongoing                     |   |
| 4                            | Have a clear understanding of the Force's carbon emissions, from its consumption of natural resources.                | H        | Dec 2009    | Unit consumption collated from which a calculation has been made to establish co2 tonnage.  | Ongoing                     |   |
|                              |   |          |             |   |                             |   |

| No | Recommendation   | Priority | Target Date | Status Appraisal   |          | Summary of Completed Action   | Date Completed |
|----|--|----------|-------------|--|----------|---|----------------|
| 5  | Set up monitoring system for each building. Monitor consumption against the targets set and assess how each of the actions have affected the outcomes i.e. underlying usage levels of natural resources. | H        | Mar 2010    | Processes have been put in place to monitor performance of the key activities to reduce usage of natural resources. Consumption levels now being recorded against natural resources. Impact appraisal will be conducted against new projects | Ongoing  |   |                |
| 6  | Consider the sustainability and financial implications of the Carbon Reduction Commitment in more detail   | H        | Mar 2010    |  | Ongoing  |   |                |
| 7  | Register with the Environment Agency for the Carbon Reduction Scheme Shadow exercise for CRC   | H        | Mar 2010    | Data currently being collated. Plan to be developed in January 2010  | Ongoing  |   |                |
| 8  | Apply the appropriate resource to key activities within the Action Plan.   | H        |             | Additional 0.5 FTE appointed which provides to 1 FTE to encompass all aspects of sustainability. In addition, each department to recognise and demonstrate proactive engagement on the subject of sustainability.                            | Complete | Additional staff appointed until 31 Mar 2010. Environmental recommendations have now been assigned to specific groups | Oct 2009       |

| No  | Recommendation   | Priority | Target Date | Status Appraisal   |         | Summary of Completed Action                                      | Date Completed |
|---|--|----------|-------------|--|---------|--|----------------|
| <b>SUPPORT SERVICES DEPT, CPA DEPT, ALL DEPTS</b> |  |          |             |  |         |  |                |
| 9   | Raise the profile of sustainability amongst Heads of Departments and managers, thus improving their understanding and knowledge of environmental legislation and compliance. Implement higher-profile awareness and training regarding environmental and sustainability matters, in particular so that departments encourage staff to be conscious of the amounts of energy, water, and materials they consume and the amounts of waste they generate. | H        | Dec<br>2009 | Internal and external publicity and media campaign is being mobilised to raise the profile with staff. Development underway to raise awareness via internal and external websites, briefings to senior managers, poster campaigns, "Upbeat", "Mast News" and "Team Brief" etc. | Ongoing | Internal and external media campaign currently being constructed |                |

| No                     | Recommendation   | Priority | Target Date   | Status Appraisal   | Summary of Completed Action | Date Completed   |
|------------------------|--|----------|---------------|--|-----------------------------|--|
| <b>ALL DEPARTMENTS</b> |  |          |               |  |                             |  |
| 10                     | Sustainability impact implications should be considered by managers and the NPA when developing new projects and policies. | H        | Oct 2009      | Appraisal template has now been integrated into BPU assessment for each new business case. NPA has been recommended to include similar in "Impact Implications" section of NPA reports.  | Complete                    | New projects will now be scrutinised as part of the business planning and NPA reporting processes.   |
| 11                     | Set sustainability objectives for all Departments  | H        | Mar 2010      |  | Ongoing                     |  |
| 12                     | Explore alternatives for business trips such as teleconferencing to reduce business travel.                                | M        | June 2010     | Telephone conference already available. ICT are investigating video conferencing & live meeting solutions where applications can be shared among attendees with audio and video integration. Timescales for implementation mid 2010. | Ongoing                     |  |
| 13                     | Integrate sustainability into corporate plans. Set departmental objectives, raising the profile of sustainability.         | M        | 31 March 2010 | For incorporation into Force and Dept Plans – 2010/2011.   | Ongoing                     |  |
| 14                     | Implement travel plan initiatives to reduce single occupancy vehicles and widen travel choices.                            | L        | 2010 /11      | Travel plans have been completed at our primary sites and have been endorsed by NCC. Refer to individual Travel Plans for action status report. Car share web site established   | Complete                    | Corporate travel and transport plan has been developed. Specific site travel plans have been adopted |

| No                        | Recommendation  | Priority | Target Date | Status Appraisal   | Summary of Completed Action | Date Completed  |
|---------------------------|---|----------|-------------|--|-----------------------------|---|
| <b>VEHICLE FLEET UNIT</b> |   |          |             |  |                             |   |
| 15                        | Reduce fleet vehicle mileage and vehicle fuel consumption.  | H        | April 2010  | Analysis of mileage and fuel usage being carried out. Further fuel efficient vehicles being purchased.                 | Ongoing                     |   |
| 16                        | Assess current spillage procedures (e.g. for oil, chemicals etc.)   | M        | Dec 2010    | All workshops contain oil spillage kits. Further procedures and COSHH available in relevant locations.                 | Ongoing                     |   |
| 17                        | Undertake audit to ensure Kings Lynn and Gt .Yarmouth workshops are compliant with legislation/guidance                   | M        |             | Inspections carried out by Fleet Manager.  | Complete                    | September 2009  |
| 18                        | Ensure fuel efficient vehicles and co2 emissions are considered in the Fleet Strategy Document and are put into practise. | M        | April 2010  | Vehicles to be procured with CO2 emissions of less than 225 g/km   | Ongoing                     |   |
| 19                        | Reduce the size of the vehicle fleet.   | M        | April 2010  | Response Fleet reducing from 9 <sup>th</sup> November 2009. Further analysis being carried out with remainder of Fleet | Ongoing                     |   |
| 20                        | Replace vehicle-related air conditioning systems that contain CFC's with HFC's  | L        | April 2010  | Remaining Force-bought second-hand vehicles to be checked  | Ongoing                     |   |
| <b>ICT DEPT</b>           |   |          |             |  |                             |   |
| 21                        | Ensure copiers/printers have duplex capability and have double side reminder stickers                                     | M        |             |  | Complete                    | All have duplex capability at OCC (except Comms & Fleet). Most have Duplex capability in the Districts and stickers have been supplied. |

| No                  | Recommendation  | Priority | Target Date | Status Appraisal  |          | Summary of Completed Action                              | Date Completed |
|---------------------|---|----------|-------------|---|----------|--|----------------|
| 22                  | Introduce modernisation of the photocopier and print fleet in all non-OCC buildings                                 | M        | Mar 2010    | To tender end-Oct 2009  | Ongoing  |  |                |
| <b>ESTATES UNIT</b> |   |          |             |   |          |  |                |
| 23                  | Ensure purchase of energy-efficient refrigeration systems.  | H        | Oct 09      | Procure only 'A' rated systems for new builds   | Complete | Listed as part of new design specification.              |                |
| 24                  | Assess old oil tank at Kings Lynn   | M        | Aug 2010    | Kings Lynn will be replaced in 2010 therefore work will be restricted.  |          | Tank to be assessed as part of the decommissioning phase |                |
| 25                  | Include environmental and energy saving devices as part of remit to architects on all new builds.                   | M        | Dec 2010    | All new builds are being equipped with improved environmental devices that reduce our consumption of energy, gas and water, iaw the LTES. | Ongoing  |  |                |
| 26                  | Carry out further work to assess whether air conditioning equipment in buildings other than OCC are ozone friendly. | M        | Nov 2010    | Air conditioning units to be reviewed   | Ongoing  |  |                |
| 27                  | Provide changing areas, lockers and showers on sites to enable wider travel choice and not car reliant.             | M        | Dec 2010    | Built into designs on new builds iaw the LTES   | Complete | Built into design specifications                         | Aug 2009       |
| 28                  | Address the requirements for filters on surface water drains at King's Lynn and Great Yarmouth                      | M        | Nov 2010    | Ongoing   |          |  |                |
| 29                  | Explore the possibility of replacing sand with rubber granules at Saham Toney range                                 | L        | Jan 2012    | Ongoing   |          |  |                |

| No                     | Recommendation   | Priority | Target Date | Status Appraisal   |          | Summary of Completed Action  | Date Completed |
|------------------------|--|----------|-------------|--|----------|--|----------------|
| 30                     | Check levels of insulation in older buildings.   | L        | Nov 2012    | Following the review of the Long-term Estates Strategy in 2008 we now know which older buildings are to be retained and which will be replaced within the next 4 years. This will enable focus on investing in improvements such as cavity wall insulation to aid potential energy savings in buildings which are likely to be retained. | Ongoing  |  |                |
| <b>FACILITIES UNIT</b> |  |          |             |  |          |  |                |
| 31                     | Establish what recycling opportunities are provided in Norfolk and where available make use of the services provided. Where there is no facility an approved accredited contractor will be used. | H        | Apr 08      |  | Complete | Recycling opportunities supported by County Council determined. Total FM contract commenced 01/04/08 with Avenance who subcontracted waste disposal and recycling to Pearsons. All waste is segregated at their site prior to recycling, recycling 85% of waste working towards 100% nil landfill. | April 2008     |

| No | Recommendation  | Priority | Target Date | Status Appraisal   |          | Summary of Completed Action        | Date Completed |
|----|---|----------|-------------|--|----------|------------------------------------|----------------|
| 32 | Carry out further work to ensure the Force is fully compliant with government guidance on how to meet air quality objectives.   | H        | April 2010  | Objectives to be assessed and actions required to be reported upon.  | On-going |                                    |                |
| 33 | Promote a further awareness campaign to promote waste management.   | H        | Mar 2010    | Media campaign to raise awareness  | Ongoing  |                                    |                |
| 34 | Actively manage and identify opportunities to reduce waste at a local level.  | H        | Mar 2010    | Media campaign to raise awareness  | Ongoing  |                                    |                |
| 35 | Review occupancy levels across the force.   | H        | Dec 2010    | Audit of available and occupied space is currently being carried out across the estate.  | Ongoing  |                                    |                |
| 36 | Ensure appropriate bunding/spillage protocols are in place across the estate  | M        |             | Assessment and provision now in place  | Complete | Bunding and spillage kits provided | May 2008       |
| 37 | Conduct energy surveys for each building to ensure compliance with buildings directive and evaluate performance and set robust targets for reduction in energy consumption by means of more efficient approaches or products. | M        | Dec 2010    | <p>Energy management company, UPL, have been appointed to monitor and assess energy consumption. They will also conduct benchmarking exercises, bill validation and DEC recommendations.</p> <p>Following review of Long-term Estates in 2008 we know which older buildings are to be retained and which will be replaced within the next 4 years. This has enabled a focus on investing in improvements such as light sensors and cavity wall insulation to aid potential energy savings.</p> | Ongoing  |                                    |                |

| No | Recommendation   | Priority | Target Date | Status Appraisal  | Summary of Completed Action | Date Completed                               |          |
|----|--|----------|-------------|---|-----------------------------|--|----------|
| 38 | Evaluate ways to effectively measure and monitor waste streams and implement force wide policy to reduce waste volume.               | M        | Mar 2009    | Pilot scheme to replace personal bins with main office bins. Total FM contract commenced 01/04/08 with Avenance who subcontracted waste disposal and recycling to Pearsons. All waste is segregated at their site prior to recycling, recycling 85% of waste working towards 100% nil landfill. Consistent and meaningful data is currently being collated and spreadsheet populated. | Complete                    | Monitoring process in place with contractors | Mar 2009 |
| 39 | Scrutinise all Force Business Cases and Plans to ensure sustainability issues are taken into account in the decision-making process. | M        | Dec 2009    | BPU have built assessment into new business cases   | Complete                    | Template of scrutiny in existence            | Oct 2009 |
| 40 | Encourage staff to provide their own glass or bottle. Determine whether it is necessary to provide plastic cups.                     | M        | Nov 2010    | Recycle campaign to be arranged for 2010  | Ongoing                     |  |          |
| 41 | Benchmark use of natural resources against Most Similar Forces and use this to feed into target setting.                             | L        | May 2010    | Norfolk Constabulary has engaged with its energy management consultants (UPL) to capture and profile consumption data. NC involved with NPEAG where sustainability best practice is explained.  | Ongoing                     |  |          |
| 42 | Ensure that waste storage containers are properly labelled   | L        | May 2011    |   | Ongoing                     |  |          |
|    | <b>HUMAN RESOURCES DEPT</b>  |          |             |   |                             |  |          |
| 43 | Promote "Cycle To Work" campaign.  | H        | Nov 2009    | This initiative forms part of the Travel Plan Policy. Norfolk Constabulary  | Ongoing                     |  |          |

| No                      | Recommendation  | Priority | Target Date | Status Appraisal                            |          | Summary of Completed Action | Date Completed |
|-------------------------|---|----------|-------------|---|----------|-----------------------------|----------------|
|                         |   |          |             | cycle to work scheme to be launched Nov 09. |          |                             |                |
| <b>PROCUREMENT UNIT</b> |   |          |             |   |          |                             |                |
| 44                      | Continue to evaluate the potential use of recycled paper and introduce the use of recycled paper if / where possible. | H        | March 2010  | Investigation underway                      | Ongoing  |                             |                |
| 45                      | Procurement Policy to request supplier's sustainability strategy.   | H        | April 2009  | Included in Procurement Policy              | Complete |                             | April 2009     |
| 46                      | Ensure environmental considerations within the Procurement Policy are put into practise.                              | H        | April 2009  | Ongoing                                     | Ongoing  |                             |                |

# ANNEX A

## Energy Consumption data.

| GAS                            |           | Usage in kWh                     |        |         |        |        |        |        |         |         |        |               |                        |               |                        |  |
|--------------------------------|-----------|----------------------------------|--------|---------|--------|--------|--------|--------|---------|---------|--------|---------------|------------------------|---------------|------------------------|--|
| SITE                           | UNIT RATE | NOV 08                           | DEC 08 | JAN 09  | FEB 09 | MAR 09 | APR 09 | MAY 09 | JUNE 09 | JULY 09 | AUG 09 | 2009 kWh USED | 2009 Avg kWh per month | 2008 kWh USED | 2008 Avg kWh per month |  |
| Acle Police Station            | 0.2655    | 8,545                            | 11,981 | 7,963   | 7,192  | 7,963  | 7,706  | 7,963  | 2,126   | 1,666   | 1,697  | 64,801        | 5,534                  | 83,435        | 6,953                  |  |
| Attleborough Police Station    | 0.2655    | 35,637                           | 42,480 | 47,449  | 38,470 | 29,157 | 18,829 | 11,747 | 7,617   | 4,101   | 3,426  | 238,913       | 20,099                 | 261,335       | 21,778                 |  |
| Aylsham Police Station (NEW)   | 0.2655    | 4,004                            | 4,004  | 4,918   | 4,172  | 4,004  | 2,921  | 4,004  | 1,600   | 1,653   | 786    | 32,066        | 3,007                  | 0             | 0                      |  |
| Bethel Street Police Station   | 0.2655    | 14,914                           | 19,194 | 177,230 | 76,058 | 55,717 | 79,035 | 38,900 | 11,282  | 4,409   | 14,473 | 491,213       | 57,138                 | 695,330       | 57,944                 |  |
| Bowthorpe Beat Base            | 0.2655    | 1,923                            | 1,923  | 1,431   | 1,923  | 2,414  | 1,923  | 1,923  | 444     | 576     | 314    | 14,794        | 1,369                  | 12,907        | 1,076                  |  |
| Caister Police House           | 0.2655    | 5,864                            | 6,060  | 6,060   | 3,684  | 4,647  | 2,085  | 1,336  | 730     | 645     | 566    | 31,678        | 2,469                  | 21,814        | 1,818                  |  |
| Caister Police Station         | 0.2655    | 5,274                            | 5,274  | 6,741   | 6,522  | 5,780  | 5,216  | 2,111  | 2,145   | 1,057   | 921    | 41,042        | 3,812                  | 82,467        | 6,872                  |  |
| Cromer OLD Police Station      | 0.2655    | 21,081                           | 25,228 | 40,231  | 32,136 | 22,384 | 22,754 | 11,568 | 7,110   | 5,554   | 5,554  | 193,600       | 18,411                 | 208,833       | 17,403                 |  |
| Cromer NEW Police Station      |           | Occupancy 1st December 2009      |        |         |        |        |        |        |         |         |        |               |                        |               |                        |  |
| Dereham Police Station         | 0.2655    | 29,311                           | 34,914 | 42,515  | 31,417 | 28,047 | 33,637 | 16,291 | 10,030  | 10,704  | 7,100  | 243,966       | 22,468                 | 270,863       | 22,572                 |  |
| Dersingham Police Station      | 0.2655    | 1,739                            | 9,517  | 14,892  | 9,325  | 8,639  | 8,854  | 4,279  | 2,253   | 1,729   | 1,729  | 62,957        | 6,463                  | 89,036        | 7,420                  |  |
| Diss Police Station            | 0.2655    | 14,513                           | 14,513 | 8,642   | 15,871 | 19,027 | 14,513 | 14,513 | 3,776   | 1,714   | 1,714  | 108,796       | 9,971                  | 0             | 0                      |  |
| Downham Market Police Station  | 0.2655    | 17,109                           | 22,980 | 32,351  | 23,546 | 17,452 | 15,536 | 5,071  | 4,103   | 4,314   | 4,041  | 146,503       | 13,302                 | 617,579       | 51,465                 |  |
| Earham Police Station          | 0.2655    | 3,333                            | 3,333  | 2,553   | 3,793  | 3,653  | 3,333  | 3,333  | 730     | 540     | 540    | 25,141        | 2,309                  | 33,581        | 2,798                  |  |
| Earlham Police House           | 0.2655    | 1,092                            | 1,092  | 364     | 1,456  | 1,740  | 1,092  | 808    | 437     | 17      | 17     | 8,115         | 741                    | 14,014        | 1,168                  |  |
| Europa Way                     |           | Occupancy from 1 June 2009       |        |         |        |        |        |        |         |         |        |               |                        |               |                        |  |
| Fakenham Police Station        | 0.2655    | 6,845                            | 21,852 | 5,790   | 6,221  | 5,713  | 12,150 | 2,890  | 1,559   | 1,245   | 1,245  | 65,511        | 4,602                  | 98,956        | 8,246                  |  |
| Gateway 11 Plot 500 - Meter 1  |           | Occupancy from 28th October 2009 |        |         |        |        |        |        |         |         |        |               |                        |               |                        |  |
| Gateway 11 Plot 500 - Meter 2  |           | Occupancy from 28th October 2009 |        |         |        |        |        |        |         |         |        |               |                        |               |                        |  |
| Gorleston Police Station/House | 0.2655    | 18,200                           | 22,062 | 33,615  | 22,789 | 21,503 | 37,418 | 10,852 | 6,665   | 3,779   | 4,838  | 181,720       | 17,682                 | 184,588       | 15,382                 |  |
| Great Yarmouth Police Station  | 0.2655    | 52,611                           | 66,624 | 84,555  | 66,650 | 62,697 | 50,294 | 63,905 | 38,352  | 12,112  | 12,112 | 509,912       | 48,835                 | 639,341       | 53,278                 |  |



# ELECTRICITY

## Usage in kWh

| SITE                          | UNIT RATE | OCT 08   | NOV 08 | DEC 08 | JAN 09 | FEB 09 | MAR 09 | APR 09 | MAY 09 | JUNE 09 | JULY 09 | AUG 09 | SEPT 09 | 2009 TOTAL kw USED | 2009 Avg kW per month | 2008 TOTAL kWh USED | 2008 Avg kWh per month |
|-------------------------------|-----------|--|--------|--------|--------|--------|--------|--------|--------|---------|---------|--------|---------|--------------------|-----------------------|---------------------|------------------------|
| Acle Police Station           | 0.9963    | 2,434  | 2,465  | 2,774  | 2,854  | 2,460  | 3,284  | 3,085  | 2,702  | 2,535   | 2,637   | 2,624  | 2,698   | 24,877             | 2,073                 | 1,004               | 84                     |
| Acle Police Station           | 0.9963    | 1,169  | 1,170  | 1,244  | 1,199  | 1,044  | 1,084  | 1,148  | 1,114  | 1,075   | 1,067   | 1,030  | 1,049   | 9,808              | 817                   | 12,291              | 1,024                  |
| Attleborough Police Station   | 0.9963    | 4,073  | 4,073  | 4,209  | 3,918  | 3,529  | 3,907  | 3,784  | 3,234  | 2,996   | 3,126   | 2,917  | 3,476   | 30,887             | 2,574                 | 68,292              | 5,691                  |
| Aylsham Old Police Station    | 0.9963    | 3,707  | 3,707  | 3,723  | 3,867  | 3,493  | 3,848  | 6,985  | 12,626 | 12,219  | 12,626  | 7,952  | 10,289  | 73,905             | 6,159                 | 50,031              | 4,169                  |
| Aylsham Police Station        | 0.9963    | 4,382  | 4,343  | 5,636  | 5,733  | 5,161  | 5,008  | 4,756  | 4,258  | 4,279   | 4,729   | 4,616  | 4,053   | 42,593             | 3,549                 | 8,000               | 667                    |
| Bethel St Police Station      | 0.7988    | 43,979   | 42,863 | 44,506 | 41,406 | 39,399 | 45,684 | 49,652 | 49,221 | 48,293  | 47,849  | 48,694 | 46,296  | 416,494            | 34,708                | 0                   | 0                      |
| Bodham, Cock Point Mast       | 0.9963    | 2,235  | 2,235  | 2,134  | 2,051  | 1,853  | 2,051  | 1,985  | 1,179  | 639     | 545     | 512    | 636     | 11,452             | 954                   | 10,557              | 880                    |
| Bowthorpe Beat Base           | 0.9963    | 2,239  | 2,420  | 3,456  | 3,897  | 2,994  | 3,110  | 1,824  | 1,819  | 1,624   | 1,932   | 1,897  | 1,886   | 20,983             | 1,749                 | 26,227              | 2,186                  |
| Caister Police House          | 0.9963    | 707  | 717    | 1,168  | 1,253  | 1,097  | 904    | 546    | 255    | 254     | 196     | 172    | 191     | 4,868              | 406                   | 5,471               | 456                    |
| Caister Police Radio Mast     | 0.9963    | 2,231  | 2,231  | 2,306  | 1,273  | 863    | 955    | 1,030  | 676    | 664     | 660     | 700    | 654     | 7,494              | 625                   | 4,658               | 388                    |
| Caister Police Station        | 0.9963    | 3,533  | 5,409  | 6,768  | 7,058  | 5,793  | 5,146  | 3,008  | 1,938  | 1,454   | 1,444   | 1,349  | 1,705   | 28,896             | 2,408                 | 25,982              | 2,165                  |
| Carmelite House CJU 1st Floor | 0.9963    | 3,861  | 3,809  | 3,936  | 2,215  | 2,311  | 3,471  | 3,754  | 2,466  | 3,077   | 3,280   | 3,018  | 3,120   | 26,712             | 2,226                 | 140,374             | 11,698                 |
| Carmelite House CJU 2nd Floor | 0.9963    | 4,796  | 4,796  | 4,796  | 4,796  | 4,796  | 4,796  | 4,796  | 3,929  | 4,801   | 5,435   | 5,019  | 4,624   | 42,992             | 3,583                 | 52,456              | 4,371                  |
| Carmelite House CJU Grd Floor | 0.9963    | 9,085  | 9,085  | 9,388  | 8,877  | 7,026  | 7,778  | 7,527  | 6,419  | 7,864   | 8,095   | 7,591  | 7,671   | 68,848             | 5,737                 | 178,659             | 14,888                 |
| Carmelite House Server Rooms  | 0.9963    | 549  | 549    | 567    | 2,069  | 6,595  | 7,301  | 7,066  | 2,194  | 2,785   | 3,050   | 3,010  | 2,716   | 36,785             | 3,065                 | 32,517              | 2,710                  |
| Cromer OLD Police Station     | 0.9963    | 3,800  | 3,800  | 3,666  | 3,784  | 3,418  | 3,666  | 3,666  | 3,639  | 3,399   | 3,512   | 3,512  | 3,512   | 32,108             | 2,676                 | 48,508              | 4,042                  |
| Cromer NEW Police Station     | 0.9963    | Handover on 16th October and occupancy on 1st December |        |        |        |        |        |        |        |         |         |        |         |                    |                       |                     |                        |
| Dereham Police Station        | 0.9814    | 25,408   | 25,411 | 26,898 | 28,099 | 25,101 | 27,108 | 24,949 | 24,866 | 24,524  | 24,556  | 25,470 | 23,929  | 228,602            | 19,050                | 300,605             | 25,050                 |
| Dersingham Police Station     | 0.9963    | 2,266  | 2,184  | 2,462  | 2,564  | 2,183  | 1,994  | 1,878  | 1,773  | 1,660   | 1,750   | 322    | 244     | 14,368             | 1,197                 | 23,569              | 1,964                  |
| Diss Police Station           | 0.9963    | 2,816  | 3,047  | 3,133  | 3,238  | 2,805  | 2,848  | 2,411  | 2,206  | 1,913   | 2,033   | 2,075  | 2,278   | 21,807             | 1,817                 | 32,538              | 2,712                  |
| Downham Market Police Station | 0.9963    | 5,279  | 5,495  | 5,411  | 5,515  | 4,884  | 5,056  | 4,939  | 4,970  | 5,024   | 5,019   | 4,660  | 4,230   | 44,297             | 3,691                 | 60,496              | 5,041                  |
| Earham Section Box            | 0.9963    | 1,628  | 1,639  | 1,732  | 1,773  | 1,594  | 1,734  | 1,487  | 1,531  | 1,350   | 1,390   | 1,471  | 1,586   | 13,916             | 1,160                 | 14,808              | 1,234                  |
| Earham Police House           | 0.9963    | 2,682  | 3,456  | 4,715  | 4,964  | 4,092  | 3,110  | 1,111  | 1,001  | 929     | 958     | 1,093  | 1,183   | 18,442             | 1,537                 | 5,172               | 431                    |
| Europa Way                    | 0.9963    | Occupancy June 2009                                    |        |        |        |        |        |        |        |         |         |        |         |                    |                       |                     |                        |

# ELECTRICITY

## Usage in kWh

| SITE                              | UNIT RATE | OCT 08                 | NOV 08  | DEC 08  | JAN 09  | FEB 09  | MAR 09  | APR 09  | MAY 09  | JUNE 09 | JULY 09 | AUG 09  | SEPT 09 |
|-----------------------------------|-----------|------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Fakenham Police Station           | 0.9963    | 1,699                  | 5,969   | 7,120   | 7,120   | 3,806   | 4,026   | 3,896   | 3,062   | 3,636   | 3,559   | 3,592   | 3,574   |
| Gateway 11 Unit 1, Plot 500       | 0.9963    | Occupancy October 2009 |         |         |         |         |         |         |         |         |         |         |         |
| Gateway 11 Unit 2, Plot 500       | 0.9963    | Occupancy October 2009 |         |         |         |         |         |         |         |         |         |         |         |
| Gayton Wireless Mast              | 0.9963    | 1,854                  | 1,824   | 1,884   | 1,227   | 1,227   | 1,227   | 1,227   | 696     | 1,364   | 1,411   | 1,438   | 1,424   |
| Gorleston Police Station/House    | 0.9963    | 3,685                  | 3,888   | 5,070   | 6,678   | 3,123   | 2,976   | 2,767   | 2,670   | 2,356   | 2,412   | 2,513   | 2,662   |
| Gorleston Police Station/House    | 0.9963    | 257                    | 398     | 877     | 1,501   | 663     | 617     | 578     | 569     | 557     | 563     | 535     | 587     |
| Great Yarmouth Police Station     | 0.9963    | 34,921                 | 34,921  | 36,085  | 34,491  | 29,587  | 32,757  | 30,607  | 32,440  | 30,536  | 33,178  | 33,606  | 32,158  |
| Harleston police station          | 0.9963    | 1,393                  | 1,398   | 1,479   | 1,456   | 1,332   | 1,217   | 1,184   | 1,170   | 1,169   | 1,325   | 1,340   | 1,314   |
| Holt Police Station               | 0.9963    | 2,493                  | 2,412   | 1,711   | 1,405   | 1,269   | 1,905   | 2,221   | 2,295   | 1,644   | 1,474   | 1,474   | 1,474   |
| Hoveton Police Station            | 0.9963    | 764                    | 764     | 764     | 764     | 764     | 764     | 764     | 849     | 750     | 704     | 753     | 148     |
| Hunstanton Police Station         | 0.9963    | 2,592                  | 2,506   | 2,526   | 2,620   | 2,374   | 2,732   | 2,447   | 2,303   | 2,105   | 2,096   | 2,412   | 2,460   |
| Hurricane Way                     | 0.9963    | 4,988                  | 4,988   | 4,988   | 4,988   | 4,988   | 4,988   | 500     | 5,748   | 5,928   | 6,616   | 6,651   | 6,101   |
| Kings Lynn Police Station         | 0.984     | 40,297                 | 40,469  | 44,205  | 45,183  | 37,784  | 37,030  | 36,016  | 36,620  | 35,685  | 36,655  | 36,472  | 34,625  |
| Kings Lynn Police House           | 0.9963    | 575                    | 575     | 594     | 553     | 500     | 553     | 492     | 492     | 476     | 484     | 484     | 484     |
| Kings Lynn Care Suite             | 0.9963    | 629                    | 552     | 572     | 609     | 505     | 514     | 568     | 534     | 502     | 457     | 500     | 470     |
| Long Stratton                     | 0.9963    | 1,698                  | 1,664   | 1,795   | 1,781   | 1,562   | 1,599   | 1,470   | 1,512   | 1,493   | 1,429   | 1,401   | 1,352   |
| Long Stratton                     | 0.9963    | 1550                   | 1507    | 1673    | 1455    | 1331    | 1217    | 1184    | 1170    | 1168    | 1325    | 1339    | 1,314   |
| 14 Meridian Way                   | 0.9963    | 3,586                  | 3,586   | 3,706   | 3,703   | 3,552   | 3,933   | 3,208   | 2,889   | 2,796   | 2,889   | 2,822   | 2,823   |
| Mile Cross Police Station         | 0.9963    | 1,446                  | 1,402   | 1,391   | 1,451   | 1,310   | 1,367   | 1,225   | 1,183   | 1,189   | 1,106   | 1,105   | 1,103   |
| North Lynn Beatbase               | 0.9963    | 1,195                  | 1,144   | 1,287   | 1,073   | 992     | 1,120   | 1,048   | 1,087   | 961     | 1,042   | 1,131   | 1,201   |
| North Walsham Police Station      | 0.9963    | 18,412                 | 19,014  | 22,796  | 22,796  | 17,532  | 17,996  | 17,416  | 11,378  | 14,719  | 14,891  | 15,610  | 15,433  |
| OCC                               |           | 248,021                | 337,887 | 535,854 | 362,303 | 323,084 | 350,960 | 330,313 | 337,368 | 341,964 | 370,115 | 359,058 |         |
| 2 Penfold Drive (Unit 4 Training) | 0.9963    | 5,777                  | 5,591   | 5,777   | 6,430   | 16,974  | 18,792  | 18,186  | 4,431   | 6,260   | 6,481   | 7,143   | 6,437   |
| 4 Penfold Drive (Unit 3 MIT)      | 0.9963    | 4,362                  | 7,109   | 7,599   | 7,599   | 5,763   | 6,380   | 6,175   | 4,939   | 5,144   | 5,975   | 5,556   | 5,528   |
| 6 Penfold Drive (Unit 2)          | 0.981     | 7,935                  | 7,507   | 8,212   | 8,347   | 7,314   | 7,934   | 8,277   | 8,545   | 9,039   | 9,744   | 9,361   | 9,552   |
| 6 Penfold Drive (Unit 2 ECCU)     | 0.9963    | 5,777                  | 5,591   | 5,777   | 6,430   | 16,974  | 18,792  | 18,186  | 4,431   | 6,262   | 6,478   | 7,143   | 6,437   |

| 2009 TOTAL kw USED | 2009 Avg kW per month | 2008 TOTAL kWh USED | 2008 Avg kWh per month |
|--------------------|-----------------------|---------------------|------------------------|
| 36,271             | 3,023                 | 45,446              | 3,787                  |
|                    |                       |                     |                        |
| 11,240             | 937                   | 0                   | 0                      |
| 28,157             | 2,346                 | 39,626              | 3,302                  |
| 6,169              | 514                   | 7,050               | 588                    |
| 289,360            | 24,113                | 423,461             | 35,288                 |
| 11,507             | 959                   | 0                   | 0                      |
| 15,161             | 1,263                 | 14,006              | 1,167                  |
| 6,260              | 522                   | 13,610              | 1,134                  |
| 21,568             | 1,797                 | 24,655              | 2,055                  |
| 46,508             | 3,876                 | 89,840              | 7,487                  |
| 336,070            | 28,006                | 481,168             | 40,097                 |
| 4,518              | 377                   | 0                   | 0                      |
| 4,659              | 388                   | 3,151               | 263                    |
| 13,600             | 1,133                 | 100                 | 8                      |
| 11,503             | 959                   | 17,500              | 1,458                  |
| 28,615             | 2,385                 | 42,187              | 3,516                  |
| 11,039             | 920                   | 14,730              | 1,228                  |
| 9,655              | 805                   | 15,040              | 1,253                  |
| 147,771            | 12,314                | 348,866             | 29,072                 |
| 2,775,165          | 231,264               | 4,031,310           | 335,943                |
| 91,134             | 7,595                 | 112,659             | 9,388                  |
| 53,058             | 4,421                 | 34,892              | 2,908                  |
| 78,113             | 6,509                 | 89,864              | 7,489                  |
| 91,133             | 7,594                 | 89,864              | 7,489                  |

# ELECTRICITY

## Usage in kWh

| SITE                              | UNIT RATE | OCT 08        | NOV 08        | DEC 08        | JAN 09        | FEB 09        | MAR 09        | APR 09        | MAY 09        | JUNE 09       | JULY 09       | AUG 09        | SEPT 09       |
|-----------------------------------|-----------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 8 - 10 Penfold Drive (Unit 1 TSU) | 0.9963    | 3,317         | 3,317         | 3,317         | 3,317         | 3,317         | 3,317         | 3,317         | 2,720         | 3,300         | 3,790         | 3,458         | 3,192         |
| Reepham Police Station            | 0.9963    | 1,350         | 1,867         | 2,643         | 2,878         | 2,659         | 2,275         | 1,275         | 706           | 619           | 616           | 552           | 605           |
| 265 Reepham Road                  | 0.9963    | 29            | 29            | 58            | 99            | 89            | 78            | 49            | 61            | 153           | 158           | 155           | 155           |
| Reepham Road Care Suite           | 0.9963    | 795           | 795           | 796           | 823           | 744           | 908           | 1,017         | 966           | 935           | 966           | 822           | 738           |
| Sheringham Police Station         | 0.9963    | 1,623         | 1,589         | 1,887         | 1,887         | 1,657         | 1,830         | 1,721         | 1,778         | 955           | 965           | 960           | 955           |
| Sprowston Police Station          | 0.9963    | 3,809         | 4,078         | 5,382         | 5,309         | 4,873         | 4,543         | 3,255         | 3,080         | 2,663         | 2,574         | 2,673         | 2,868         |
| Stalham Police Station            | 0.9963    | 643           | 2,362         | 3,010         | 3,010         | 2,091         | 1,982         | 1,918         | 1,206         | 793           | 819           | 939           | 879           |
| Swaffham Police Station           | 0.9963    | 5,495         | 5,837         | 7,235         | 7,804         | 6,373         | 5,876         | 4,568         | 4,365         | 4,031         | 3,888         | 4,037         | 4,157         |
| Taverham Police Station           | 0.9963    | 1,827         | 1,806         | 1,849         | 1,960         | 1,753         | 1,928         | 1,771         | 1,741         | 1,654         | 1,660         | 1,629         | 1,702         |
| Terrington St John Beat Base      | 0.9963    | 2,631         | 4,337         | 5,869         | 6,684         | 5,060         | 4,318         | 1,419         | 678           | 36            | 11            | 10            | 19            |
| Terrington St John Beat Base      | 0.9963    | 2,325         | 2,347         | 2,462         | 2,504         | 2,065         | 2,203         | 1,839         | 1,758         | 1,829         | 1,905         | 1,932         | 1,598         |
| Thetford Police Station           | 0.9963    | 13,920        | 13,920        | 13,920        | 13,920        | 13,920        | 12,456        | 14,272        | 14,132        | 13,787        | 14,322        | 14,553        | 14,165        |
| Thetford Police Station Annexe    | 0.9963    | 1,378         | 1,378         | 1,424         | 1,230         | 1,230         | 1,091         | 1,450         | 1,149         | 1,053         | 996           | 975           | 1,131         |
| Thetford Radio Mast               | 0.9963    | 436           | 436           | 436           | 436           | 436           | 436           | 251           | 645           | 425           | 440           | 443           | 441           |
| Thorpe Hamlet Police Station      | 0.9963    | 2,161         | 2,189         | 2,244         | 2,426         | 2,036         | 2,094         | 1,671         | 1,652         | 1,498         | 1,622         | 1,637         | 1,832         |
| Tuckwood Family Protection Unit   | 0.9963    | 749           | 799           | 929           | 883           | 825           | 830           | 810           | 769           | 936           | 1,029         | 1,052         | 1,073         |
| Tuckwood Police Station           | 0.9963    | 1,367         | 1,941         | 2,632         | 3,007         | 2,323         | 2,015         | 514           | 449           | 363           | 366           | 318           | 268           |
| Wells Next the Sea Police Station | 0.9963    | 0             | 792           | 1,876         | 654           | 425           | 781           | 1,063         | 1,023         | 997           | 1,051         | 1,046         | 1,064         |
| <b>TOTAL</b>                      |           | <b>43,855</b> | <b>49,819</b> | <b>57,973</b> | <b>58,832</b> | <b>51,876</b> | <b>48,961</b> | <b>42,180</b> | <b>38,880</b> | <b>36,027</b> | <b>37,178</b> | <b>37,191</b> | <b>36,842</b> |

| 2009 TOTAL kw USED | 2009 Avg kW per month | 2008 TOTAL kWh USED | 2008 Avg kWh per month |
|--------------------|-----------------------|---------------------|------------------------|
| 29,728             | 2,477                 | 0                   | 0                      |
| 12,186             | 1,016                 | 15,543              | 1,295                  |
| 809                | 67                    | 3,322               | 277                    |
| 7,919              | 660                   | 10,823              | 902                    |
| 12,708             | 1,059                 | 21,853              | 1,821                  |
| 31,838             | 2,653                 | 3,164               | 264                    |
| 13,637             | 1,136                 | 33,131              | 2,761                  |
| 45,098             | 3,758                 | 61,351              | 5,113                  |
| 15,800             | 1,317                 | 10,913              | 909                    |
| 18,237             | 1,520                 | 24,856              | 2,071                  |
| 17,634             | 1,469                 | 31,446              | 2,621                  |
| 125,526            | 10,460                | 170,691             | 14,224                 |
| 10,305             | 859                   | 9,593               | 799                    |
| 3,953              | 329                   | 26,833              | 2,236                  |
| 16,467             | 1,372                 | 26,199              | 2,183                  |
| 8,206              | 684                   | 5,178               | 432                    |
| 9,623              | 802                   | 18,355              | 1,530                  |
| 8,105              | 675                   | 0                   | 0                      |
| <b>387,967</b>     | <b>32,331</b>         | <b>473,251</b>      | <b>39,438</b>          |

## WATER

| SITE   | METER READING |          | EST./ACT.   | VOLUME USED |                  | £                |                  | TOTAL £          | PERIOD                 |
|--|---------------|----------|-------------|-------------|------------------|------------------|------------------|------------------|------------------------|
|  | Present       | Previous |             | WATER m3    | SEWERAGE m3      | WATER            | SEWERAGE         |                  |                        |
| <b>Acle Police Station</b>                                 | 2575          | 2528     |             | 47          |                  | £18.69           | £38.87           | <b>£57.56</b>    | 12 Dec 08 - 11 Mar 09  |
|  | 2589          | 2575     |             | 14          |                  | £18.11           | £36.00           | <b>£54.11</b>    | 12 Mar - 12 June 09    |
|  | 2597          | 2589     |             | 8           | 7.20             | £21.80           | £41.80           | <b>£63.60</b>    | 13 June - 14 Sept 09   |
|  |               |          |             | 0           |                  |                  |                  | <b>£0.00</b>     |                        |
|  |               |          | <b>69</b>   |             | <b>£58.60</b>    | <b>£116.67</b>   | <b>£175.27</b>   | <b>TOTAL</b>     |                        |
| <b>Attleborough Police Station</b>                         | 3715          | 3459     | A           | 256         |                  | £281.59          | £357.79          | <b>£639.38</b>   | 10 July 08 - 12 Dec 08 |
|  | 3898          | 3715     |             | 183         |                  | £220.01          | £275.09          | <b>£495.10</b>   | 13 Dec 08 - 01 June 09 |
|  |               |          | <b>439</b>  |             | <b>£501.60</b>   | <b>£632.88</b>   | <b>£1,134.48</b> | <b>TOTAL</b>     |                        |
| <b>Aylsham</b>   |               |          |             | 0           |                  |                  |                  | <b>£0.00</b>     |                        |
| <i>Attempting to source information from Anglian Water</i> |               |          |             |             |                  |                  |                  |                  |                        |
| <b>Bethel Street Police Station</b>                        | 12280         | 10955    | E           | 1325        |                  | £1,417.33        | £1,584.42        | <b>£3,001.75</b> | 17 Sept 08 - 11 Feb 09 |
|  | 13507         | 12280    | A           | 1227        | 1104.30          | £1,375.18        | £1,552.05        | <b>£2,927.23</b> | 12 Feb - 13 Aug 09     |
|  |               |          | <b>2552</b> |             | <b>£2,792.51</b> | <b>£3,136.47</b> | <b>£5,928.98</b> | <b>TOTAL</b>     |                        |
| <b>Bowthorpe Beat Base</b>                                 |               |          |             | 0           |                  |                  |                  | <b>£0.00</b>     |                        |
| <i>Attempting to source information from Anglian Water</i> |               |          |             |             |                  |                  |                  |                  |                        |
| <b>Caister Police House</b>                                | 2641          | 2518     | A           | 123         |                  | £0.00            | £206.27          | <b>£206.27</b>   | 3 July 08 - 6 Jan 09   |
|  | 2773          | 2641     | A           | 132         | 118.80           | £0.00            | £219.73          | <b>£219.73</b>   | 7 Jan - 6 July 09      |
|  |               |          |             |             |                  | £174.08          | £0.00            | <b>£174.08</b>   | 1 Apr - 30 Sept 09     |
|  |               |          | <b>255</b>  |             | <b>£174.08</b>   | <b>£426.00</b>   | <b>£600.08</b>   | <b>TOTAL</b>     |                        |
| <b>Caister Police Station</b>                              | 685           | 663      |             | 22          |                  | £0.00            | £63.20           | <b>£63.20</b>    | 3 July 08 - 6 Jan 09   |
|  | 699           | 685      | A           | 14          | 12.60            | £0.00            | £53.85           | <b>£53.85</b>    | 7 Jan - 6 July 09      |
|  |               |          |             |             |                  | £34.27           | £0.00            | <b>£34.27</b>    | 1 Apr - 30 Sept 09     |
|  |               |          | <b>36</b>   |             | <b>£34.27</b>    | <b>£117.05</b>   | <b>£151.32</b>   | <b>TOTAL</b>     |                        |
| <b>Cromer OLD Police Station</b>                           | 5008          | 4904     | E           | 104         |                  | 120.37           | 147.92           | <b>£268.29</b>   | 3 Jan - 24 Mar 09      |
|  | 5118          | 5008     | E           | 110         |                  | 135.04           | 166.73           | <b>£301.77</b>   | 25 Mar - 25 June 09    |
|  | 5185          | 5118     |             | 67          | 60.30            | £88.91           | £117.68          | <b>£206.59</b>   | 26 June - 6 Oct 09     |
|  |               |          | <b>281</b>  |             | <b>£344.32</b>   | <b>£432.33</b>   | <b>£776.65</b>   | <b>TOTAL</b>     |                        |

# WATER

| SITE   | METER READING |          | EST./ACT.                   | VOLUME USED           |             | £       |              | TOTAL £        | PERIOD                 |
|--|---------------|----------|-----------------------------|-----------------------|-------------|---------|--------------|----------------|------------------------|
|  | Present       | Previous |                             | WATER m3              | SEWERAGE m3 | WATER   | SEWERAGE     |                |                        |
| <b>Cromer NEW Police Station</b>                     |               |          | Occupancy 1st December 2009 |                       |             |         | <b>£0.00</b> |                |                        |
| <b>Dereham Police Station</b>                        | 7482          | 7417     | E                           | 65                    |             | 71.46   | 82.73        | <b>£154.19</b> | 4 Mar - 25 Mar 09      |
|  | 7794          | 7482     | E                           | 312                   |             | 362.94  | 418.15       | <b>£781.09</b> | 26 Mar - 24 June 09    |
|  | 7840          | 7797     |                             | 43                    | 38.70       | £61.70  | £87.04       | <b>£148.74</b> | 25 June - 2 Oct 09     |
|  |               |          |                             | 420                   |             | £496.10 | £587.92      | £1,084.02      | TOTAL                  |
| <b>Dersingham Police Station</b>                     | 4232          | 3969     | E                           | 263                   |             | 294.45  | 340.22       | <b>£634.67</b> | 6 Feb - 30 April 09    |
|  | 4470          | 4232     |                             | 238                   | 214.20      | £278.23 | £324.66      | <b>£602.89</b> | 1 May - 30 July 09     |
|  |               |          |                             |                       | 501         |         | £572.68      | £664.88        | £1,237.56              |
| <b>Diss Police Station</b>                           | 55            | 0        |                             | (new meter installed) |             | 80.37   | 121.43       | <b>£201.80</b> | 9 Oct 08 - 27 Mar 09   |
|  | 84            | 55       | E                           | 29                    |             | 44.61   | 66.26        | <b>£110.87</b> | 28 Mar - 25 June 09    |
|  | 126           | 84       |                             | 42                    | 37.80       | £60.18  | £84.78       | <b>£144.96</b> | 26 June - 30 Sept 09   |
|  |               |          |                             | 71                    |             | £185.16 | £272.47      | £457.63        | TOTAL                  |
| <b>Downham Market Police Station</b>                 | 17059         | 16955    |                             | 104                   |             | £120.58 | £148.77      | <b>£269.35</b> | 30 Dec 08 - 19 Mar 09  |
|  | 17176         | 17059    | E                           | 117                   | 105.30      | £142.30 | £175.21      | <b>£317.51</b> | 20 Mar - 17 June 09    |
|  | 17306         | 17176    | E                           | 130                   |             | 159.23  | 195.98       | <b>£355.21</b> | 18 June - 25 Sept 09   |
|  |               |          |                             | 351                   |             | £422.11 | £519.96      | £942.07        | TOTAL                  |
| <b>Earham Police Station</b>                         | 1442          | 1376     | E                           | 66                    |             | 81.2    | 106.30       | <b>£187.50</b> | 10 Nov 08 - 5 Feb 09   |
|  | 1500          | 1442     | E                           | 58                    |             | £72.68  | £95.01       | <b>£167.69</b> | 6 Feb 09 - 24 April 09 |
|  | 1572          | 1500     | E                           | 72                    | 64.80       | £93.68  | £121.81      | <b>£215.49</b> | 25 Apr - 30 July 09    |
|  |               |          |                             | 196                   |             | £247.56 | £323.12      | £570.68        | TOTAL                  |
| <b>Europa Way</b><br>New acquisition w.e.f June 2009 | 1785          | 1783     |                             | 2                     | 1.80        | £13.18  | £29.63       | <b>£42.81</b>  | 30 June - 17 Sept 09   |

## WATER

| SITE  | METER READING |          | EST./ACT. | VOLUME USED |             | £         |          | TOTAL £   | PERIOD                |
|---|---------------|----------|-----------|-------------|-------------|-----------|----------|-----------|-----------------------|
|   | Present       | Previous |           | WATER m3    | SEWERAGE m3 | WATER     | SEWERAGE |           |                       |
| Fakenham Police Station   | 4889          | 4665     | E         | 223         |             | £257.62   | £314.38  | £572.00   | 2 Sept 08 - 10 Feb 09 |
|   | 5112          | 4889     | A         | 223         | 200.70      | £269.02   | £330.27  | £599.29   | 11 Feb - 5 Aug 09     |
|   |               |          |           | 446         |             | £526.64   | £644.65  | £1,171.29 | TOTAL                 |
| Gateway 11 Plot 500 - Meter 1<br><i>New build handover w.e.f Oct 2009</i> |               |          |           | 0           |             |           |          | £0.00     |                       |
| Gateway 11 Plot 500 - Meter 2<br><i>New build handover w.e.f Oct 2009</i> |               |          |           | 0           |             |           |          | £0.00     |                       |
| Gorleston Police Station/House  | 6494          | 6188     |           | 306         |             | £0.00     | £418.16  | £418.16   | 28 Aug 08 - 3 Mar 09  |
|   | 6673          | 6494     |           |             |             | £279.68   | £0.00    | £279.68   | 1 Apr - 30 Sept 09    |
|   | 6673          | 6494     |           | 179         | 161.10      | £0.00     | £279.24  | £279.24   | 1 Apr - 30 Sept 09    |
|   |               |          |           | 485         |             | £279.68   | £697.40  | £977.08   | TOTAL                 |
| Great Yarmouth Police Station   | 29956         | 29201    | A         | 755         | 679.50      | £0.00     | £970.91  | £970.91   | 22 Jan - 20 July 09   |
|   | 29956         | 29201    |           |             |             | £1,098.56 | £0.00    | £1,098.56 | 01 Apr - 30 Sept 09   |
|   |               |          |           | 755         |             | £1,098.56 | £970.91  | £2,069.47 | TOTAL                 |
| Harleston Police Station  | 200           | 183      | E         | 17          |             | 28.71     | 47.53    | £76.24    | 13 Dec 08 - 4 Mar 09  |
|   | 218           | 200      | E         | 18          |             | 31.96     | 52.39    | £84.35    | 5 Mar - 2 June 09     |
|   | 230           | 218      |           | 12          | 10.80       | £27.23    | £49.12   | £76.35    | 3 June - 11 Sept 09   |
|   |               |          |           | 47          |             | £87.90    | £149.04  | £236.94   | TOTAL                 |
| Holt Police Station   | 7700          | 20       | A         | 7680        |             | £82.78    | £104.18  | £186.96   | 27 Nov 08 - 20 May 09 |
|   |               |          |           | 7680        |             | £82.78    | £104.18  | £186.96   | TOTAL                 |
| Hoveton Police Station  | 548           | 521      |           | 27          | 24.30       | £48.16    | £72.65   | £120.81   | 12 Feb - 20 Aug 09    |
|   |               |          |           | 27          |             | £48.16    | £72.65   | £120.81   | TOTAL                 |

## WATER

| SITE  | METER READING |          | EST./ACT. | VOLUME USED |             | £         |           | TOTAL £   | PERIOD                 |
|---|---------------|----------|-----------|-------------|-------------|-----------|-----------|-----------|------------------------|
|   | Present       | Previous |           | WATER m3    | SEWERAGE m3 | WATER     | SEWERAGE  |           |                        |
| Hunstanton Police Station                           | 2504          | 2434     | E         | 70          |             | 85.68     | 111.61    | £197.29   | 17 Dec 08 - 16 Mar 09  |
|   | 2568          | 2504     | E         | 64          | 57.60       | £82.82    | £108.11   | £190.93   | 17 Mar - 12 June 09    |
|   | 2634          | 2568     |           | 66          | 59.40       | £87.12    | £114.75   | £201.87   | 13 June - 18 Sept 09   |
|   |               |          |           | 200         |             | £255.62   | £334.47   | £590.09   | TOTAL                  |
| Hurricane Way                                       |               |          |           | 0           |             |           |           | £0.00     |                        |
| Attempting to source information from Anglian Water |               |          |           |             |             |           |           |           |                        |
| Kings Lynn  | 43380         | 42433    |           | 947         |             | £1,015.83 | £1,152.67 | £2,168.50 | 22 Jan - 17 July 09    |
|   |               |          |           | 947         |             | £1,015.83 | £1,152.67 | £2,168.50 | TOTAL                  |
| Kings Lynn Care Suite                               | 1239          | 1217     | A         | 22          | 19.80       | £37.12    | £55.31    | £92.43    | 22 July - 16 Dec 08    |
|   | 1268          | 1239     | A         | 29          | 26.10       | £49.21    | £72.17    | £121.38   | 17 Dec 08 - 16 Jun 09  |
|   |               |          |           | 51          |             | £86.33    | £127.48   | £213.81   | TOTAL                  |
| Long Stratton                                       | 190           | 154      |           | 36          |             | £60.77    | £99.61    | £160.38   | 13 Nov 08 - 30 Apr 09  |
|   | 211           | 190      |           | 21          | 18.90       | £36.87    | £59.20    | £96.07    | 1 May - 6 Aug 09       |
|   |               |          |           | 57          |             | £97.64    | £158.81   | £256.45   | TOTAL                  |
| Mile Cross Police Station                           | 1652          | 1548     |           | 104         |             | £138.07   | £185.87   | £323.94   | 18 Dec 08 - 11 June 09 |
|   |               |          |           | 104         |             | £138.07   | £185.87   | £323.94   | TOTAL                  |
| North Lynn Beatbase                                 | 497           | 496      |           | 1           | 0.90        | £25.72    | £63.05    | £88.77    | 9 Feb - 3 Aug 09       |
|   |               |          |           | 1           |             | £25.72    | £63.05    | £88.77    | TOTAL                  |
| North Walsham                                       | 8645          | 8204     |           | 441         |             | 477.71    | 558.48    | £1,036.19 | 9 Sept 08 - 2 Mar 09   |
|   | 9139          | 8645     | E         | 494         | 434.70      | £561.60   | £657.22   | £1,218.82 | 3 Mar - 14 Sept 09     |
|   |               |          |           | 935         |             | £1,039.31 | £1,215.70 | £2,255.01 | TOTAL                  |

## WATER

| SITE  | METER READING |          | EST./ACT. | VOLUME USED |             | £       |          | TOTAL £           | PERIOD                |
|---|---------------|----------|-----------|-------------|-------------|---------|----------|-------------------|-----------------------|
|   | Present       | Previous |           | WATER m3    | SEWERAGE m3 | WATER   | SEWERAGE |                   |                       |
| OCC   |               |          |           | 2081        |             |         |          | <b>£4,480.00</b>  | Jan - March 2008      |
|   |               |          |           | 2081        |             |         |          | <b>£4,480.00</b>  | Apr - June 2008       |
|   |               |          |           | 1879        |             |         |          | <b>£4,640.00</b>  | July - Sept 2008      |
|   |               |          |           | 2130        |             |         |          | <b>£4,790.00</b>  | Oct - Dec 2008        |
|   |               |          |           | <b>8171</b> |             |         |          | <b>£18,390.00</b> | <b>TOTAL 2008</b>     |
|   |               |          |           | 2140        |             |         |          | <b>£4,874.00</b>  | Jan - March 2009      |
|   |               |          |           |             |             |         |          |                   | Apr - June 2009       |
|   |               |          |           |             |             |         |          |                   | July - Sept 2009      |
|   |               |          |           |             |             |         |          |                   | Oct - Dec 2009        |
|   |               |          |           | <b>2140</b> |             |         |          | <b>£4,874.00</b>  | <b>TOTAL 2009</b>     |
| <b>6 Penfold Drive (Unit 2 ECCU)</b>                |               |          |           | 0           |             |         |          | <b>£0.00</b>      |                       |
| Attempting to source information from Anglian Water |               |          |           |             |             |         |          |                   |                       |
| <hr/>   |               |          |           |             |             |         |          |                   |                       |
| <b>8 - 10 Penfold Drive (Unit 1 TSU)</b>            |               |          |           |             |             |         |          |                   |                       |
|   | 419           | 397      | A         | 22          | 19.80       | £40.32  | £63.24   | <b>£103.56</b>    | 29 Nov 08 - 29 May 09 |
|   |               |          |           | 22          |             | £40.32  | £63.24   | <b>£103.56</b>    | <b>TOTAL</b>          |
| <hr/>   |               |          |           |             |             |         |          |                   |                       |
| <b>4 Penfold Drive (Unit 3 MIT)</b>                 |               |          |           |             |             |         |          |                   |                       |
|   | 867           | 769      |           | 98          |             | £129.61 | £177.72  | <b>£307.33</b>    | 29 Nov 08 - 29 May 09 |
|   |               |          |           | 98          |             | £129.61 | £177.72  | <b>£307.33</b>    | <b>TOTAL</b>          |
| <hr/>   |               |          |           |             |             |         |          |                   |                       |
| <b>2 Penfold Drive (Unit 4 Training)</b>            |               |          |           |             |             |         |          |                   |                       |
|   | 2387          | 2109     | A         | 278         | 250.20      | £323.14 | £390.64  | <b>£713.78</b>    | 29 Nov 08 - 29 May 09 |
|   |               |          |           | 278         |             | £323.14 | £390.64  | <b>£713.78</b>    | <b>TOTAL</b>          |
| <hr/>   |               |          |           |             |             |         |          |                   |                       |
| <b>Poringland Police Station</b>                    |               |          |           | 0           |             |         |          | <b>£0.00</b>      |                       |
| Attempting to source information from Anglian Water |               |          |           |             |             |         |          |                   |                       |
| <hr/>   |               |          |           |             |             |         |          |                   |                       |
| <b>Reepham Police Station</b>                       |               |          |           |             |             |         |          |                   |                       |
|   | 139           | 117      | A         | 22          | 19.80       | £46.60  | £83.52   | <b>£130.12</b>    | 17 Jan - 3 July 09    |
|   |               |          |           | 22          |             | £46.60  | £83.52   | <b>£130.12</b>    | <b>TOTAL</b>          |

## WATER

| SITE                        | METER READING |          | EST./<br>ACT. | VOLUME USED |             | £       |          | TOTAL £   | PERIOD  |
|-----------------------------|---------------|----------|---------------|-------------|-------------|---------|----------|-----------|---|
|                             | Present       | Previous |               | WATER m3    | SEWERAGE m3 | WATER   | SEWERAGE |           |   |
| Reepham Road Care Suite     | 168           | 154      | A             | 14          | 12.60       | £31.43  | £55.71   | £87.14    | 5 Feb - 11 Aug 09                                   |
|                             |               |          |               | 14          |             | £31.43  | £55.71   | £87.14    | TOTAL   |
| Reepham Road Police Station | 719           | 718      | R             | 1           | 0.90        | £26.55  | £65.09   | £91.64    | 5 Feb - 11 Aug 09                                   |
|                             |               |          |               | 1           |             | £26.55  | £65.09   | £91.64    | TOTAL   |
| Sheringham Police Station   | 3620          | 3570     | A             | 50          |             | £64.56  | £87.07   | £151.63   | 29 Jan - 21 April 09                                |
|                             | 3685          | 3620     | A             | 65          | 58.49       | £85.31  | £111.81  | £197.12   | 22 Apr - 23 July 09                                 |
|                             | 3725          | 3685     | E             | 40          |             | £57.12  | £80.28   | £137.40   | 24 July - 22 Oct 09                                 |
|                             |               |          |               | 155         |             | £206.99 | £279.16  | £486.15   | TOTAL   |
|                             | 0             | 0        |               | 0           | 0.00        | £5.96   | £0.00    | £5.96     | 29 Jan - 21 April 09                                |
|                             | 0             | 0        |               | 0           | 0.00        | £6.87   | £0.00    | £6.87     | 22 Apr - 23 July 09                                 |
|                             | 0             | 0        |               | 0           | 0.00        | £6.73   | £0.00    | £6.73     | 24 July - 22 Oct 09                                 |
|                             |               |          |               | 0           |             | £19.56  | £0.00    | £19.56    | TOTAL   |
| Sprowston Police Station    |               |          |               | 0           |             | £522.19 | £578.07  | £1,100.26 | 1 April 09 - 31 March 10                            |
| No meter at this site       |               |          |               |             |             | £541.75 | £578.07  | £1,119.82 | TOTAL   |
| Stalham Police Station      | 973           | 926      | E             | 47          |             | £73.78  | £114.55  | £188.33   | 13 Dec 08 - 3 June 09                               |
|                             |               |          |               | 47          |             | £615.53 | £692.62  | £1,308.15 | TOTAL   |
| Swaffham Police Station     | 8705          | 8590     |               | 115         |             | £134.52 | £165.06  | £299.58   | 31 Jan - 24 April 09                                |
|                             | 8824          | 8705     |               | 119         |             | £145.41 | £178.70  | £324.11   | 25 April - 23 July 09                               |
|                             |               |          |               | 234         |             | £279.93 | £343.76  | £623.69   | TOTAL   |
| Taverham Police Station     |               |          |               | 0           |             |         |          | £0.00     | Attempting to source information from Anglian Water |

## WATER

| SITE   | METER READING |          | EST./ACT. | VOLUME USED |             | £       |          | TOTAL £          | PERIOD                   |
|--|---------------|----------|-----------|-------------|-------------|---------|----------|------------------|--------------------------|
|  | Present       | Previous |           | WATER m3    | SEWERAGE m3 | WATER   | SEWERAGE |                  |                          |
| Terrington St John   | 369           | 303      | E         | 56          |             | 71.96   | 98.12    | <b>£170.08</b>   | 6 Nov 08 - 3 March 09    |
|  | 408           | 359      |           | 49          |             | £65.40  | £88.53   | <b>£153.93</b>   | 4 March - 8 May 09       |
|  | 455           | 408      |           | 47          | 42.30       | £63.84  | £86.20   | <b>£150.04</b>   | 9 May - 19 Aug 09        |
|  |               |          |           | 96          |             | £201.20 | £272.85  | <b>£474.05</b>   | <b>TOTAL</b>             |
| Theftord Police Station                                    | 1417          | 883      | E         | 534         |             | £604.03 | £697.91  | <b>£1,301.94</b> | 14 Jan - 1 July 09       |
|  |               |          |           | 534         |             | £604.03 | £697.91  | <b>£1,301.94</b> | <b>TOTAL</b>             |
| Thorpe Hamlet Police Station                               | 1888          | 1763     | A         | 125         | 112.50      | £160.37 | £209.07  | <b>£369.44</b>   | 13 Feb - 31 July 09      |
|  |               |          |           | 125         |             | £160.37 | £209.07  | <b>£369.44</b>   | <b>TOTAL</b>             |
| <b>Tuckswold Family Protection Unit</b>                    |               |          |           |             |             | £250.67 | £287.67  | <b>£538.34</b>   | 1 April 09 - 31 March 10 |
| <i>2 buildings on site but only one with a meter.</i>      |               |          |           |             |             |         |          |                  |                          |
|  | 1419          | 1394     | E         | 25          |             | 38.33   | 59.85    | <b>£98.18</b>    | 6 Dec 08 - 6 March 09    |
|  | 1447          | 1419     | E         | 28          |             | £43.15  | £64.92   | <b>£108.07</b>   | 7 March - 5 June 09      |
|  | 1467          | 1447     |           | 20          | 18.00       | £35.89  | £58.31   | <b>£94.20</b>    | 6 June - 12 Sept 09      |
|  |               |          |           | 73          |             | £117.37 | £183.08  | <b>£838.79</b>   | <b>TOTAL</b>             |
| <b>Watton Police Station</b>                               |               |          |           | 0           |             |         |          | <b>£0.00</b>     |                          |
| <i>Attempting to source information from Anglian Water</i> |               |          |           |             |             |         |          |                  |                          |
| <b>Wells Police Station</b>                                | 498           | 489      | E         | 9           | 8.10        | £35.94  | £75.90   | <b>£111.84</b>   | 24 Feb - 2 Sept 09       |
| <i>New build Feb 2009</i>                                  |               |          |           |             |             |         |          |                  |                          |

**ANNEX B**

# Display Energy Certificate

## How efficiently is this building being used?

Norfolk Constabulary  
 Norfolk Constabulary  
 Thetford Police Station, Norwich Road  
 Thetford  
 IP24 2HU

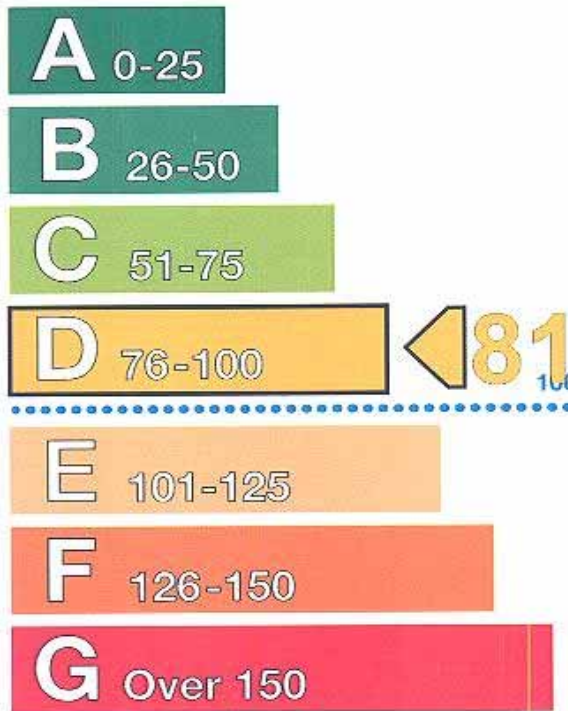
**Certificate Reference Number:**  
 0787-1061-0080-0900-9101

This certificate indicates how much energy is being used to operate this building. The operational rating is based on meter readings of all the energy actually used in the building. It is compared to a benchmark that represents performance indicative of all buildings of this type. There is more advice on how to interpret this information on the Government's website [www.communities.gov.uk/epbd](http://www.communities.gov.uk/epbd).

### Energy Performance Operational Rating

This tells you how efficiently energy has been used in the building. The numbers do not represent actual units of energy consumed; they represent comparative energy efficiency. 100 would be typical for this kind of building.

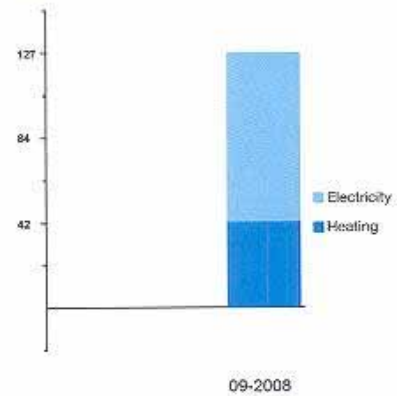
More energy efficient



Less energy efficient

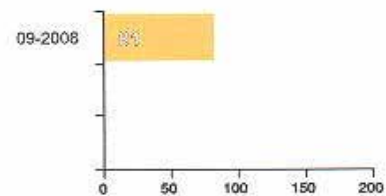
### Total CO<sub>2</sub> Emissions

This tells you how much carbon dioxide the building emits. It shows tonnes per year of CO<sub>2</sub>.



### Previous Operational Ratings

This tells you how efficiently energy has been used in this building over the last three accounting periods



### Technical information

This tells you technical information about how energy is used in this building. Consumption data based on actual meter readings.

**Main heating fuel:** Natural Gas  
**Building Environment:** Heating and Natural Ventilation  
**Total useful floor area (m<sup>2</sup>):** 1331  
**Asset Rating:** Not available.

|   | Heating | Electrical |
|---|---------|------------|
| Annual Energy Use (kWh/m <sup>2</sup> /year)  | 166     | 115        |
| Typical Energy Use (kWh/m <sup>2</sup> /year) | 407     | 70         |
| Energy from renewables                        | 0%      | 0%         |

### Administrative information

This is a Display Energy Certificate as defined in SI 2007/991 as amended.

**Assessment Software:** ORCALC V1-05-02  
**Property Reference:** 770019680000  
**Assessor Name:** Sean Keating  
**Assessor Number:** STRO000172  
**Accreditation Scheme:** Stroma Accreditation Ltd  
**Employer/Trading Name:** UPL  
**Employer/Trading Address:** Prenaau House, Copse Walk, Cardiff Gate Business Park, Cardiff, C  
**Issue Date:** 27-10-2008  
**Nominated Date:** 01-09-2008  
**Valid Until:** 31-08-2009  
**Related Party Disclosure:** none

Recommendations for improving the energy efficiency of the building are contained in the accompanying Advisory Report.

# Advisory Report

Report Reference Number: 0370-0928-8000-7620-1096

**Building Occupier**  
Norfolk Constabulary

**Address**  
Norfolk Constabulary  
Thetford Police Station,  
Norwich Road  
Thetford  
IP24 2HU

---

Building Type(s): Emergency services

---

| ADMINISTRATIVE INFORMATION                 |                 |
|--|-----------------|
| Issue Date:                                | 27/10/2008      |
| Valid Until:                               | 26/10/2015      |
| Total Useful Floor Area (m <sup>2</sup> ): | 1331            |
| Assessment Software:                       | ORCALC V1-05-02 |
| Property Reference:                        | 770019680000    |
| Type of inspection:                        | Physical        |

| ENERGY ASSESSOR DETAILS   |  |
|---------------------------|--|
| Assessor Name:            | Sean Keating   |
| Employer/Trading Name:    | UPL  |
| Employer/Trading Address: | Prennau House, Copse Walk,<br>Cardiff Gate Business Park,<br>Cardiff, CF23 8XH |
| Assessor Number:          | STRO000172   |
| Accreditation scheme:     | Stroma Accreditation Ltd   |

## Table of Contents

|                         |   |
|-------------------------|---|
| 1. Background.....      | 3 |
| 2. Introduction.....    | 3 |
| 3. Recommendations..... | 4 |
| 4. Next Steps.....      | 6 |
| 5. Glossary.....        | 7 |

## 1. Background

Statutory Instrument 2007 No. 991, *The Energy Performance of Buildings (Certificates and Inspections) (England and Wales) Regulations 2007*, as amended, transposes the requirements of Articles 7.2 and 7.3 of the Energy Performance of Buildings Directive 2002/91/EC.

This report is an Advisory Report as required under regulations 16(2)(a) and 19 of the Statutory Instrument SI 2007/991.

This section provides general information regarding the building:

|  |                                 |
|--|---------------------------------|
| Total Useful Floor Area (m <sup>2</sup> ): | 1331                            |
| Building Description:                      | Police Station                  |
| Building Environment:                      | Heating and Natural Ventilation |
| On-site renewable energy sources:          | Not applicable                  |
| Separable energy uses discounted:          | Not applicable                  |

| Fuel Types: | Quantity used (kWh) |
|-------------|---------------------|
| Natural Gas | 221238              |
| Electricity | 153759              |
| Not used    | 0                   |

## 2. Introduction

This Advisory Report was produced in line with the Government's approved methodology and is based on assessment software ORCALC V1-05-02. This advisory report was developed based on a physical visit of the building.

In accordance with Government's current guidance, the Energy Assessor did undertake a walk around survey of the building on prior to producing this Advisory Report.

### 3. Recommendations

The following sections list recommendations selected by the energy assessor for the improvement of the energy performance of the building. The recommendations are listed under four headings: short payback, medium payback, long payback, and other measures.

#### **a) Recommendations with a short payback**

This section lists recommendations with a payback of less than 3 years:

| Recommendation   | Potential impact |
|--|------------------|
| It is recommended that energy management techniques are be introduced. These could include efforts to gain building users commitment to save energy, allocating responsibility for energy to a specific person (champion), setting targets and monitoring. | LOW              |
| Consider installing weather compensator controls on heating and cooling systems.   | MEDIUM           |
| Seek to minimise simultaneous operation of heating and cooling systems.  | MEDIUM           |
| Consider with experts implementation of an energy efficient equipment procurement regime that will upgrade existing equipment and renew in a planned cost-effective programme.   | LOW              |

#### **b) Recommendations with a medium payback**

This section lists recommendations with a payback of between 3 and 7 years:

| Recommendation  | Potential impact |
|---|------------------|
| Consider engaging experts to review the condition of the building fabric and propose measures to improve energy performance. This might include building pressure tests for air tightness and thermography tests for insulation continuity. | MEDIUM           |
| Consider replacing heating boiler plant with a condensing type.   | LOW              |
| Engage experts to propose specific measures to reduce hot water wastage and plan to carry this out.   | HIGH             |

#### **c) Recommendations with a long payback**

This section lists recommendations with a payback of more than 7 years:

| Recommendation  | Potential impact |
|---|------------------|
| Engage experts to review the building lighting strategies and propose alterations and/or upgrades to daylighting provisions, luminaries and their control systems and an implementation plan. | HIGH             |
| Consider installing building mounted solar water heating.   | MEDIUM           |

**d) Other Recommendations**

This section lists other recommendations selected by the energy assessor, based on an understanding of the building, and / or based on a valid existing energy report.

| <b>Recommendation</b>  | <b>Potential impact</b> |
|--|-------------------------|
| Heat losses from the heating pipework are reducing control of building heating. Consider insulating pipework to improve the efficiency of the heating system | LOW                     |
| Consider installing PIR sensors in areas with intermittent use   | MEDIUM                  |
| Consider the benefits of a direct fired gas boiler over the existing calorifier arrangement  | MEDIUM                  |

## 4. Next Steps

### **a) Your Advisory Report**

As the building occupier, regulation 16(2)(a) of SI 2007/991 requires that you have in your *'possession or control at all times a valid advisory report'*. Regulation 16(4) specifies that *'an advisory report is valid for a period of seven years beginning with the date it is issued'*.

You must be able to produce a copy of this Advisory Report within seven days if requested by an Enforcement Authority under regulation 39 of SI 2007/991.

This Advisory Report has also been lodged on the Government's central register. Access to the report, to the data used to compile the report, and to previous similar documents relating to the same building can be obtained by request through the Non-Dwellings Register ([www.epcregister.com](http://www.epcregister.com)) using the report reference number of this document.

You must commission a new Advisory Report in seven years from the date this Advisory Report is issued. However, a new Advisory Report may be commissioned earlier.

### **b) Implementing recommendations**

The recommendations provided within this Advisory Report have been selected by the accredited assessor from a central list of recommendations, based on his / her knowledge of the building fabric, building services, the operation of plant and equipment within the curtilage of the building, and the general management of the building.

The accredited assessor may have inserted additional measures in section 3d (Other Recommendations). The recommendations are provided as an indication of opportunities that appear to exist to improve the buildings energy efficiency.

### **c) Legal disclaimer**

The advice provided in this Advisory Report is intended to be for information only. Recipients of this Advisory Report are advised to seek further detailed professional advice before reaching any decision on how to improve the energy performance of the building.

### **d) Complaints**

Details of the assessor and the relevant accreditation scheme are on this report and the display energy certificate. You can get contact details of the accreditation scheme from our website at [www.communities.gov.uk/epbd](http://www.communities.gov.uk/epbd), together with details of their procedures for confirming authenticity of a report and for making a complaint.

## 5. Glossary

### **a) Payback**

The payback periods are based on data provided by Good Practice Guides and Carbon Trust energy survey reports and are average figures calculated using a simple payback method. It is assumed that the source data is correct and accurate using up to date information.

The figures have been calculated as an average across a range of buildings and may differ from the actual payback period for the building being assessed. Therefore, it is recommended that each suggested measure be further investigated before reaching any decision on how to improve the energy efficiency of the building.

### **b) Carbon impact**

The High / Medium / Low carbon impact indicators against each recommendation are provided to distinguish, between the suggested recommendations, those that would most effectively reduce carbon emissions from the building. The carbon impact indicators are determined by the assessor based his / her knowledge of the building. In most instances, the carbon impact has not been calculated accurately.

### **c) Valid report**

A valid existing report is defined at the Energy Assessor's discretion.







## ANNEX C

### DEC Recommendations Task List

An advisory report was conducted by UPL, on behalf of the force, to list recommendations for the improvement of the energy performance of the building. The recommendations are listed under four headings: short payback, medium payback, long payback and other measures.

## DEC's Task List

| Task   | Payback               | Potential Impact | Priority | Comments  |
|--|-----------------------|------------------|----------|---|
| <b>DEC's Carmelite</b> - Engage with a 'Champion' to introduce energy management techniques.   | Less than 3 years     | LOW              |          | Environmental Team to identify 'champion'   |
| <b>DEC's Carmelite</b> - If stratification occurs consider re-circulating air during heating   | Less than 3 years     | LOW              |          |   |
| <b>DEC's Carmelite</b> - Fit 24hour/7day time controls onto electric HWS cylinders   | Less than 3 years     | LOW              |          | Landlords responsibility – Estates have requested works from Jarrolds   |
| <b>DEC's Carmelite</b> - Implementation of an energy efficient equipment procurement regime to upgrade existing equipment and renew in a planned cost effective programme. | Less than 3 years     | LOW              |          | Marcel to action. M&E procurement policy to be incorporated in 5yr plan for programme maintenance strategy. M&E checked, ongoing in Nov 09. |
| <b>DEC's Carmelite</b> - Engage experts to propose specific measures to reduce hot water wastage and plan to carry this out  | Between 3 and 7 years | LOW              |          |   |

|  |                       |               |  |  |
|--|-----------------------|---------------|--|--|
| <b>DEC's Carmelite</b> - Review building light strategies and propose alterations and/or upgrades.   | More than 7 years     | <b>HIGH</b>   |  | Marcel to action. M&E procurement policy to be incorporated in 5yr plan for programme maintenance strategy. Estates to Check.                              |
| <b>DEC's Carmelite</b> - Review wiring of lighting circuits to allow row by row switching above filing racks   | Recommendation        | <b>LOW</b>    |  | Jason from Workplace Engineering to investigate.   |
| <b>DEC's Carmelite</b> - Consider voltage reduction or optimisation as a means to reducing electricity consumption   | Recommendation        | <b>HIGH</b>   |  | Jason from Workplace Engineering to investigate. Same as Thetford exercise. Estates to check Outcome from New substation.                                  |
| <b>DEC's Carmelite</b> - Review cooling system and consider replacing existing splits with a centralised ducted system.  | Recommendation        | <b>HIGH</b>   |  | Not cost effective.  |
| <b>DEC's Dereham</b> - Engage with a 'Champion' to introduce energy management techniques.   | Less than 3 years     | <b>LOW</b>    |  | Environmental Team to identify 'champion'  |
| <b>DEC's Dereham</b> - Consider fitting zone controls to reduce over and under heating.  | Less than 3 years     | <b>LOW</b>    |  | Heating system replacement forms part of 5yr programme maintenance strategy. Part of November Inspection.  |
| <b>DEC's Dereham</b> - Consider installing weather compensator controls on heating and cooling systems   | Less than 3 years     | <b>MEDIUM</b> |  | Heating system replacement forms part of 5yr programme maintenance strategy.   |
| <b>DEC's Dereham</b> - Implementation of an energy efficient equipment procurement regime to upgrade existing equipment and renew in a planned cost effective programme. | Less than 3 years     | <b>HIGH</b>   |  | Marcel to action. M&E procurement policy to be incorporated in 5yr plan for programme maintenance strategy. Own supply to meters - Estates to investigate. |
| <b>DEC's Dereham</b> - Consider applying reflective coating to windows and/or fit shading devices to reduce unwanted solar gain  | Between 3 and 7 years | <b>HIGH</b>   |  | Window replacement forms part of 5yr programme maintenance strategy.   |
| <b>DEC's Dereham</b> - Consider fitting secondary glazing and/or under glaze sky lights where appropriate  | Between 3 and 7 years | <b>HIGH</b>   |  | Window replacement forms part of 5yr programme maintenance strategy.   |

|   |                       |               |  |   |
|---|-----------------------|---------------|--|---|
| <b>DEC's Dereham</b> - Engage experts to propose specific measures to reduce hot water wastage and plan to carry this out                         | Between 3 and 7 years | <b>HIGH</b>   |  | Dereham subject to planned maintenance 2010. Inspections in November.   |
| <b>DEC's Dereham</b> - Recommended that meters be installed and a regime of recording data be put in place.                                       | More than 7 years     | <b>HIGH</b>   |  | Electricity meters replaced force wide. Programme underway to replace gas meters. UPL capture consumption data. |
| <b>DEC's Dereham</b> - Consider heating the building using biomass boilers  | More than 7 years     | <b>HIGH</b>   |  | Heating system replacement forms part of 5yr programme maintenance strategy.                                    |
| <b>DEC's Dereham</b> - Consider installing building mounted solar water heating.  | More than 7 years     | <b>HIGH</b>   |  | To be considered when heating system is replaced.   |
| <b>DEC's Dereham</b> - Consider installing PIR lighting control   | Recommendation        | <b>LOW</b>    |  | To be considered as part of 5yr programme maintenance strategy.   |
| <b>DEC's Dereham</b> - Inspect lighting to ensure all remaining T12 lamps are replaced with T8 equivalents.                                       | Recommendation        | <b>MEDIUM</b> |  | To be considered as part of 5yr programme maintenance strategy.   |
| <b>DEC's Dereham</b> - Consider segregating the heating and hot water system through the installation of high efficiency direct fired gas boiler. | Recommendation        | <b>MEDIUM</b> |  | Heating system replacement forms part of 5yr programme maintenance strategy.                                    |
| <b>DEC's Dereham</b> - Seek to improve insulation on heating and hot water circuits   | Recommendation        | <b>LOW</b>    |  | Heating system replacement forms part of 5yr programme maintenance strategy.                                    |
| <b>DEC's Dereham</b> - Consider the use of sun pipes to provide natural light in daylight hours   | Recommendation        | <b>MEDIUM</b> |  | Not practical in an old building.   |
| <b>DEC's Dereham</b> - Consider arrangement of furniture to allow air to circulate around radiators   | Recommendation        | <b>LOW</b>    |  | Environmental Team to engage with Space Planning Team for feasibility.  |
| <b>DEC's North Walsham</b> - Engage with a 'Champion' to introduce energy management techniques.  | Less than 3 years     | <b>LOW</b>    |  | Environmental Team to identify 'champion'   |

|  |                       |               |  |   |
|--|-----------------------|---------------|--|---|
| <b>DEC's North Walsham</b> - Consider fitting zone controls to reduce over and under heating.  | Less than 3 years     | <b>MEDIUM</b> |  | 2012 demolish and rebuild   |
| <b>DEC's North Walsham</b> - Consider installing weather compensator controls on heating and cooling systems.  | Less than 3 years     | <b>LOW</b>    |  | 2012 demolish and rebuild   |
| <b>DEC's North Walsham</b> - Boiler plant should be regularly tested and adjusted by experts for operating efficiency.   | Less than 3 years     | <b>MEDIUM</b> |  | 2012 demolish and rebuild   |
| <b>DEC's North Walsham</b> - Implementation of an energy efficient equipment procurement regime to upgrade existing equipment and renew in a planned cost effective programme. | Less than 3 years     | <b>LOW</b>    |  | Marcel to action. M&E procurement policy to be incorporated in 5yr plan for programme maintenance strategy.     |
| <b>DEC's North Walsham</b> - Implementation of regular inspections of the building fabric to review insulation and sealant measures and removal of ventilation paths.          | Between 3 and 7 years | <b>MEDIUM</b> |  | 2012 demolish and rebuild   |
| <b>DEC's North Walsham</b> - Engage experts to propose specific measures to reduce hot water wastage and plan to carry this out  | Between 3 and 7 years | <b>LOW</b>    |  |   |
| <b>DEC's North Walsham</b> - Recommended that meters be installed and a regime of recording data be put in place.  | More than 7 years     | <b>LOW</b>    |  | Electricity meters replaced force wide. Programme underway to replace gas meters. UPL capture consumption data. |
| <b>DEC's North Walsham</b> - Review overall heating strategy and propose an investment programme for upgrading and/or alternative solutions.                                   | More than 7 years     | <b>HIGH</b>   |  | 2012 demolish and rebuild   |
| <b>DEC's North Walsham</b> - Consider heating the building using biomass boilers   | More than 7 years     | <b>HIGH</b>   |  | 2012 demolish and rebuild   |
| <b>DEC's North Walsham</b> - Consider installing building mounted solar water heating.   | More than 7 years     | <b>HIGH</b>   |  | 2012 demolish and rebuild   |

|  |                       |               |  |  |
|--|-----------------------|---------------|--|--|
| <b>DEC's North Walsham</b> - Replace 8ft T12 lamps in locker rooms with T5 equivalents   | Recommendation        | <b>MEDIUM</b> |  | 2012 demolish and rebuild - Front office.                              |
| <b>DEC's North Walsham</b> - Consider the introduction of PIR lighting controls in corridors & cellular offices.                             | Recommendation        | <b>MEDIUM</b> |  | 2012 demolish and rebuild  |
| <b>DEC's Kings Lynn</b> - Engage with a 'Champion' to introduce energy management techniques.  | Less than 3 years     | <b>LOW</b>    |  | Environmental Team to identify 'champion'                              |
| <b>DEC's Kings Lynn</b> - Consider fitting zone controls to reduce over and under heating.   | Less than 3 years     | <b>MEDIUM</b> |  | Relocate to new site 2010/11   |
| <b>DEC's Kings Lynn</b> - Consider installing weather compensator controls on heating and cooling systems.                                   | Less than 3 years     | <b>MEDIUM</b> |  | Relocate to new site 2010/11   |
| <b>DEC's Kings Lynn</b> - Engage experts to propose specific measures to reduce hot water wastage and plan to carry this out                 | Between 3 and 7 years | <b>LOW</b>    |  |  |
| <b>DEC's Kings Lynn</b> - Review building light strategies and propose alterations and/or upgrades.  | More than 7 years     | <b>HIGH</b>   |  | Relocate to new site 2010/11   |
| <b>DEC's Kings Lynn</b> - Arrange for removal of existing fuel oil tanks and meters to prevent fugitive carbon emissions                     | Recommendation        | <b>LOW</b>    |  | Removal of tanks will be implemented when relocate to new site 2010/11 |
| <b>DEC's Kings Lynn</b> - Consider swapping existing external lighting for LED equivalents   | Recommendation        | <b>LOW</b>    |  | Relocate to new site 2010/11   |
| <b>DEC's Kings Lynn</b> - Consider expanding high efficiency PL-L lamps and luminaries to all office areas.                                  | Recommendation        | <b>MEDIUM</b> |  | Relocate to new site 2010/11   |
| <b>DEC's Kings Lynn</b> - Engage experts to re-wire lighting circuits around filing racks to prevent wastage and allow individual switching. | Recommendation        | <b>LOW</b>    |  | Relocate to new site 2010/11   |
| <b>DEC's Kings Lynn</b> - Consider arrangement of office furniture to allow good radiator function.  | Recommendation        | <b>LOW</b>    |  | Relocate to new site 2010/11   |

|   |                       |               |  |   |
|---|-----------------------|---------------|--|---|
| <b>DEC's Kings Lynn</b> - Extend gas heating system to all areas and remove Daikin heat pumps.  | Recommendation        | <b>HIGH</b>   |  | Relocate to new site 2010/11  |
| <b>DEC's Kings Lynn</b> - Improve heat circuit pipe work insulation to improve efficiency and control.  | Recommendation        | <b>LOW</b>    |  | Relocate to new site 2010/11  |
| <b>DEC's OCC</b> - Engage with a 'Champion' to introduce energy management techniques.  | Less than 3 years     | <b>LOW</b>    |  | Environmental Team to identify 'champion'   |
| <b>DEC's OCC</b> - Consider introducing variable speed drives (VSD) for fans, pumps and compressors.  | Less than 3 years     | <b>MEDIUM</b> |  | Only extract with variable speed is in Firing range. All others are on off which takes huge load, to fit inverters would cost £500 - £700 each, AH units has 3 motors Very expensive to do all on site. |
| <b>DEC's OCC</b> - Seek to minimise simultaneous operation of heating and cooling systems.  | Less than 3 years     | <b>MEDIUM</b> |  | As above this would be very expensive to re-engineer the separate systems.  |
| <b>DEC's OCC</b> - Consider whether the humidity control system is essential and/or consider re-setting to more efficient parameters where close control is not critical. | Less than 3 years     | <b>LOW</b>    |  | The only areas on site with Humidity control are the CDC (for the equipment) AHU 701 can check on BMS set at 47%RH and the Airedale units in MER2 both critical areas.                                  |
| <b>DEC's OCC</b> - Consider fitting 24hour/7day time controls onto electric HWS cylinders.  | Less than 3 years     | <b>LOW</b>    |  | The only electric HWS is in building 6 and only used as back up all others gas  |
| <b>DEC's OCC</b> - Consider installing automated controls and monitoring systems to electrical equipment and portable appliances to minimise electricity waste.           | Less than 3 years     | <b>LOW</b>    |  | Facilities to discuss with ICT  |
| <b>DEC's OCC</b> - Implementation of an energy efficient equipment procurement regime to upgrade existing equipment and renew in a planned cost effective programme.      | Less than 3 years     | <b>LOW</b>    |  | Facilities to discuss with Procurement team   |
| <b>DEC's OCC</b> - Engage experts to propose specific measures to reduce hot water wastage and plan to carry this out.  | Between 3 and 7 years | <b>LOW</b>    |  | Very little hot water wastage could consider adding mixer valves under sinks and Interfulsh system for toilets  |

|  |                   |               |  |  |
|--|-------------------|---------------|--|--|
| <b>DEC's OCC</b> - Recommended that meters be installed and a regime of recording data be put in place.  | More than 7 years | <b>LOW</b>    |  | Meters and sub metering is taking place at OCC in December 09. Data will be accessed remotely.                         |
| <b>DEC's OCC</b> - Consider a small scale Tri-Generation system as an alternative to conventional separate boiler and chiller systems.                 | More than 7 years | <b>HIGH</b>   |  | Very expensive NPA to discuss with Amber   |
| <b>DEC's OCC</b> - Consider heating the building using biomass boilers.  | More than 7 years | <b>HIGH</b>   |  | Not practical  |
| <b>DEC's OCC</b> - Consider installing building mounted solar water heating.   | More than 7 years | <b>HIGH</b>   |  | The OCC roof would be ideal for solar panels and not just for water  |
| <b>DEC's OCC</b> - Consider installing wind turbines within the curtilage of the site.   | More than 7 years | <b>HIGH</b>   |  | NPA to discuss with Amber  |
| <b>DEC's OCC</b> - Consider the potential for heat recovery or air recirculation to reduce the energy burden in buildings with mechanical ventilation. | Recommendation    | <b>HIGH</b>   |  | Expensive to install with high maintenance costs, NPA to discuss with Amber  |
| <b>DEC's OCC</b> - Consider the installation of central chiller plant to replace individual split AC units in building 2.                              | Recommendation    | <b>HIGH</b>   |  | Could be done via an AC and incorporate other areas within the building.   |
| <b>DEC's OCC</b> - Consider a programme of BMS optimisation to investigate potential energy savings.   | Recommendation    | <b>MEDIUM</b> |  | We could investigate with our BMS provider the possibilities and supply costs  |
| <b>DEC's OCC</b> - Engage experts to assess potential energy savings to be made with PIR lighting control.   | Recommendation    | <b>LOW</b>    |  | Already have PIR lightening control on the majority of lights although some outer office lights designed to be left on |
| <b>DEC's OCC</b> - Arrange for sub metering of the regional server rooms so that their consumption can be excluded from the operational rating.        | Recommendation    | <b>LOW</b>    |  | NPA has in hand  |
| <b>DEC's OCC</b> - Investigate whether potential exists to reduce the incoming supply voltage.   | Recommendation    | <b>HIGH</b>   |  | This would potentially slow up everything, however will research on voltage optimisers.                                |

|  |                       |               |  |   |
|--|-----------------------|---------------|--|---|
| <b>DEC's Thetford</b> - Engage with a 'Champion' to introduce energy management techniques.  | Less than 3 years     | <b>LOW</b>    |  | Environmental Team to identify 'champion'   |
| <b>DEC's Thetford</b> - Consider installing weather compensator controls on heating and cooling systems.   | Less than 3 years     | <b>MEDIUM</b> |  | Heating system replacement forms part of 5yr programme maintenance strategy. Not inspecting                 |
| <b>DEC's Thetford</b> - Seek to minimise simultaneous operation of heating and cooling systems.  | Less than 3 years     | <b>MEDIUM</b> |  |   |
| <b>DEC's Thetford</b> - Implementation of an energy efficient equipment procurement regime to upgrade existing equipment and renew in a planned cost effective programme.  | Less than 3 years     | <b>LOW</b>    |  | Marcel to action. M&E procurement policy to be incorporated in 5yr plan for programme maintenance strategy. |
| <b>DEC's Thetford</b> - Review the condition of the building fabric and propose measures to improve energy performance - to include building pressure tests for air tightness and thermograph tests for insulation continuity. | Between 3 and 7 years | <b>MEDIUM</b> |  | Replacement windows to be installed as part of 5yr programme maintenance strategy.                          |
| <b>DEC's Thetford</b> - Consider replacing heating boiler plant with a condensing type.  | Between 3 and 7 years | <b>LOW</b>    |  | Heating system replacement forms part of 5yr programme maintenance strategy.                                |
| <b>DEC's Thetford</b> - Engage experts to propose specific measures to reduce hot water wastage and plan to carry this out   | Between 3 and 7 years | <b>HIGH</b>   |  |   |
| <b>DEC's Thetford</b> - Review the building lighting strategies and propose alterations and/or upgrades to day lighting provisions, luminaries and their control systems and an implementation plan.                           | More than 7 years     | <b>HIGH</b>   |  | Lighting forms part of 5yr programme maintenance strategy - April 2010.                                     |
| <b>DEC's Thetford</b> - Consider installing building mounted solar water heating.  | More than 7 years     | <b>MEDIUM</b> |  | To be considered as part of 5yr programme maintenance strategy - April 2010.                                |
| <b>DEC's Thetford</b> - Consider insulating pipe work to improve the efficiency of the heating system.   | Recommendation        | <b>LOW</b>    |  | Heating system replacement forms part of 5yr programme maintenance strategy - April 2010.                   |

|   |                       |               |  |  |
|---|-----------------------|---------------|--|--|
| <b>DEC's Thetford</b> - Consider installing PIR sensors in areas with intermittent use.   | Recommendation        | <b>MEDIUM</b> |  | Lighting forms part of 5yr programme maintenance strategy.                                   |
| <b>DEC's Thetford</b> - Consider the benefits of a direct fired gas boiler over the existing calorific arrangement.   | Recommendation        | <b>MEDIUM</b> |  | Heating system replacement forms part of 5yr programme maintenance strategy - November 2009. |
| <b>DEC's Bethel St</b> - Engage with a 'Champion' to introduce energy management techniques.  | Less than 3 years     | <b>LOW</b>    |  | Environmental Team to identify 'champion'  |
| <b>DEC's Bethel St</b> - Seek to minimise simultaneous operation of heating and cooling systems.  | Less than 3 years     | <b>LOW</b>    |  | Poster awareness campaign to be launched October 2009.                                       |
| <b>DEC's Bethel St</b> - Implementation of an energy efficient equipment procurement regime to upgrade existing equipment and renew in a planned cost effective programme.                            | Less than 3 years     | <b>LOW</b>    |  | Relocation from Bethel St to 2 new sites planned for 2011/12                                 |
| <b>DEC's Bethel St</b> - Consider with chef and kitchen managers implementing a training programme and monitoring systems with incentives   | Less than 3 years     | <b>LOW</b>    |  | Bethel St. catering function closed October 2009.  |
| <b>DEC's Bethel St</b> - Consider replacing heating boiler plant with a condensing type.  | Between 3 and 7 years | <b>HIGH</b>   |  | Relocation from Bethel St to 2 new sites planned for 2011/12                                 |
| <b>DEC's Bethel St</b> - Engage experts to propose specific measures to reduce hot water wastage and plan to carry this out   | Between 3 and 7 years | <b>LOW</b>    |  | Relocation from Bethel St to 2 new sites planned for 2011/12                                 |
| <b>DEC's Bethel St</b> - Engage experts to review overall heating strategy and propose an investment programme for upgrading and/or switching to alternative solutions.                               | More than 7 years     | <b>HIGH</b>   |  | Relocation from Bethel St to 2 new sites planned for 2011/12                                 |
| <b>DEC's Bethel St</b> - Review the building lighting strategies and propose alterations and/or upgrades to day lighting provisions, luminaries and their control systems and an implementation plan. | More than 7 years     | <b>HIGH</b>   |  | Relocation from Bethel St to 2 new sites planned for 2011/12                                 |

|  |                       |               |  |  |
|--|-----------------------|---------------|--|--|
| <b>DEC's Bethel St</b> - Undertake lighting survey and take action to change least efficient lamps (i.e. tungsten filament)  | Recommendation        | <b>MEDIUM</b> |  | Relocation from Bethel St to 2 new sites planned for 2011/12   |
| <b>DEC's Bethel St</b> - Consider switching from existing water heating arrangements and install a dedicated direct fired gas boiler.  | Recommendation        | <b>MEDIUM</b> |  | Relocation from Bethel St to 2 new sites planned for 2011/12   |
| <b>DEC's Bethel St</b> - Consider extending the use of a new PL-L lighting system to all office areas.   | Recommendation        | <b>HIGH</b>   |  | Relocation from Bethel St to 2 new sites planned for 2011/12   |
| <b>DEC's Bethel St</b> - Consider the use of PIR control for lighting in intermittently occupied areas.  | Recommendation        | <b>MEDIUM</b> |  | Relocation from Bethel St to 2 new sites planned for 2011/12   |
| <b>DEC's Gt Yarmouth</b> - Engage with a 'Champion' to introduce energy management techniques.   | Less than 3 years     | <b>LOW</b>    |  | Environmental Team to identify 'champion'  |
| <b>DEC's Gt Yarmouth</b> - Seek to minimise simultaneous operation of heating and cooling systems.   | Less than 3 years     | <b>MEDIUM</b> |  | Poster awareness campaign to be launched October 2009.   |
| <b>DEC's Gt Yarmouth</b> - Clean windows and roof lights to maximise daylight entering building and reduce the need for artificial lighting.   | Less than 3 years     | <b>LOW</b>    |  | Cleaning of windows forms part of TFM contract which occurs 3 times per year.                            |
| <b>DEC's Gt Yarmouth</b> - Consider engaging with building users to economise equipment energy consumption with targets, guidance on their achievement and incentives.               | Less than 3 years     | <b>LOW</b>    |  | Forms part of the strategic recommendations within the Environmental & Sustainability Strategy document. |
| <b>DEC's Gt Yarmouth</b> - Implementation of an energy efficient equipment procurement regime that will upgrade existing equipment and renew in a planned cost-reflective programme. | Less than 3 years     | <b>LOW</b>    |  | New build 2012   |
| <b>DEC's Gt Yarmouth</b> - Implementation of regular inspections of the building fabric to review insulation and sealant measures and removal of ventilation paths.                  | Between 3 and 7 years | <b>LOW</b>    |  | New build 2012   |

|   |                       |               |  |                |
|---|-----------------------|---------------|--|----------------|
| <b>DEC's Gt Yarmouth</b> - Consider replacing heating boiler plant with a condensing type.  | Between 3 and 7 years | <b>HIGH</b>   |  | New build 2012 |
| <b>DEC's Gt Yarmouth</b> - Engage experts to propose specific measures to reduce hot water wastage and plan to carry this out.  | Between 3 and 7 years | <b>MEDIUM</b> |  |                |
| <b>DEC's Gt Yarmouth</b> - Review overall heating strategy and propose an investment programme for upgrading and/or alternative solutions.  | More than 7 years     | <b>MEDIUM</b> |  | New build 2012 |
| <b>DEC's Gt Yarmouth</b> - Review the building lighting strategies and propose alterations and/or upgrades to day lighting provisions, luminaries and their control systems and an implementation plan. | More than 7 years     | <b>HIGH</b>   |  | New build 2012 |
| <b>DEC's Gt Yarmouth</b> - Consider heating the building using biomass boilers  | More than 7 years     | <b>HIGH</b>   |  | New build 2012 |
| <b>DEC's Gt Yarmouth</b> - Consider installing building mounted solar water heating.  | More than 7 years     | <b>HIGH</b>   |  | New build 2012 |
| <b>DEC's Gt Yarmouth</b> - Consider fitting thermostatic radiator valves to radiators in the office space.  | Recommendation        | <b>MEDIUM</b> |  | New build 2012 |
| <b>DEC's Gt Yarmouth</b> - Review insulation on heating system pipe work to increase control of space temperature.  | Recommendation        | <b>LOW</b>    |  | New build 2012 |

## ANNEX E

### Waste Data – Recycling

| <b>GENERAL WASTE</b> |                    | <b>(PEARSONS)</b>  |            |
|----------------------|--------------------|--------------------|------------|
|                      | Total weight<br>kg | Weight<br>recycled | %          |
| <b>January 09</b>    | 19,145             | 16,273             | 85%        |
| <b>February 09</b>   | 19,435             | 16,520             | 85%        |
| <b>March 09</b>      | 19,965             | 16,970             | 85%        |
| <b>April 09</b>      | 18,682             | 15,880             | 85%        |
| <b>May 09</b>        | 19,750             | 16,788             | 85%        |
| <b>June 09</b>       | 15,669             | 13,319             | 85%        |
| <b>July 09</b>       | 20,314             | 17,267             | 85%        |
| <b>August 09</b>     | 19,016             | 16,164             | 85%        |
| <b>September 09</b>  | 20,042             | 17,036             | 85%        |
| <b>October 09</b>    |                    |                    |            |
| <b>November 09</b>   |                    |                    |            |
| <b>December 09</b>   |                    |                    |            |
| <b>Total</b>         | <b>172,018</b>     | <b>146,215</b>     | <b>85%</b> |

The weights provided are approximate as our waste is collected with other organisations and cannot be separated.  
Calculation - number of collections x average weight (42.07kg)  
OCC weights provided by Initial are included.

**Confidential waste**

| <b>CONFIDENTIAL WASTE</b> |                      | (PHS)       |  |  |  |
|---------------------------|----------------------|-------------|--|--|--|
|                           | Total weight<br>(kg) | % recycled  |  |  |  |
| <b>January 09</b>         | Not reported         | -           |  |  |  |
| <b>February 09</b>        | Not reported         | -           |  |  |  |
| <b>March 09</b>           | 21,238               | 100%        |  |  |  |
| <b>April 09</b>           | 20,548               | 100%        |  |  |  |
| <b>May 09</b>             | 11,030               | 100%        |  |  |  |
| <b>June 09</b>            | 18,570               | 100%        |  |  |  |
| <b>July 09</b>            | 19,283               | 100%        |  |  |  |
| <b>August 09</b>          | 19,657               | 100%        |  |  |  |
| <b>September 09</b>       | 21,682               | 100%        |  |  |  |
| <b>October 09</b>         |                      |             |  |  |  |
| <b>November 09</b>        |                      |             |  |  |  |
| <b>December 09</b>        |                      |             |  |  |  |
| <b>Total</b>              | <b>132,008</b>       | <b>100%</b> |  |  |  |

March to date - by recycling confidential waste Norfolk Constabulary have saved the equivalent of:

| Trees | Kw      | Cubic Metres | co2 (Kg) | Water (Ltrs) |
|-------|---------|--------------|----------|--------------|
| 2,244 | 554,434 | 304          | 79,205   | 4,224,256    |

## **ANNEX G**

### **NORFOLK CONSTABULARY** **TRAVEL AND TRANSPORT POLICY** **STAFF TRAVEL GOOD PRACTICE GUIDE**

#### **5.1 Objectives**

- 5.1.1 To help create a healthier, less car polluted and car dominated environment by encouraging all Police Staff to use modes of transport other than car, both travelling to and from work, and in the course of daily business, and thereby act as an example of good practice.
- 5.1.2 To investigate, identify and introduce a package of measures to promote sustainable travel choices to reduce reliance on the car.
- 5.1.3 The Travel Policy will comply with government's Policy Framework for Transport (as set out in the Transport White Paper, 10 Year Vision and The Transport Act 2000) and planning requirements arising there from.
- 5.1.4 The monitoring of the Travel Policy will be used to provide information on people's travel patterns and to identify the measures that would be the most effective to facilitate a reduction in car usage and an increase in the use of public and other forms of transport without adversely affecting the operational efficiency of Norfolk Constabulary.
- 5.1.5 This policy has been principally drafted in relation to the Operations and Communications Centre at Wymondham; the general principles are equally relevant to travel to/from all other police premises.

#### **5.2 Principles**

- 5.2.1 All personnel working at the Operations and Communications Centre or regularly visiting it (together with other police premises) should attempt to ensure that their travel arrangements accord with an environmental philosophy. That is, to arrange their transport to ensure the minimum possible emission of greenhouse gases, thereby helping to improve air quality and climate change, and the minimum possible road congestion.
- 5.2.2 When using official transport, personnel should seek to vehicle share where appropriate. When not using official transport, personnel should consider the use of public transport or car sharing before undertaking single occupancy car journeys.
- 5.2.3 As a matter of policy and wherever practical, the Force will enter into positive and proactive negotiations with public transport operators to ensure the provision

of public transport services to and from sites which best meet staff needs and requirements, as far as this is possible.

#### 5.2.4 The Constabulary undertakes:

- To create an awareness amongst all staff of environmental issues including travelling.
- To encourage all staff to adopt a means of travelling to work which is as environmentally sensitive as possible.
- To publicise to all staff alternative or “green” methods of travel.
- To consult with staff and staff associations about any new transport measures.

### 5.3 **Measures**

#### 5.3.1 The Constabulary will positively adopt and encourage the use of the following measures to ensure the objectives of this policy are met:

- Car sharing
- Cycling
- Walking to work
- Public transport
- Controlled car parking

#### 5.3.2 **Car Sharing Etc**

In recognition of the fact that travelling by car can sometimes be the only realistic option, especially where there is no public transport alternative, particular attention is given to the encouragement of car sharing. This is particularly applicable to new developments if the existing public transport provision is not very extensive and if locations are spread over a wide area of the county. To this end the following initiatives are to be implemented:

- Promote car sharing and its benefits, eg via poster campaigns and the use of the Force intranet site.
- Provide practical information, advice and support for car sharing.
- Provide a database of car sharers.
- Provide space on the staff intranet for potential car sharers to communicate.
- Explore the provision of alternatives, such as teleconferencing, to permit a reduction in business trips.
- Arrange deliveries and contractors’ attendance at non-peak periods where possible.
- Use of shop at HQ, on-site facilities to reduce the need for lunchtime trips.

#### 5.3.3 **Cycling**

Cycling is an efficient, healthy and environmentally friendly mode of transport. As part of a new development, and if possible within existing buildings, the Constabulary will aim to provide:

- Well lit and overlooked cycle parking facilities for all staff close to the main building for easy access.
- Lockers, showers and changing areas.

Additionally, in order to encourage cycling, the following measures will be adopted:

- Promote the health benefits of cycling.
- Explore the possibility of cycle pools.
- Set up and promote bike scheme and “bike to work” days.

#### 5.3.4 **Walking**

To encourage walking Norfolk Constabulary will undertake the following:

- Promote the health benefits of walking.
- Produce maps showing walking routes from local bus stops, town centres, bus and rail stations, showing distances and times.
- Provide lockers, showers and changing areas.

#### 5.3.5 **Public Transport**

Staff are encouraged to use public transport both for travel to work and also for business travel if operational requirements allow. Because of the nature of the work that is carried out by Norfolk Constabulary, the use of public transport for business travel will frequently be impractical. The work is carried out 24 hours a day, seven days a week with a wide range of shift patterns and thus often makes the use of public transport for business travel impractical. The remote location of some sites also makes the use of public transport for travel to work difficult in some cases. However, Norfolk Constabulary will undertake the following:

- Publicise up-to-date routes/timetables of existing relevant public transport services.

#### 5.3.6 **Car Parking**

Force car parking permits are issued to authorised staff for display on their car windscreens. Car parking spaces at the OCC site are designated in the following way:

- Staff living within a 1 mile radius of the OCC will not be issued with car parking passes unless they have disabled parking badges.
- Casual staff will not be issued with car parking permits when working at the OCC this will encourage the use of public transport and or car sharing.
- Some car parking spaces will be designated for use by recognised car sharers. Persons participating in the official car sharing scheme will be issued with Force car parking permits enabling them to park at the appropriate dedicated site.
- Some car parking spaces are designated for staff who are authorised as Essential Users in their contracts of employment.
- Some car parking spaces are designated for use by the Force Executive and Officers of Norfolk Police Authority
- Some car parking spaces are designated for use by disabled badge holders at each site.
- Some car parking spaces are designated for use by operational vehicles.
- From time to time some car parking spaces are coned-off for specific purposes.
- For all other authorised staff, car parking permits are issued initially to park at the Rugby Club or Ketts Park, then at Waitrose, and finally at the OCC site as spaces become available, and strictly in order.

#### 5.3.7 **Other Measures**

The following initiatives should be considered by appropriate staff in order to reduce staff dependence on travelling by car:

- Continue to develop greater use of information technology such as ISDN in conjunction with video and / or telephone conferencing.
- Ensure that venues for meetings, conferences and training events are fully accessible by all types of transport, not just by car, where possible.
- Encourage car sharing when more than one member of staff attends the same meeting / event.
- Encourage flexible working hours where this is consistent with other Constabulary requirements.

#### 5.4 **Good Practice Induction and Monitoring**

5.4.1 The following actions will be taken to implement this policy:

- Aim to produce an induction pack, which will include the Staff Travel Good Practice Guide and advice on how to travel to sites by various means.
- Provide space on the staff intranet site for potential car sharers to communicate.
- Provide space on staff notice boards for information and marketing material.
- Provide display stands for information and marketing material.
- Include regular bulletins and articles in the Force newspaper.
- Designate “Green Travel Days” to raise staff awareness of the Travel Policy and its contents and to encourage their commitment to it.
- Market specific daily initiatives, such as “Cycle to Work” days.
- Ensure that appropriate literature is available to staff at all times.

5.4.2 This is a dynamic Policy which should develop over time. The success of the measures undertaken to change travel habits will be the subject of a continuous and on-going process of monitoring, the outcome of which will be reflected in the further development of the Travel Policy. This monitoring process will include:

- An annual site audit of car parking, pedestrian, cycle and public transport facilities.
- An annual review of the Travel Policy.
- A “snapshot survey” of staff travel patterns to be undertaken as appropriate.
- **Bus use** – Obtaining information about bus passenger levels on specific routes from the bus operators and the numbers of travel passes issued to staff.
- **Cycle use** – Track bicycle use by counting the number of cycles on site on a regular basis.
- **Staff driving to work** – from the car-share matching scheme, it will be possible to determine how many staff have registered to car-share and how many have been matched.
- **Staff working from home / teleconferencing** – Review of staff records will ascertain the numbers of staff who are working from home or using teleconferencing facilities.
- **Business travel** – An audit of business travel will provide information on the usage of public transport / cycling for business trips.

5.4.3 Monitoring of the Travel Policy will help to identify progress with meeting targets and objectives and aid identification of initiatives for further development.

5.4.4 Many actions arising in this section require to be taken forward by all staff to achieve a successful outcome.

## ANNEX H

### Travel Plans

In conjunction with Norfolk County Council, Travel Plans have been written for Bethel Street, Gt. Yarmouth, Kings Lynn and OCC. Travel Plans are the Governments recommended way forward to widen travel choice to reduce reliance on the car and reduce the number of single occupancy vehicles coming onto site.



### Norfolk Constabulary - Great Yarmouth

#### Travel Plan

2009



## **CONTENTS**

1. Introduction
2. Reasons for producing a travel plan
3. Site audit
4. Surveys and consultation
5. Objectives and targets
6. Action Plan
7. Monitoring and Review
8. Marketing and Communication
9. Commitment

## **1. Introduction**

Great Yarmouth Police Station is a 2 storey building and was constructed in 1963. Located in an urban area on Howard Street North it serves the local business community and residents.

As part of Norfolk Constabulary's reorganisation programme, Great Yarmouth was identified as being a response base to serve the population of 55,000 residents. Great Yarmouth is one of six policing hubs across the county from which response base policing function now operates. This location was selected based upon demand and strategic road networks.

## **2. Reasons for Producing a Travel Plan**

Travel Plans are the Government's recommended way forward to widen travel choice, to reduce reliance on the car and reduce the number of single occupancy vehicles coming onto site.

A decrease in the number of cars arriving at the workplace will reduce congestion both at the office itself and on the approach roads enabling the office to become more accessible and safer for all staff and visitors. This will also result in a better local environment for pedestrians and cyclists becoming a more attractive place for staff to work and for nearby residents to live.

Producing a workable Travel Plan, and generating positive publicity, will improve the environmental image of the organisation and raise the profile of sustainable travel.

Many alternative forms of travel include an element of exercise that will lead to a healthier workforce, possibly leading to reduced rates of illness and a reduction in health related absences.

The automatic use of the car for business travel is not always the most cost effective or efficient option. Alternatives can be cheaper, faster (particularly for long journeys) and provide additional time in which to prepare for meetings or carry out work that would not be possible when sat at the wheel of a car.

Organisations which have a Travel Plan demonstrate a responsible, caring and business orientated approach towards staff, customers, suppliers, and towards the local community.

## **3. Site information**

### **3.1. Travel Plan Co-ordinator**

The key to the success and implementation of this Travel Plan is to involve staff at all stages. This consultation will be achieved by the allocation for the role of Travel Plan Co-ordinator who will:

- Co-ordinate the TP with management support
- Provide travel information
- Be the point of contact for travel queries
- Co-ordinate the completion of the travel surveys and develops new measures in response to results
- Expand objectives, set targets, and develop monitoring methods
- Enable staff to put forward their ideas and views about travelling to and from this office
- Communicate information about developments within the TP
- Promote national travel campaigns as appropriate.

Name of Travel Plan Co-ordinator: Lee Morton

Position within organisation: Environmental Administrator

Telephone number: 01953 424277

Email address: mortonl@norfolk.pnn.police.uk

HR contact to support the Travel Plan is Penny Ellis 01953 423782

### **3.2. Location and address**

Name of organisation: Norfolk Constabulary (Great Yarmouth Police Station)

Size of organisation: 281 employees (Great Yarmouth Police Station)

Address:

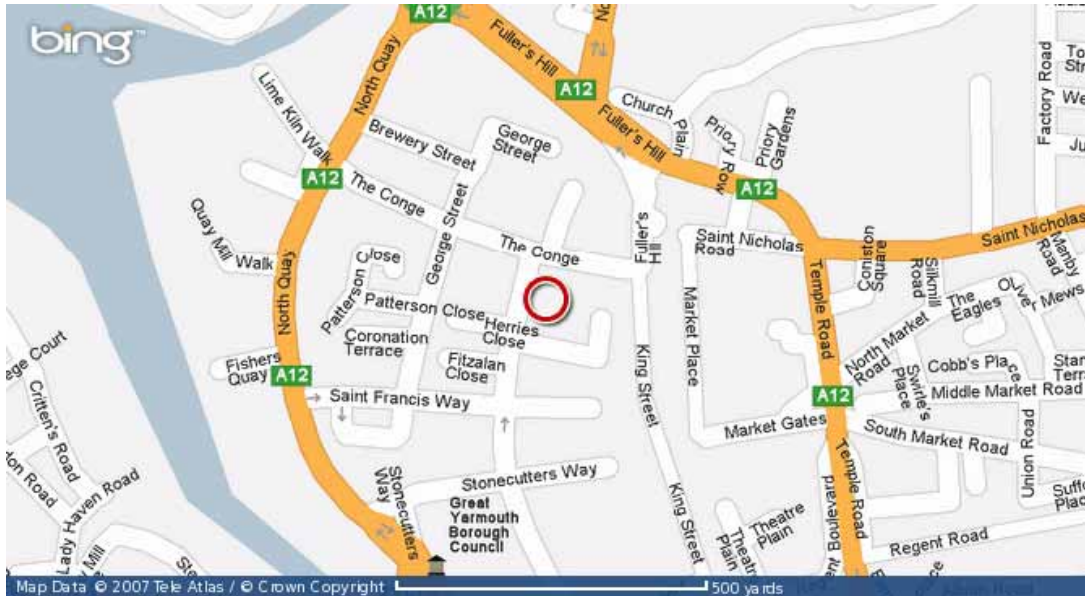
Howard Street North

Great Yarmouth

Norfolk

NR30 1PH

- Nature of business: Law and Order
- This is one of six response bases for Norfolk Constabulary
- Scale of this organisation is local



The organisation is located:

- In an urban area
- Near a residential area
- The nearest main routes are A12, A47 and A149

Town centre location near main shopping district, car parking, business and social facilities

All office space is occupied at this location including the basement area which is utilised as personal storage facilities for officers.

### 3.3. Staff Details

#### Employees

There are 281 Norfolk Constabulary employees based at Great Yarmouth Police Station.

#### Hours of Work

Staff based at Great Yarmouth police station consists of both office based support staff and front line policing. Therefore activity is 24hrs a day, 7 days a week.

#### Business Mileage

Operational vehicles across the County cover an approximate annual mileage of 7,677k (projected 2009/2010)

Essential and casual users claimed a total of 784,956 miles between April 2008 and March 2009.

### 3.4. Car Use

## Car Parking

The site offers parking for 67 vehicles. The parking is designated as follows:

- Disabled: 3
  - Visitors: 2
  - Operational: 23
  - Essential Users: 12
  - Fleet: 5
  - Senior officers: 7
  - Staff: 15
- The 15 spaces reserved for staff at the front of the building are on a 'first come first served basis'.
  - Norfolk Constabulary does not charge for staff parking.
  - This site does not currently have a car park management strategy (CPMS)

## Car Sharing

Norfolk Constabulary does not run a formal car sharing scheme however [www.carsharenorfolk.com](http://www.carsharenorfolk.com) is the recommended website. Staff are invited to register and search the database to find a potential car share partner. A link to the site is available from the Environmental web page.

## Company Cars

- Essential car users are paid a lump sum to cover costs for using their own car.
- Casual car users are entitled to claim mileage allowances if they are authorised and required to use their car on business.
- This organisation has 1 pool car based at Great Yarmouth.

### Motor Vehicle Allowances (Police Officers and Police Staff)

The rates for motor vehicle allowances have been revised with the effect from 1st April 2009.

| <b>Essential Users</b>       | 451-999cc | 1000-1199cc | 1200cc and over |
|------------------------------|-----------|-------------|-----------------|
| Lump sum per annum           | £795      | £906        | £1,170          |
| Per mile - first 8,500 miles | 33.6p     | 37.1p       | 46.4p           |
| Per mile - after 8,500 miles | 11.7p     | 12.2p       | 14.2p           |
| <b>Casual Users</b>          |           |             |                 |

|                              |       |       |       |
|------------------------------|-------|-------|-------|
| Per mile - first 8,500 miles | 42.9p | 47.7p | 60.1p |
| Per mile - after 8,500 miles | 11.7p | 12.2p | 14.2p |

- Transport Rate for Training Courses - with effect from the 1st April 2009 the locally agreed transport rate for both Police Officers and Police Staff is 43.5p per mile.
- Transport rate for Special Constables - with effect from 1st April 2009, the transport rate is 42.9p per mile (Casual User).

## Fleet Vehicles

As of September 2009, Norfolk Constabulary has 385 operational vehicles and 11 motorcycles across the fleet.

### 3.5. Public Transport

Nearest train station: Vauxhall Station, Great Yarmouth.

- 0.4 miles away. Walking time from railway station to the site is approximately 10 minutes.
- Timetable information can be found at [www.nationalrail.co.uk](http://www.nationalrail.co.uk)

Nearest bus stop: Howard Street North.

- Opposite the site
- No shelter provided
- Timetable information provided at the bus stop for services 1,1A,8 & 8A
- Timetable information can be found at [www.firstgroup.com](http://www.firstgroup.com)

First Group offer free travel on First Group buses for Police officers or PCSO's on or off duty on production of their warrant card. Advised by Chief Inspector Carl Edwards / HR – Dawn Atter

### 3.6. Pedestrians

The infrastructure includes adequate pavements, dropped kerbs and safe crossings to encourage walking to the site.

- There are no lockers / storage areas for office based support staff to use if they walk to work.
- Shower facilities are available for staff if they wish to walk to work.

### 3.7. Cycling

- Cycle routes are available on the approach to Howard Street North.
- Norfolk Constabulary does not offer provision for secure on site cycle storage.
- There are no lockers / storage areas for office based support staff to use if they cycle to work.

- There are shower facilities for employees to use if they cycle to work.
- Cycle route information can be found at [www.sustrans.org.uk](http://www.sustrans.org.uk) or [www.norfolk.gov.uk](http://www.norfolk.gov.uk)

### **3.8. Motorbikes, scooters and mopeds**

- There is no parking provided for motorbikes, scooters and mopeds.
- There are no lockers / storage areas for office based support staff which can be used for motorbike, scooter and moped equipment.
- Showers are provided for the use of motorbike, scooter and moped riders.

### **3.9. New Recruits**

The Travel Plan Co-ordinator does not currently encourage new recruits to make a decision about the best way to travel to and from this office.

- There is an induction scheme for new recruits but options for travelling to and from the site is not included.
- Information about travelling to the office is not sent with the invitation to interview.
- Travelling to the office is not discussed as part of the interview.
- An induction pack is not provided when starting a new job.
- The Departmental Induction Checklist does not contain travel choices for commuting

### **3.10. Deliveries**

- No separate delivery entrance is provided.
- Where possible deliveries are arranged outside peak times.

### **3.11. Travel Information**

- Public transport information is not held at reception although information via the internet can be sought on behalf of visitors by reception staff.
- A Travel Guide has not been produced for this office
- No information is available from our Travel Plan Co-ordinator
- More details: a link has been made available on the Environmental web page for bus timetables and car share Norfolk.

### **3.12. Reducing the Need to Travel**

Methods of working available to employees in this office include:

- Flexi-time
- Teleconferencing
- Compressed working week is available providing a [business case](#) is submitted and approved and you have the support of your Line Manager.
- Home working on an ad hoc basis only must be approved with your Line Manager. A commitment to home working has not been made due to policy issues such as H&S and IT security.

### **3.13. Involve Human Resources**

Travel Plans can have an impact on conditions of service and, in some instances; staff may interpret the proposed changes as an attempt to reduce their current benefits. It is, therefore, important to involve the Human Resources (HR) department and staff representatives at the earliest possible stage.

HR contact to support the Travel Plan is Penny Ellis 01953 423782

### **3.14. Visitors**

- No information is currently available to visitors.

### **3.15. Company Policies and Procedures**

The Travel Plan Co-ordinator will start investigating policies and procedures which relates to the Travel Plan.

This organisation will review its policies and procedures to ensure support for the Travel Plan.

### **3.16. Future Changes**

Future changes that may happen within our organisation which will affect travel to our site include:

- Refurbishment programme planned for 2012 which could result in a temporary increase in commuting for support staff and officers if temporarily relocated whilst work is undertaken.
- Impact to local community by increase number of service providers accessing the site.

## **4. Surveys & Consultation**

### **4.1. Consultation**

- Staff comments from the survey.

### **4.2. Surveys**

We have conducted the following surveys:

- Staff survey conducted in May 2008
- 33 responses but it is unknown how many members of staff were issued with the survey.

### **Survey Results - Summary**

The following provides a summary of the results and gives an indication of the initiatives to be implemented to reduce single occupancy vehicles.

84% of staff would normally use their car for commuting with 60% of these saying there is no alternative. 96% of cars commuting to and from the site are single occupancy vehicles.

The high car usage is probably because, of those who responded, 63% live 10 miles or more from the site.

Of the staff questioned 42% live within cycling distance, with 39% giving consideration to cycling. To encourage more staff to cycle to work 18% would like to see improved cycle parking, 18% to obtain discount on bicycles, 21% would like the shower facilities upgraded and 30% would like an improvement in cycle paths. 42% of the staff questioned regard on site parking of cycles as being poor and 21% for motorcycles.

15% have expressed an interest in utilising a pool bicycle.

To encourage staff to use public transport to work 42% would like to see a more frequent service and 39% would like more direct routes and discounted tickets.

Although 81% see car sharing as an inconvenience, 36% would consider it to reduce congestion. Of that 36%, approximately one third would be encouraged by sharing costs, a guaranteed ride home in an emergency, car share on ad hoc days rather than commit to 5 days per week and although some would prefer to share with a colleague they would like to refer to a database to find potential sharers.

Walking to work appears the least popular alternative to driving, 72% said nothing would encourage staff to walk.

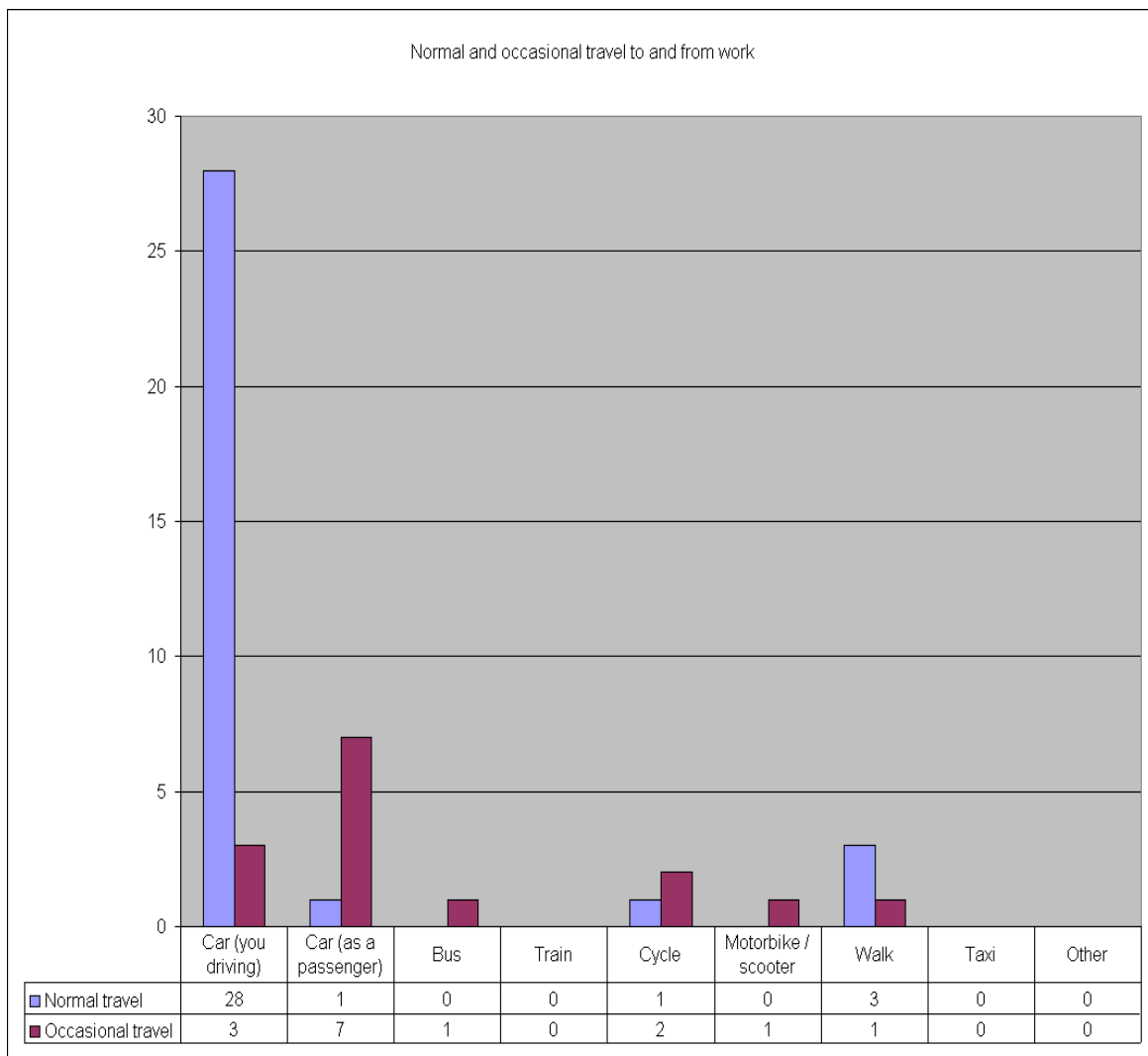
39% have shown an interest in working from home however, policy issues preclude this from being a realistic alternative.

90% of staff are not aware of the Environmental Administrator role therefore the need to raise the profile

69% of staff have not changed their commuting habits in the last 12 months and as few initiatives have been rolled out since the survey was undertaken, re-surveying in April 2010 would be beneficial.

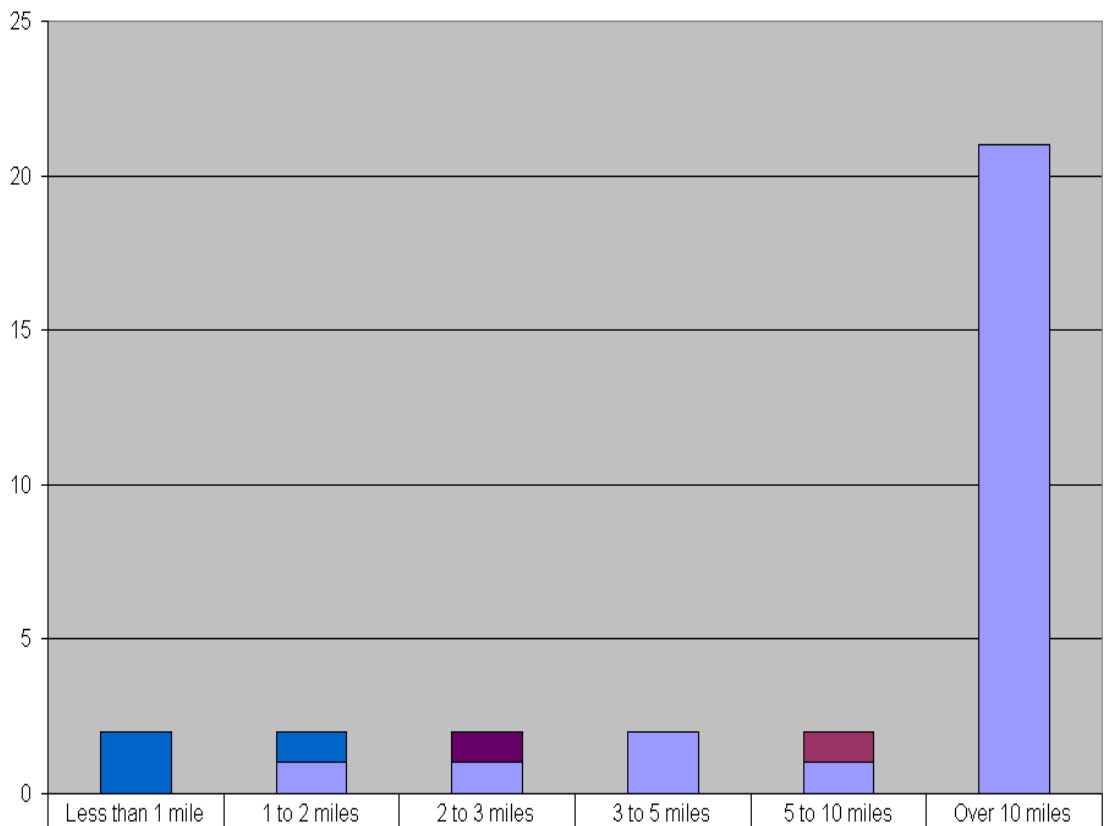
It is worth noting that of those questioned, 45% would not consider cycling, 27% would not consider using the bus and 72% would not walk to work. Those who would not consider alternative means of transport are the group who would be most difficult to influence and bring about change in their habits to a modal shift.

### 4.3. Results of Surveys

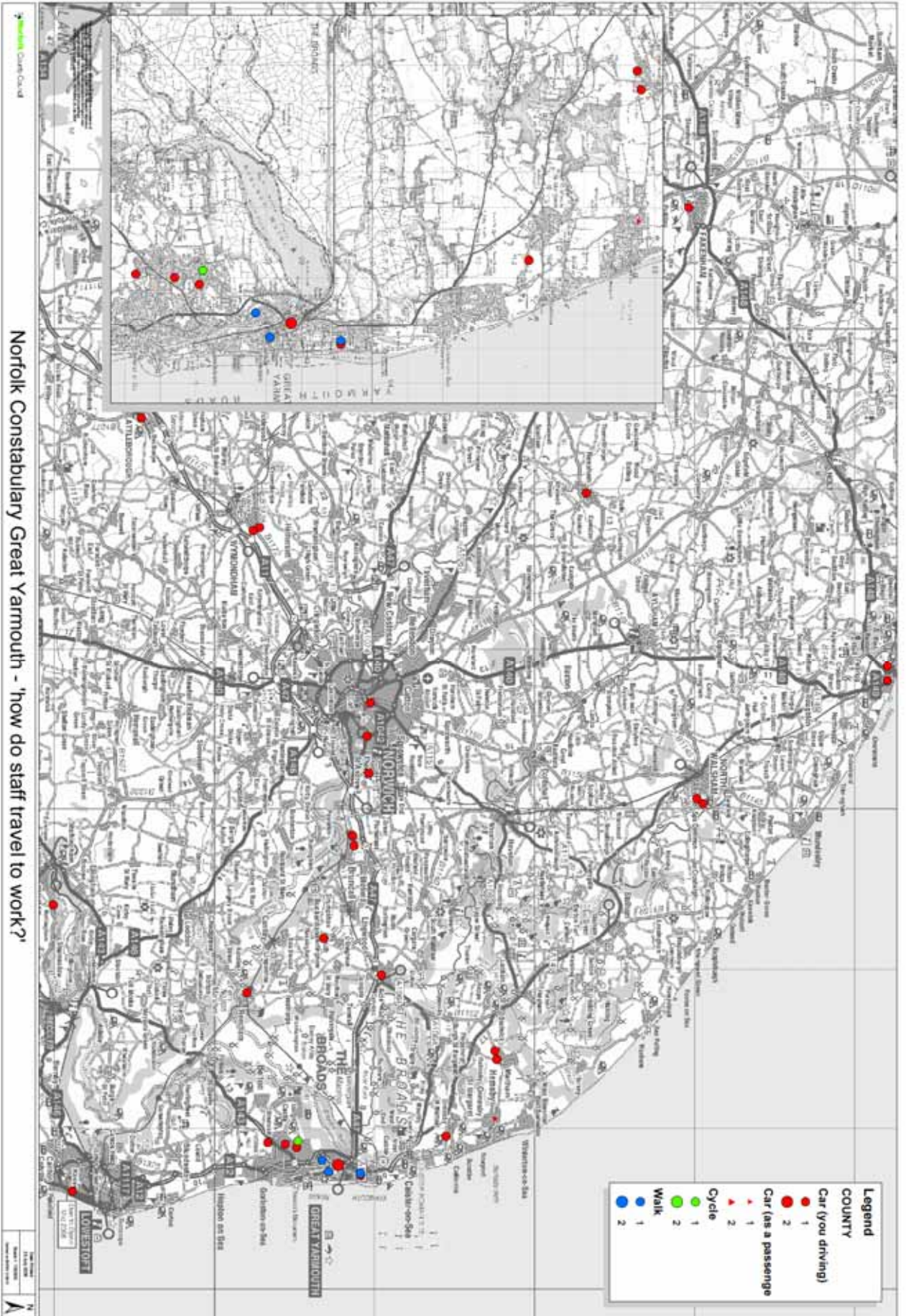




Distance by Mode



|                      | Less than 1 mile | 1 to 2 miles | 2 to 3 miles | 3 to 5 miles | 5 to 10 miles | Over 10 miles |
|----------------------|------------------|--------------|--------------|--------------|---------------|---------------|
| Other                | 0                | 0            | 0            | 0            | 0             | 0             |
| Taxi                 | 0                | 0            | 0            | 0            | 0             | 0             |
| Walk                 | 2                | 1            | 0            | 0            | 0             | 0             |
| Motorbike / scooter  | 0                | 0            | 0            | 0            | 0             | 0             |
| Cycle                | 0                | 0            | 1            | 0            | 0             | 0             |
| Train                | 0                | 0            | 0            | 0            | 0             | 0             |
| Bus                  | 0                | 0            | 0            | 0            | 0             | 0             |
| Car (as a passenger) | 0                | 0            | 0            | 0            | 1             | 0             |
| Car (you driving)    | 0                | 1            | 1            | 2            | 1             | 21            |



Norfolk Constabulary Great Yarmouth - 'how do staff travel to work?'

## 5. Objectives of this Travel Plan

The objectives for this organisation are:

1. Reduce the need for single occupancy private car based travel for commuting and Constabulary business.
2. Increase the travel choices available for staff, members and visitors to Norfolk Constabulary.
3. Promote and encourage the use of greener sustainable and healthy travel choices to staff and visitors.
4. Minimise the environmental impact of Norfolk Constabulary's commuting and business travel.

These objectives may change over time due to the results of the surveys, changes within the organisation and changes to the environment around it. Indeed, the success of the Travel Plan is dependant upon many other factors and initiatives within and outside the Constabulary's control.

Using the objectives of the Travel Plan as a basis, a series of targets have been developed and an action task list produced to assist in meeting these targets over the next 5 years. These targets will allow for progress to be measured by staff surveys and will provide a direction for the future development of the Travel Plan.

The Travel Plan will be updated annually subsequent to resurveying. Resurveying will take place every April to monitor performance against targets set.

|  | <b>TIMESCALE</b> |             |             |             |             |
|--|------------------|-------------|-------------|-------------|-------------|
| <b>TARGET</b>  | <b>2009</b>      | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> |
| 1. Reduce the number of single occupancy vehicles*.        | 85%              | 82%         | 77%         | 73%         | 68%         |
| 2. To increase the number of staff car sharing.            | 3%               | 5%          | 8%          | 10%         | 13%         |
| 3. To increase the number of staff cycling to work.        | 3%               | 4%          | 4%          | 5%          | 6%          |
| 4. To increase the number of staff walking to work.        | 9%               | 9%          | 10%         | 11%         | 11%         |
| 5. To increase the number of staff using public transport. | 0%               | 0%          | 1%          | 1%          | 2%          |
| <b>TOTAL</b>   | <b>100%</b>      | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> |
| Conduct annual survey to measure progress                  | April            | April       | April       | April       | April       |

The targets set are based upon survey results conducted in May 2008. As little activity has taken place to implement actions, the 5 year timescale to reduce single occupancy journeys and increase the use of sustainable transport has been set with effect from 2009.

1. Norfolk County Council advises, in urban areas a 20% reduction in car use over 5 years is achievable.
2. An increase in 10% has been estimated based upon the percentage reduction in single occupancy vehicles and the survey response from those who would consider car sharing.
3. Survey results show 24% of staff live within 5 mile radius of the site with currently 3% of staff cycling. As cycling would not be the preferred option for all staff the target takes into consideration that staff may elect another form of sustainable transport.
4. Department for Transport state the proportion of staff walking to work is unlikely to exceed the percentage of staff living within 2 miles of the site. The results of the survey shows 12% of staff live within 2 miles but it is doubtful all staff would choose to walk to work either for physical, practical or personal reasons therefore the target is set just below this level.
5. Currently 3% of staff use the bus for occasionally with a zero return for train use. As the survey reflects the need for reliable, cheap and frequent service to consider bus travel the target has been set to reflect this.

## 6. Action Task List

| No.   | Action   | Responsibilities                        | Approx. £                                    | Target Date            |
|---|--|---|--|------------------------|
| <b>Awareness, Promotion &amp; information</b> |  |   |  |                        |
| 1.1   | Implement maintain & update web pages.   | Travel Plan Administrator               | £0   | Ongoing                |
| 1.2   | Introduce 'Travel Plan' notice board to promote initiatives                          | Travel Plan Administrator               | £50  | 2009                   |
| 1.3   | Regular updates & promotion of travel initiatives via Force Announcement             | Travel Plan Administrator               | £0<br>(Electronically)                       | 2009                   |
| 1.4   | Designate a 'Champion' (in line with DEC's) & issue information pack.                | Travel Plan Administrator               | £0<br>(Electronically)                       | 2009                   |
| 1.5   | Introduce travel information to new staff welcome packs.                             | Travel Plan Administrator/HR            | £25<br>(Printing costs)                      | 2010                   |
| 1.6   | Introduce travel information to interview packs.                                     | Travel Plan Administrator/HR            | £25<br>(Printing costs)                      | 2010                   |
| 1.7   | Encourage service areas to consider impact of travel for events/meetings/training.   | Travel Plan Administrator/Training      | £0<br>(Engage with depts..)                  | 2010                   |
| 1.8   | Introduce travel information pack to visitors  | Travel Plan Administrator / HR          | £0<br>(Issue electronically)                 | 2010                   |
| 1.9   | Liaise with Suffolk / Cambridgeshire Constabulary to share initiatives               | Travel Plan Administrator               | £12.50<br>(Travelling costs)                 | Sept 2009 & ongoing    |
| 1.10  | Incorporate a 'green week' with 'cycle to work' day                                  | Travel Plan Administrator               | £75<br>(Printing & promotional costs)        | Cycle to work day 2010 |
| 1.11  | Awareness campaign on health benefits cycling/walking                                | Travel Plan Administrator               | £10<br>(Printing costs & in-house expertise) | 2010                   |
| 1.12  | Promotion of cycling/walking routes  | Travel Plan Administrator               | £0<br>(Electronic & NCC handouts)            | 2010                   |
| 1.13  | Deliveries to be made outside of core hours where possible. Review tender contracts. | Travel Plan Administrator / Procurement | £0   | 2009                   |
| <b>Facilities</b>                             |  |   |  |                        |
| 2.1   | Explore shower/locker/changing   | Travel Plan Administrator/Estates       | £0<br>(see below)                            | 2010                   |

|                           |   |                                      |                                       |      |
|---------------------------|---|--------------------------------------|---------------------------------------|------|
|                           | room/drying room facilities   |                                      |                                       |      |
| 2.2                       | Assess storage facilities/security for cycles   | Travel Plan Administrator/Estates    | Up to £5k funding from NCC            | 2010 |
| <b>Parking Management</b> |   |                                      |                                       |      |
| 3.1                       | Review car parking policy for car sharers i.e offering priority parking space.                              | Travel Plan Administrator            | £50 (Priority parking signage)        | 2010 |
| <b>Cycling</b>            |   |                                      |                                       |      |
| 4.1                       | Introduce a bicycle pool for operational related travel (Safer Neighbourhood Teams)                         | Travel Plan Administrator /SNT Teams | £0 (see below)                        | 2010 |
| 4.2                       | Adult cycling proficiency during 'green week'   | Travel Plan Administrator            | NCC ??                                | 2010 |
| 4.3                       | Personal safety and security coding of bicycles during 'green week'   | Travel Plan Administrator            | £0 (Utilise in-house expertise)       | 2010 |
| 4.4                       | Secure funding for freebies e.g. hi-vis gear  | Travel Plan Administrator            | See 1.10                              | 2010 |
| 4.5                       | Negotiate discounts with local cycle store  | Travel Plan Administrator            | £0                                    | 2010 |
| 4.6                       | Tax free bikes for work scheme<br><a href="http://www.cyclescheme.co.uk/">http://www.cyclescheme.co.uk/</a> | Travel Plan Administrator/HR         | £0 (Advertise on-line & via payslips) | 2009 |
| 4.7                       | Establish a Bike User Group (BUG)/ cycling buddies  | Travel Plan Administrator            | £0                                    | 2010 |
| 4.8                       | Bike Week ?? June 2010  | Travel Plan Administrator            | See 1.10                              | 2010 |
| 4.9                       | Promotion of electric bicycles during Bike Week.  | Travel Plan Administrator            | £0 (Local supplier to exhibit)        | 2010 |
| <b>Walking</b>            |   |                                      |                                       |      |
| 5.1                       | Secure funding for freebies e.g. hi-vis strip   | Travel Plan Administrator            | £50                                   | 2010 |
| 5.2                       | Provide security advice when walking  | Travel Plan Administrator            | £0 (Utilise in-house expertise)       | 2010 |
| <b>Car Sharing</b>        |   |                                      |                                       |      |
| 6.1                       | Promote use of carsharenorfolk.com  | Travel Plan Administrator            | £5 (Poster/electronic awareness)      | 2009 |

|                                   |   |  |   |      |
|-----------------------------------|---|--|---|------|
| 6.2                               | Guidance to staff on insurance cover and mileage allowance  | Travel Plan Administrator                | £0<br>(Electronic)                      | 2009 |
| 6.3                               | Establish possibility of car share parking space(s) as incentive  | Travel Plan Administrator                | See 3.1                                 | 2009 |
| 6.4                               | Set up taxi home in an emergency procedure  | Travel Plan Administrator                | £200                                    | 2009 |
| <b>Public Transport</b>           |   |  |   |      |
| 7.1                               | Explore possibility of discounted tickets.  | Travel Plan Administrator                | £0                                      | 2010 |
| 7.2                               | Promote use of train/buses  | Travel Plan Administrator                | £5<br>(Poster/electronic link/handouts) | 2009 |
| 7.3                               | Feedback received in relation to bus services to be reported back to Norfolk County Council/First                   | Travel Plan Administrator                | £0                                      | 2010 |
| <b>Reducing car use</b>           |   |  |   |      |
| 8.1                               | Explore possibilities for home working  | Travel Plan Administrator/HR             | £0<br>(Engage with HR)                  | 2010 |
| 8.2                               | Explore possibilities for tele-conferencing   | Travel Plan Administrator/ICT            | £0<br>(Engage with ICT)                 | 2009 |
| 8.3                               | Review the generous mileage reimbursement.  | Travel Plan Administrator / Finance / HR | £0<br>(Engage with HR/Finance)          | 2010 |
| <b>Monitoring &amp; reviewing</b> |   |  |   |      |
| 9.1                               | Travel Plan officer to implement Action Plan  | Travel Plan Officer                      | £0                                      | 2009 |
| 9.2                               | Annual survey to monitor effectiveness and compare data for targets.  | Travel Plan Officer                      | £0                                      | 2010 |
| 9.3                               | Continue to work with Norfolk County Council in the development and implementation of the Action Plan.              | Travel Plan Officer                      | £0                                      | 2009 |
| 9.4                               | Management Team to advise on future development/strategies to ensure it's incorporated into the Travel Plan policy. | Travel Plan Officer                      | £0<br>(Engage with BPU)                 | 2009 |

1.9 Cost split across 4 Travel Plans.

1.11 Utilise expertise of Norfolk Constabulary fitness instructors.

2.1 Gt. Yarmouth is subject to a refurbishment programme in 2010/2011 as part of an ongoing maintenance strategy review. The nature of police work means that shower/locker/changing & drying room facilities are already available. Lockers dedicated to cyclists/walkers would be the standard. These can be sourced a nil cost from furniture stores.

4.1 Cycles can be sourced free of charge from PSE Dept. within Norfolk Constabulary.

A budget of approximately £510 is required to fulfil the actions listed above. The funding can be secured against the Environmental departmental budget.

Norfolk County Council have offered funding of up to £5k for cycle storage provision at this site providing the Travel Plan is signed off, cycle storage is purchased, implemented and the costs reclaimed from NCC this financial year.

## 7. Monitoring & Review

This organisation will monitor their Travel Plan by reviewing the plan against targets set through Support Services Management Team, Travel Plan Officer and feedback from user groups.

|  | <b>Who</b>  | <b>When</b>                        | <b>Why</b>  |
|--|---|------------------------------------|---|
| <b>Implementation</b>                        | Travel Plan Officer                                   | As per Action task List            | To deliver Travel Plan                            |
| <b>Resurvey</b>                              | Travel Plan Officer                                   | Annual, every April                | To monitor modal shift                            |
| <b>Monitor results against original data</b> | Travel Plan Officer/ Support Services Management Team | After annual survey                | To monitor progress against target.               |
| <b>Review - update plan</b>                  | Travel Plan Officer                                   | Every year subsequent to surveying | To reflect current legislation and work practise. |

Norfolk County Council to conduct an on-line survey each April and to compile survey results.

It was agreed to incorporate additional questions to obtain a greater understanding of current practise and future aspirations for target setting.

What is your postcode?

Where do you currently park?

- On-site staff car park
- Off site staff car park
- Public Car Park
- Street

Other

Is there scope within your work to utilise tele conferencing facilities in order to reduce the need for travel?

Yes

No

If yes, do you know how to arrange a tele conf.?

Do you car share with a member of Norfolk Constabulary staff?

Yes

No

If you drive, on average, how long does your journey to your usual place of work?

Less than 5 minutes

5 – 10 minutes

10 – 20 minutes

20 – 30 minutes

30 minutes – 1 hour

Over an hour

Do you normally work?

Flexi time

Shifts

## **8. Marketing & Communication**

This organisation is going to market their Travel Plan by various methods such as

- Web page
- Force Announcements
- Posters
- Road show
- Notice boards
- Global Email

**9. Commitment**

Approved by Borough Council:

Signed \_\_\_\_\_ Dated \_\_\_\_\_

Approved by Travel Plan Officer:

Signed \_\_\_\_\_ Dated \_\_\_\_\_

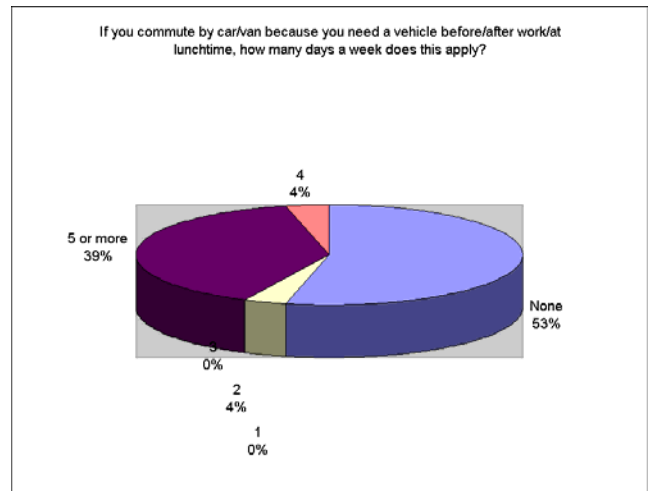
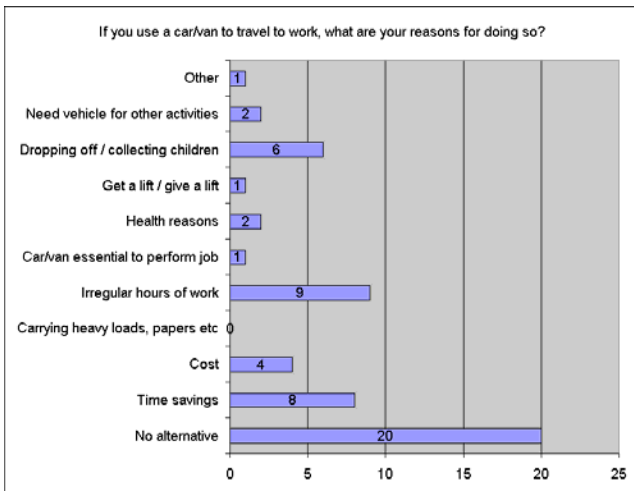
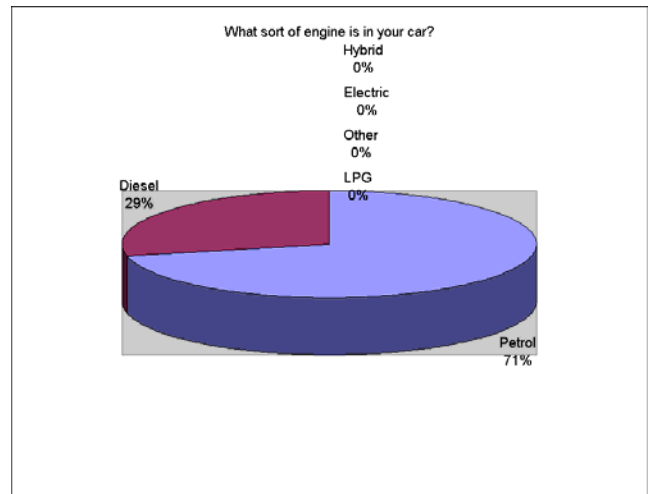
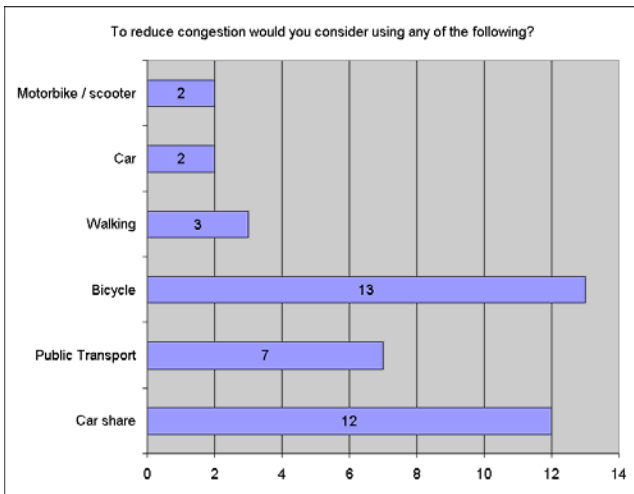
Approved by Head of Facilities:

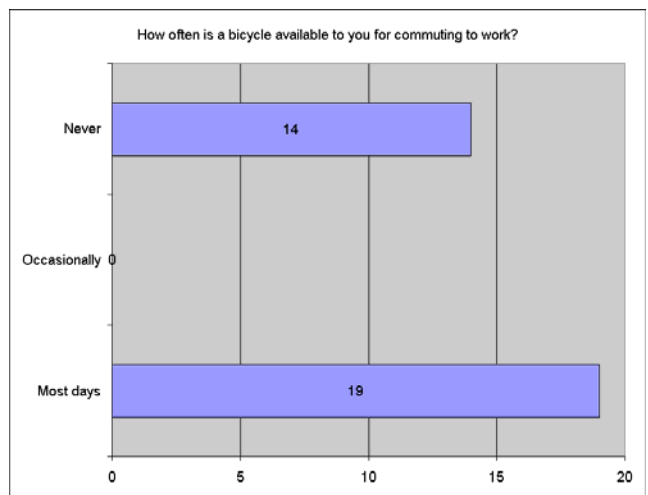
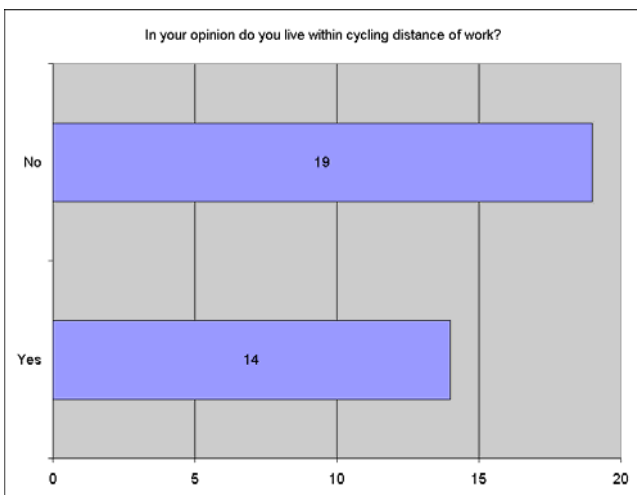
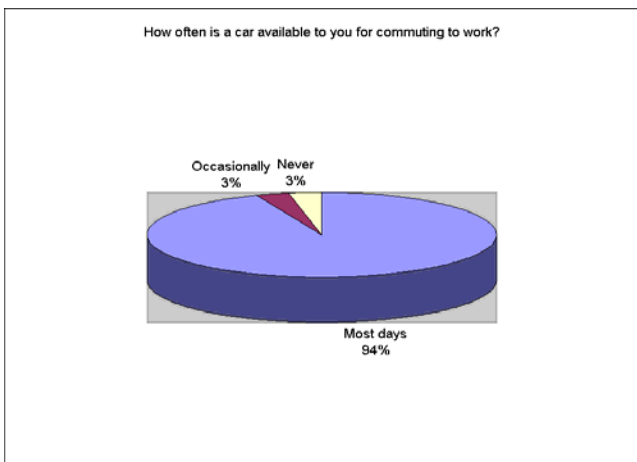
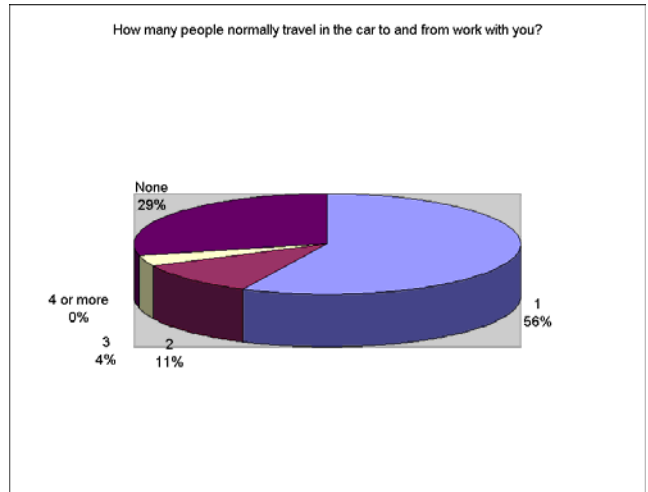
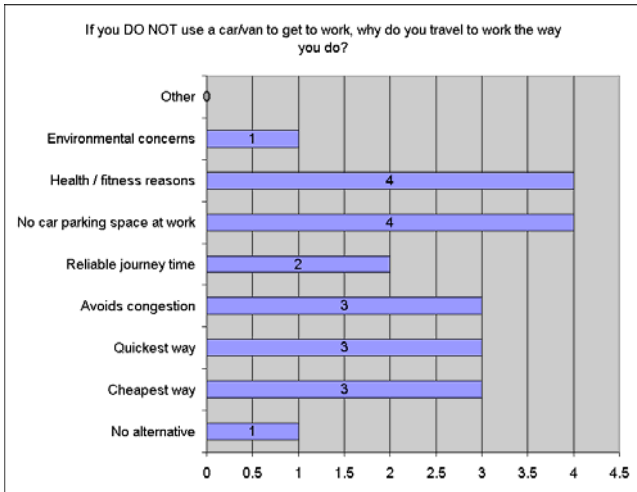
Signed \_\_\_\_\_ Dated \_\_\_\_\_

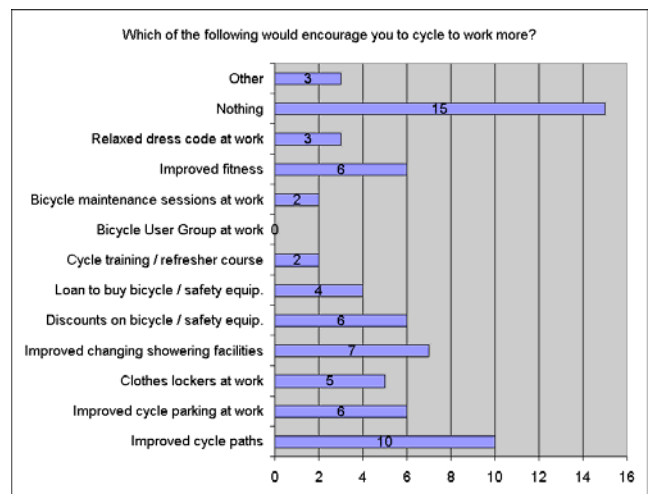
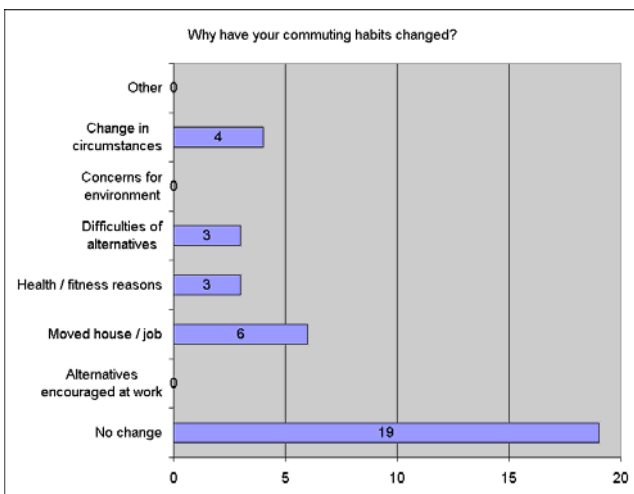
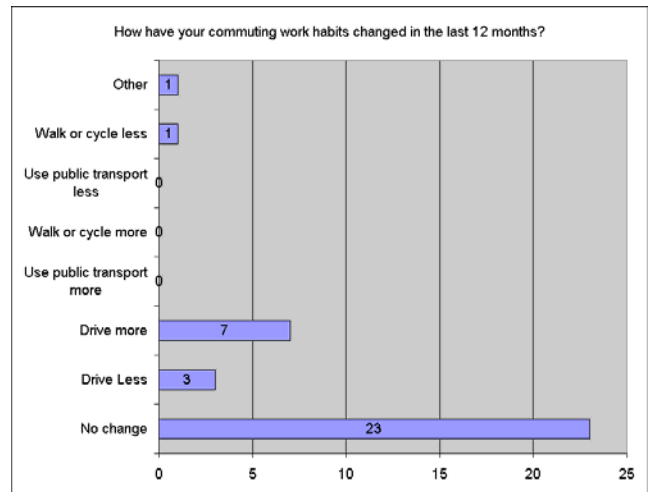
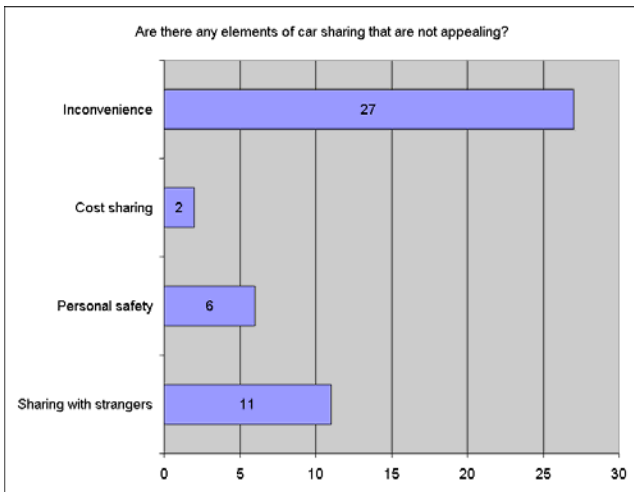
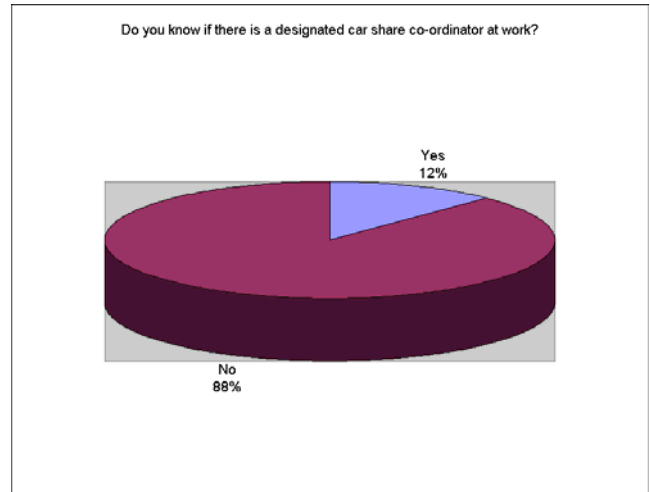
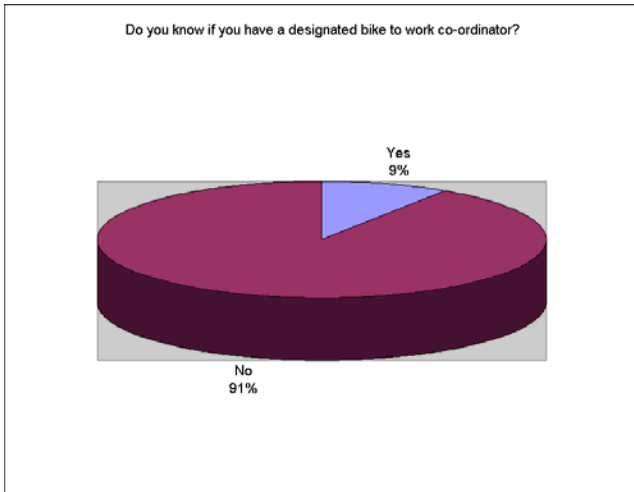
Approved by Director of Support Services

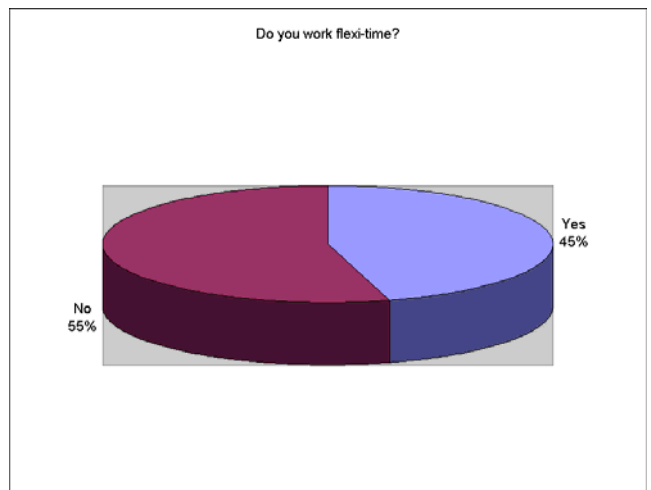
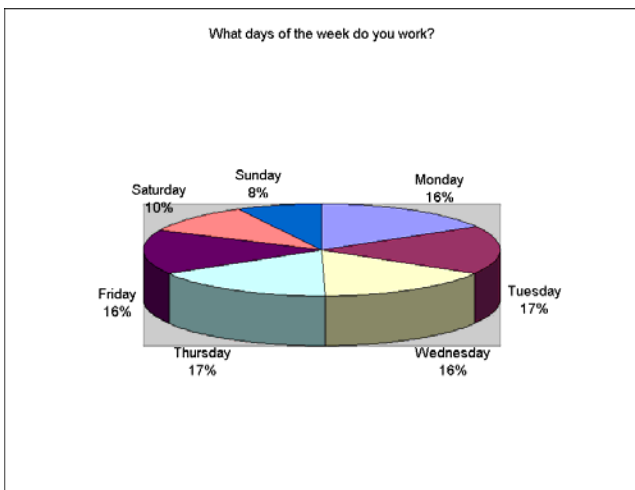
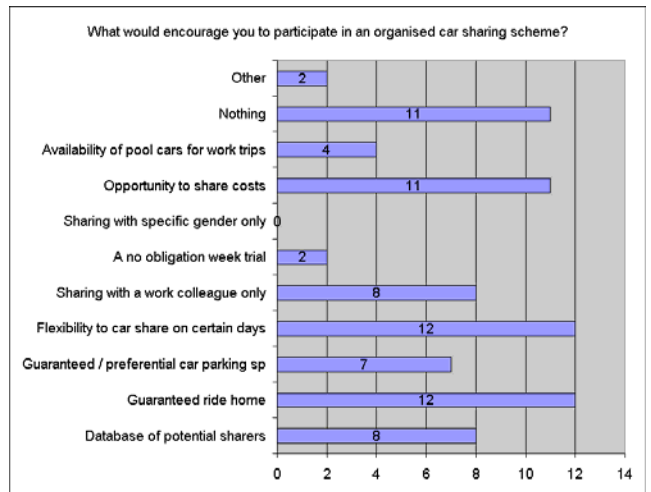
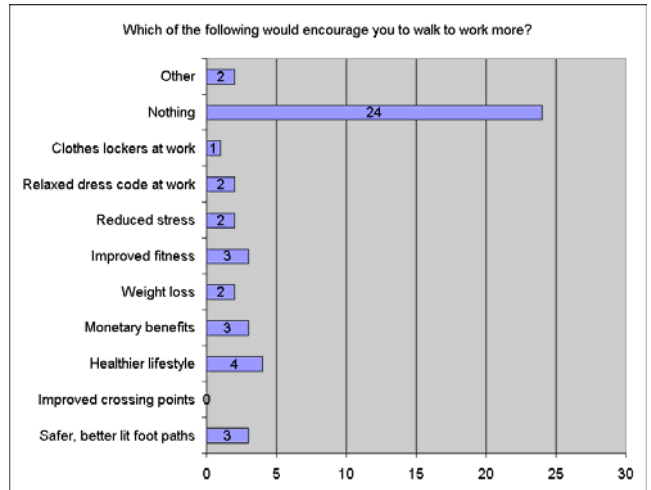
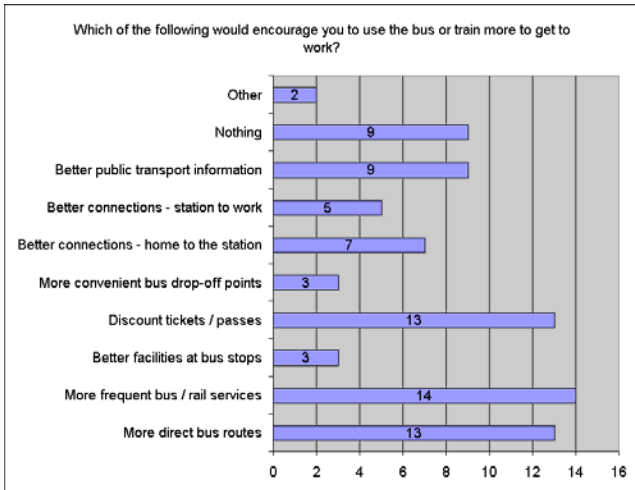
Signed \_\_\_\_\_ Dated \_\_\_\_\_

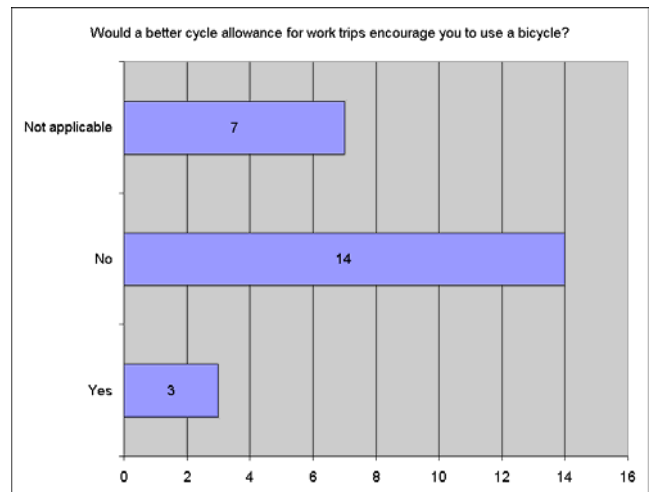
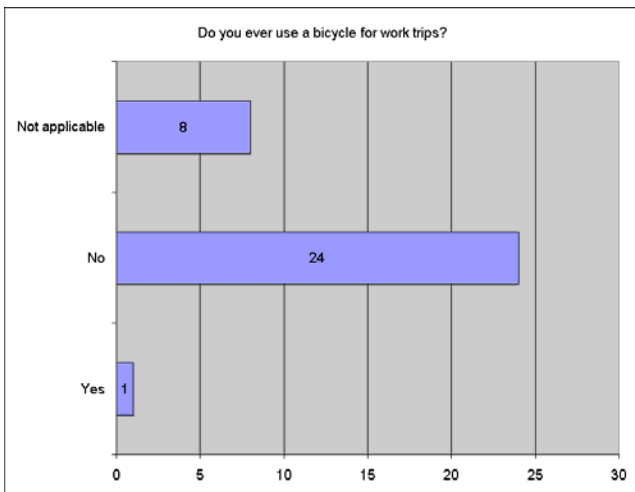
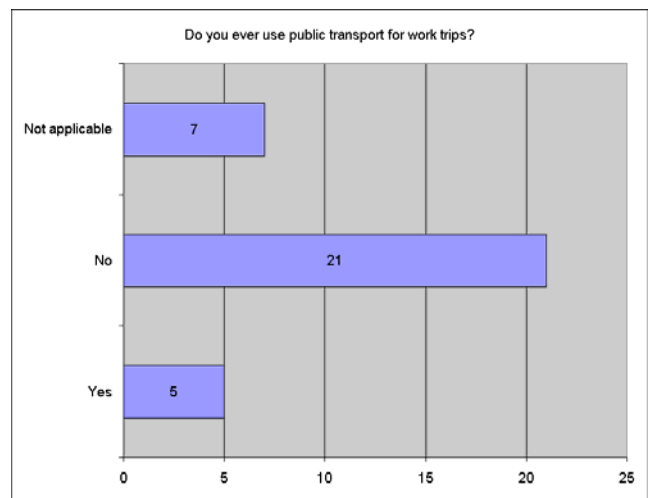
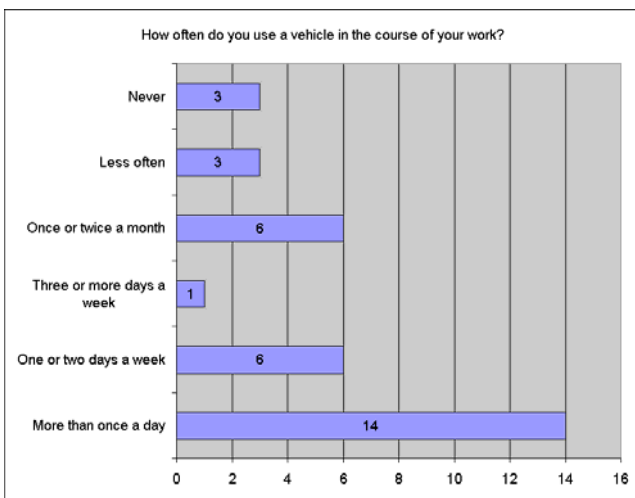
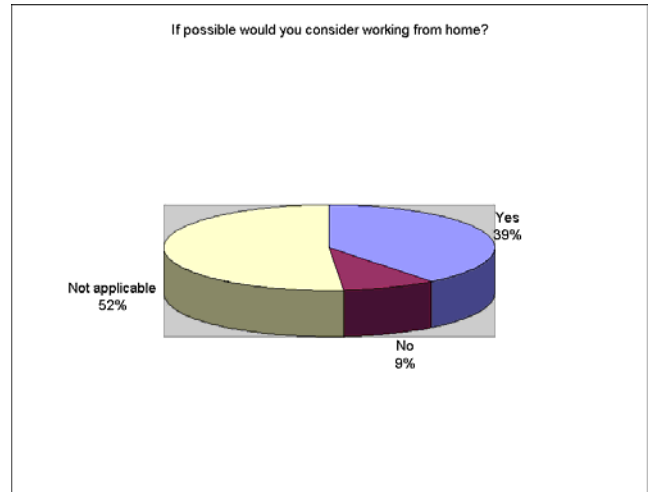
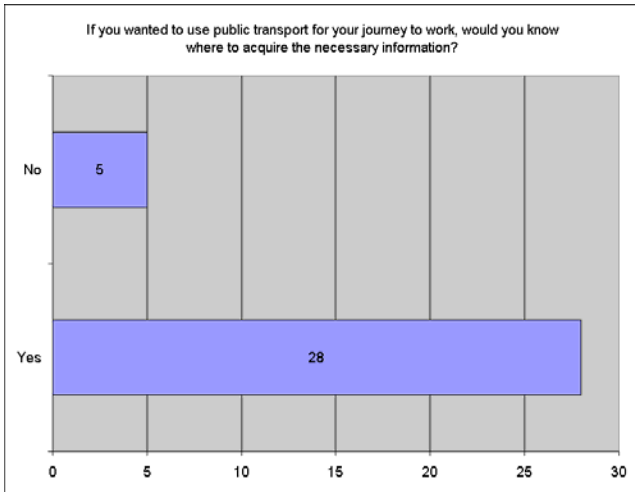
## 10. APPENDIX

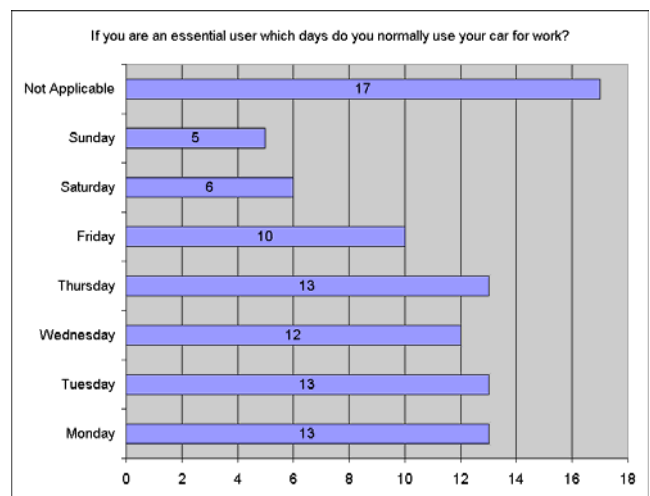
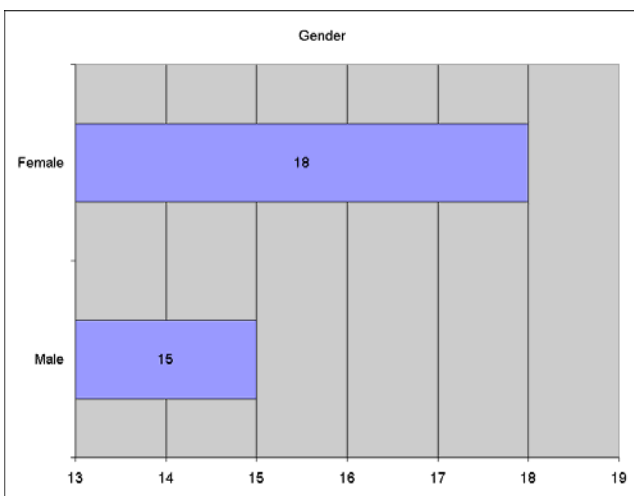
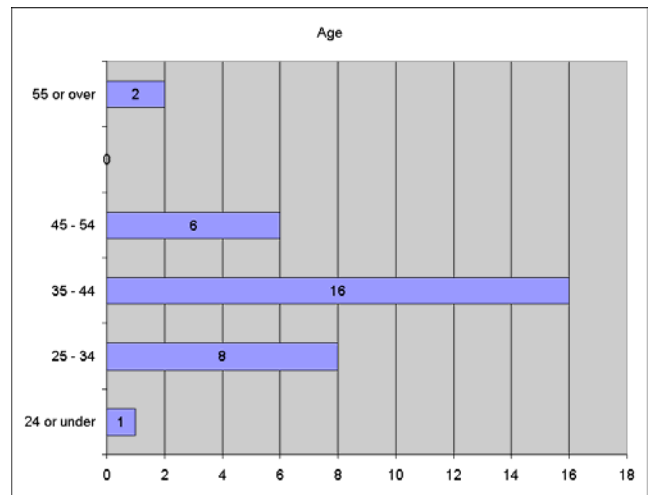
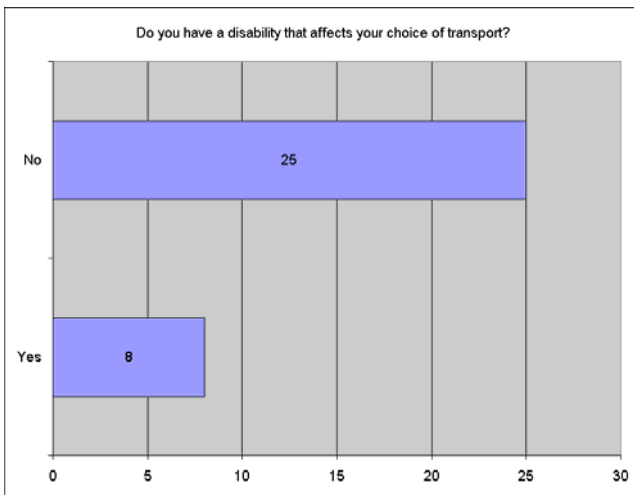
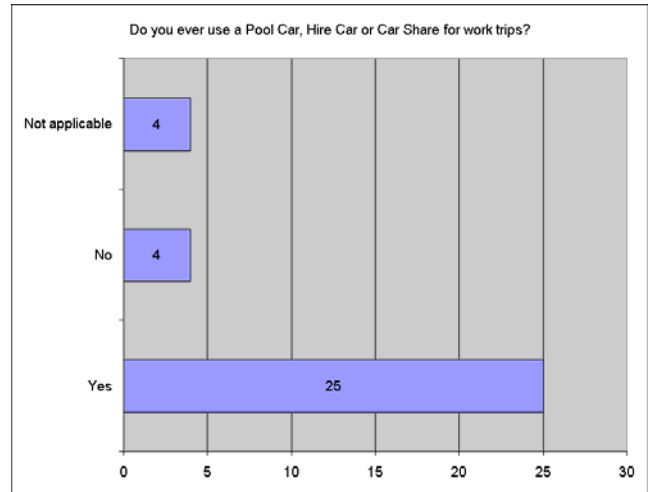
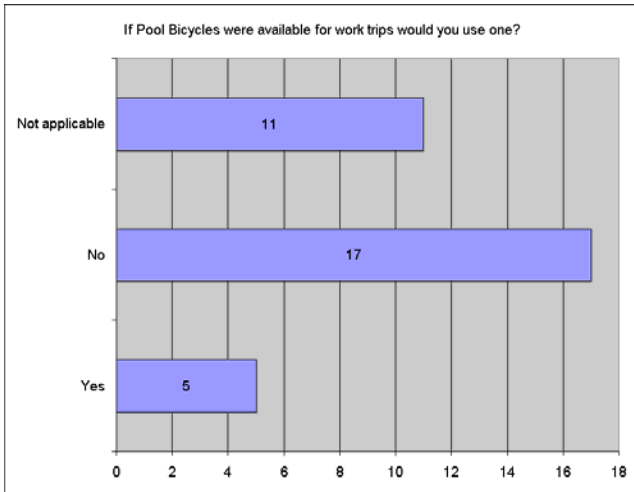


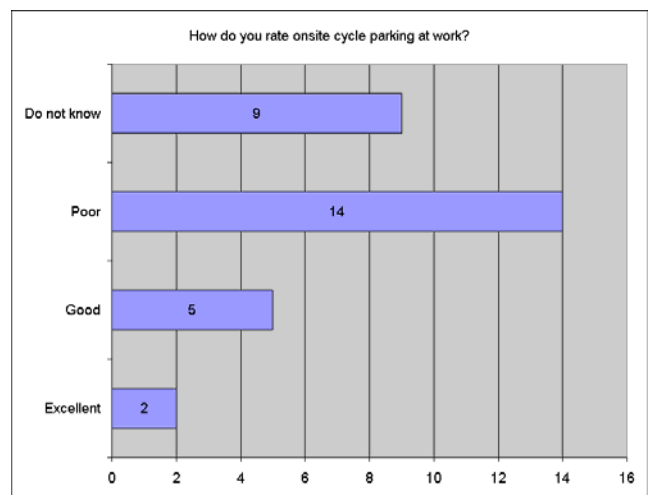
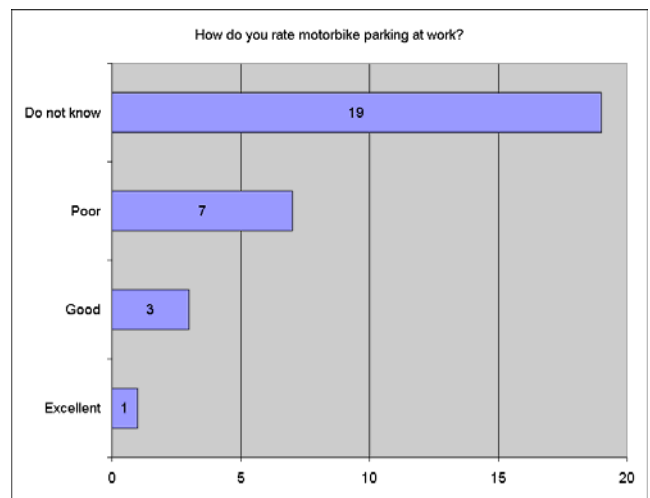
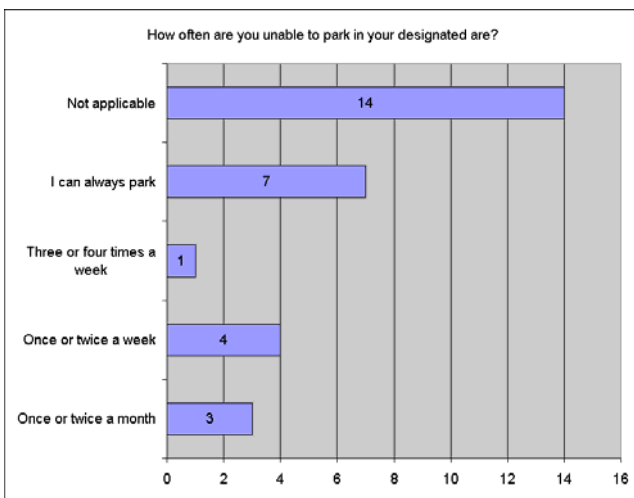
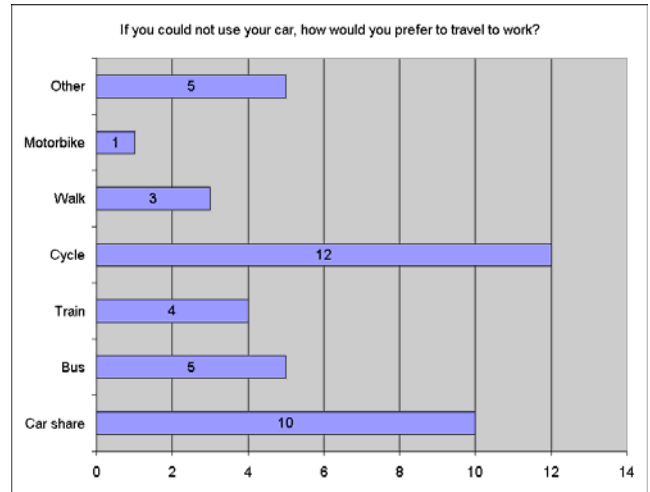
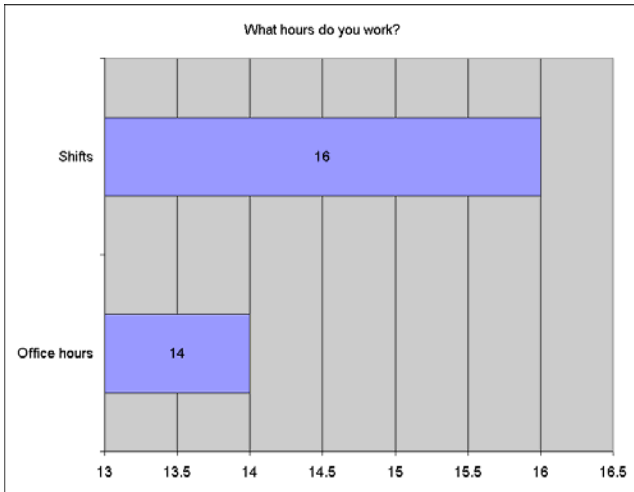












## **ANNEX J**

### **Carbon reduction Commitment**

The Carbon Reduction Commitment (CRC) Trading Scheme is a mandatory government led carbon emissions trading scheme for large public and private sector organisations whose consumption of energy at specific sites that procures energy on the half hourly market in excess of 6,000 Mwh per annum (Norfolk now has 5 meters). The qualification period was calculated in calendar year 2008, organisations who breached the 6000Mwh threshold (Norfolk Constabulary – 5800Mwh based on 5 metered sites) will automatically be required to participate in the scheme governed by the Environment Agency. The scheme has an introductory phase from April 2010 – March 2013 and uses reputational and financial incentives to secure commitment from participating organisations in achieving a reduction in energy consumption. Organisations have to purchase allowances for every tonne of CO2 they emit from half hour sites, the income from this sale will then be recycled back to all participants based on their position in a league table.

### **CRC Tasks and Roles**

| <b>TASK</b>  | <b>ROLE</b>  |
|--|--|
| Identify if you qualify for CRC  | Energy Management / Facilities Management / Legal                                    |
| Monitor your total emissions   | Energy Management / Facilities Management  |
| Identify if there are additional emissions that you are responsible for (e.g. PFI contracts) | Legal / Procurement / Facilities Management  |
| Work with 'associated persons' (e.g. PFI) to reduce and monitor their emissions.             | Senior Management / Procurement / Legal / Facilities Management / Energy Management. |
| Budget for purchasing carbon allowances in the initial sale                                  | Senior Management / Finance / Facilities Management / Energy Management              |
| Develop Trading Strategy   | Senior Management / Finance / Legal / Risk Management                                |
| Decisions to initiate and negotiate trading deals  | Finance / Procurement  |
| Predict cash flow implications, for instance the revenue recycling payment                   | Finance  |

|  |   |
|--|---|
| Identify and relevant emissions that are exempt from CRC | Legal/ Energy Management                  |
| Decide and implement carbon reduction plans              | Energy Management / Facilities Management |

**Timeline for the Carbon Reduction Commitment Trading Scheme**

