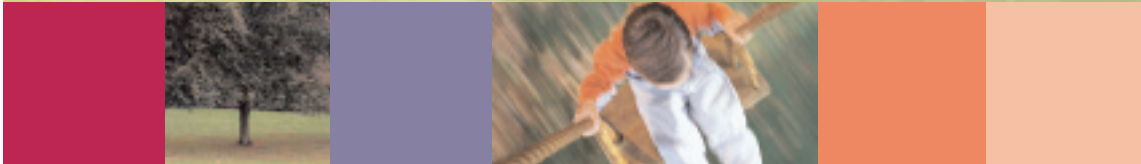
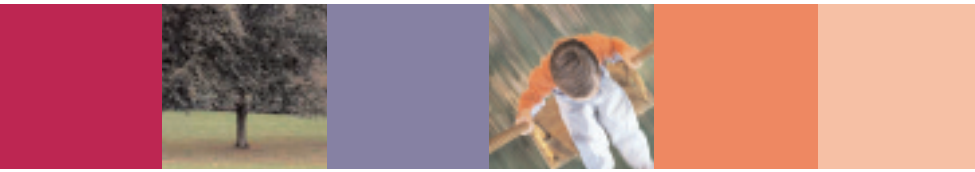


Building the Bigger Picture: *measuring sustainable development within local authorities*



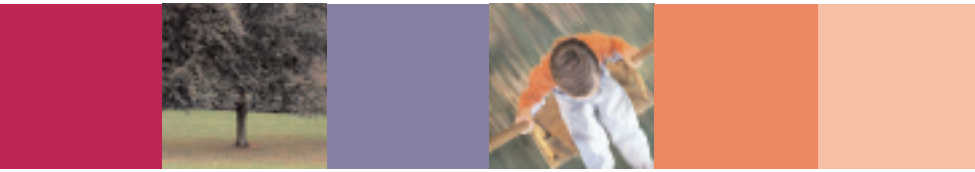


Sustainable development is everybody's business. It's impossible to escape the warnings about climate change and global warming without feeling a sense of personal commitment to make fundamental changes in the way we consume natural resources. Local Authorities have a key role to play in this area of social responsibility, leading by example, with council-wide strategies that make sustainability a high-priority performance indicator.

By putting their own house in order, it is anticipated that local councils will encourage community involvement that will enable the UK to meet the target set by the DTI in 2003 of achieving a 60% reduction in greenhouse gas emissions by 2050. This target is ambitious and will require a radical review of the way we live, travel, consume and dispose of natural resources.

Implementing such fundamental change is an onerous task and the general response from local authorities has been to introduce "easy-win" energy saving initiatives that inspire public support. Many councils, led by enthusiastic sustainability committees, have pioneered worthy but fundamentally flawed campaigns.

Knee-jerk reactions to climate change can reduce the worst symptoms of over-consumption, they do not address the root cause of the problem. The lack of enterprise data about energy consumption is overshadowing the achievements of these laudable but essentially flawed campaigns. Without holistic measurement and management, it is impossible to forecast reductions, verify that targets are feasible and make enterprise-level decisions that will enable fundamental changes to be introduced.



Working in the dark

How lack of enterprise data obscures the path to sustainable development

There's certainly no shortage of advice to help local authorities implement the radical changes that need to be made to achieve sustainability targets. Numerous environmental groups have published weighty guides that speak at length about process management, but largely, these documents skim over the issue of data gathering and asset management.

For example, in 2005, The Local Government Association in association with The Energy Efficiency Partnership for Homes and the Energy Saving Trust published a comprehensive guide "Leading the way: how local authorities can meet the challenge of climate change." This document suggests action plans for local authorities and highlights some success stories from local councils in areas such as Nottingham and Crawley in which ground breaking sustainability initiatives have been introduced. But without an enterprise view of total resource utilisation, these initiatives can be no more than sticking plaster on a virulent cancer.

Other organisations such as The Carbon Trust are helping local authorities to interpret the carbon impact of their operations by signing up for the Local Authority Carbon Management programme (LACM). Launched in 2003, this is a 5-step change management process that aims to help councils reduce CO₂ emissions from buildings, vehicle fleets, street lighting and landfill sites. To date, 98 partnering local authorities have adopted the programme and a scheme for up to 30 new participants opened in May 2007.

The Carbon Trust has also published a useful online resource: the "Local Authority Carbon Management Toolkit" to provide guidance on implementing a strategy for reducing emissions.

The WWF's informative guide: "Ecological Footprints: taking the first step" (2006) outlines the value of using the ecological footprint as a proven tool for implementing sustainable development.

"Ecological footprint analysis measures the impact of human activity upon nature. The footprint expresses the land area that is required to feed us, provide resources, produce energy, assimilate waste, and to re-absorb the greenhouse gases produced by our use of fossil fuels."

"Ecological Footprints: taking the first step" (WWF: 2006)

The guide advises how it is possible to calculate the value of the land needed to support a person in terms of the "global hectare." By dividing the total area of land available for biological production and dividing it by the number of people inhabiting the planet, the individual entitlement is 1.8 global hectares (gha) per person. This metric is being exceeded by developed nations. For example, in the UK, we're using 5.4 gha per person, three times our global entitlement.

The report makes impressive reading and many councils, including Aberdeenshire, Cardiff and York, have adopted this logical approach to sustainable development, which employs national statistics compiled by

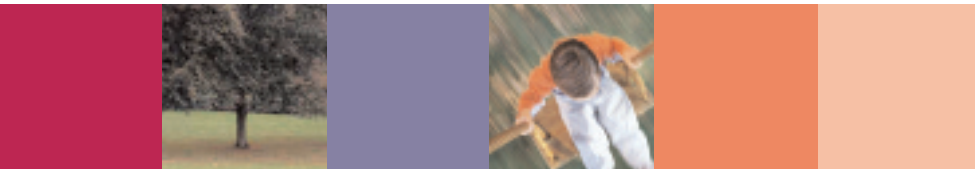
the Resource and Energy Analysis Program (REAP) software tool to calculate regional footprints for each local authority.

"At the most fundamental level it provides a clear picture of the extent to which a council or a local authority area is unsustainable. The range of data produced by the footprinting project can allow complex analysis of local environmental impacts with regard to individual issues such as energy use or food;..."
"Ecological Footprints: taking the first step" (WWF: 2006)

In spite of the wide acceptance of the ecological footprint as a strategy for sustainable development, there has been strong debate about its reliance on "proxy data" that uses national statistics to calculate average local responses. The fact is that the picture, would be a lot "clearer" if councils could produce detailed, local, real-time reports about energy consumption.

"Data availability and credibility is a major issue. Many people continue to question the value of doing the footprint at regional level if so much of the data is proxy. It is true that a significant amount of data is required for transport, waste, housing, food and energy. However, if a local authority is serious about understanding the environmental impact of the local area then this is the kind of data that can and should be collected."

"An Analysis of the Policy & Education Applications of the Ecological Footprint"
John Barrett et al
(Stockholm Environment Institute and Best Foot Forwards: 2004)



Time to view the bigger picture

Building an enterprise-level view of your operations and assets with improved local data

Local authorities are complex organisations with numerous functions including: Education, Housing, Planning, Transport, Highways, Fire, Social Services, Leisure, Waste and Environmental Health. Each function is responsible for managing its own critical assets, which could include property, a fleet of vehicles, IT equipment and people. While local data about these assets may well be gathered by each function, it is unlikely to be available, on-demand, as a single, enterprise-level view of the local authority's operations and assets.

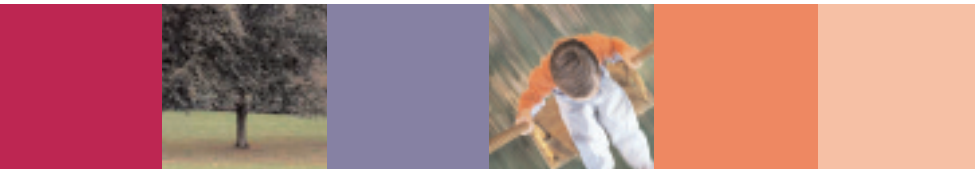
A common scenario is that each function will manage its own data, using a variety of software packages. Collating data, piecemeal, from such diverse sources is a logistical nightmare and may account for the lack of local statistics being published by local authorities.

Enterprise businesses take a different approach to managing their assets. They have harnessed the value of collating, comparing and evaluating departmental statistics. They combine data sources to build a big picture of their organisation that empowers them to make strategic decisions about their business. The advent of asset and service management solutions has transformed the ability of companies to control their operations by providing access to complex, real-time data using a single software platform.

By capturing and analysing asset and work data, Integrated Asset Management can help organisations to optimise the performance and lifetime value of their assets. The more mature players in the market have been successfully delivering solutions and best practices to the public sector for 15 years, helping clients meet accountability and mission readiness goals, support rational system consolidation and business process standardisation, and proactively manage service providers.

The software, has been widely adopted by public sector clients in international markets. However, due to lack of funding, local authorities in the UK have not yet fully exploited its potential as a valuable tool to measure, control and analyse assets.

Once the operational benefits of asset management solutions are understood, it is possible that they may be included in the list of long-term investments that will qualify as proposed "revolving funds" that enable local authorities to purchase sustainable energy tools and reinvest associated cost savings in future projects. This will herald a new age of sustainable development in which we are able to make radical lifestyle changes that will reduce our environmental footprint.



Focusing the Camera

Reviewing the operational benefits of asset and service management solutions

An asset and service management solution is like a camera that captures all the data you need in a single shot. It empowers senior managers with the ability to control all their mission critical assets using a single platform with the agility to continuously improve business processes and adapt to changing operational requirements. Chief Executives and their management teams are urged to study the key operational benefits of these solutions to discover how they could be applied to meet the combined challenges of sustainable development and transformational government:

Improve return on assets

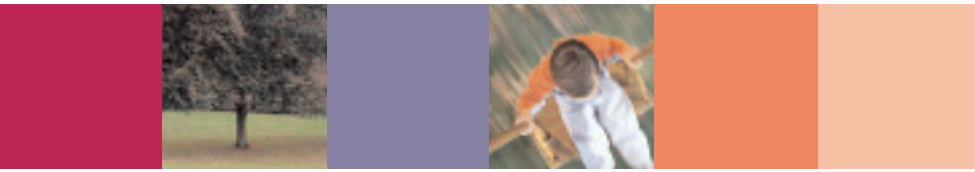
- Track the location, work and cost history of assets, such as a vehicle fleet to analyse actual usage and number of vehicles and assess essential usage and (minimum) size of fleet required
- Establish location and asset hierarchies so that resources can be shared by different departments to reduce overall consumption

Decrease costs and risk

- Monitor, control and measure energy usage to ensure that equipment and heating sources are used efficiently and switched off when not needed
- Streamline purchasing with best value procurement initiatives that check inventory to prevent over-ordering of items already in-stock
- Gain visibility and control of assets and provide local data that will prove ability to meet sustainability targets

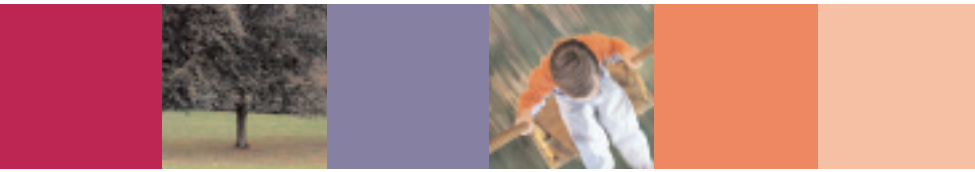
Increase productivity/Reduce Carbon Footprint

- By providing a single view of available assets it is possible to reduce and reallocate resources to areas of need, increasing output without increasing production costs, embracing the values of “produce more, use less”
- Monitor asset and location conditions with proactive maintenance that could avoid wastage of natural resources such as water and energy and reduce the cost and customer service implications of down-time



Taking the Big Picture ***Pioneering fundamental lifestyle changes to reduce the carbon footprint***

The Government's ambitious targets for reducing carbon emissions will only be met if radical lifestyle changes are made. Local authorities need to build a bigger picture of their entire operations in order to make strategic decisions for sustainable development. To do this, they must be empowered to have a single view of their assets and be able to measure and control the entire consumption of natural resources across local functions, departments and disciplines. Asset and Service Management solutions are an essential tool that will help local authorities build the bigger picture they need upon which to make groundbreaking decisions on sustainable development.



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