

MUSWELL HILL LOW CARBON ZONE

Mid-Project Evaluation – May 2011



BE PART OF IT 
SAVING ENERGY, MONEY AND TOMORROW



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2. INTRODUCTION

The Muswell Hill Low Carbon Zone is an innovative carbon reduction project being delivered through a partnership between Haringey Council, the Muswell Hill community, local businesses and other key stakeholders. The project partners aim to achieve a 20% saving on carbon emissions by 2012, leading to an overall reduction of 60% by 2025.

The project has been built on the aspirations of a local community group, and takes a holistic approach to reducing carbon emissions involving householders, businesses, community groups and schools. The project is approaching carbon reduction through a combination of behaviour change, installation of energy-saving technologies, engagement with businesses, and creation of exemplar community and educational buildings.

The scheme was established after a successful partnership bid by Haringey Council and the Muswell Hill Sustainability Group to the Mayor of London for the flagship Low Carbon Zones fund. This was set up to establish 10 such zones within the capital where innovative methods for reducing carbon would be implemented at a community level to help inform the development of future policy and projects elsewhere. The Haringey scheme was awarded £270,000, and then received a further boost when the Department for Energy and Climate Change selected Muswell Hill as one of 20 areas across the country (and the only in London) to participate in the Low Carbon Communities Challenge, another scheme set up to test approaches to carbon reduction within local communities.

The Low Carbon Zone was launched at a public event in February 2010.

3. DELIVERY MODEL & DECISION MAKING

A steering group was established to agree on the direction, expenditure, communications and other key aspects of the project. This group comprises members of the Muswell Hill Sustainability Group, local residents and staff from Haringey Council, alongside representatives from London Sustainability Exchange, En10ergy and an academic from University of East Anglia who is using the project as a case study. Representatives from local schools and the Traders' Association are also invited periodically.



Figure 1 - MHSG members at LCZ launch.

An officer from Haringey Council has worked on the project on a full-time basis, coordinating the delivery of many aspects of the project, and taking overall responsibility for budget, procurement, monitoring and evaluation. Key members of staff from elsewhere in the council have also been involved in the delivery of specific projects, and have attended the steering group as needed.

- *A steering group of project partners and community representatives meets regularly to discuss the direction of the project and make key decisions.*
- *The group is chaired by a full-time project manager from the Council who coordinates input from other council departments.*

The steering group meets every month, and has proved to be invaluable in ensuring that the project has close involvement and buy-in from the local community. Consultation with this group has also enabled each part of the scheme to be designed around the needs and aspirations of residents. The meetings provide an excellent opportunity for information sharing and discussion, and

as they are always scheduled to take place on weekday evenings at a venue within the Low Carbon Zone, attendance by members has generally been good.

The establishment and running of the steering group has been a significant area of learning for those involved, and the experience garnered will be of great value to other communities looking to get involved in similar initiatives. In particular, the process to identify and agree the scope of the group's terms of reference and decision-making powers proved to be more difficult than anticipated, and initially caused some tension within the group. However, once established the group has performed as a constructive and motivated team of volunteers, and has adapted well as the project has evolved.

4. EN10ERGY

Prior to the launch of the Low Carbon Zone project, the council awarded a Green Innovations Fund grant to the Muswell Hill Sustainability Group to help set up a community-run social enterprise to develop and deliver renewable energy projects. En10ergy was established in October 2009, and its members have played an important role in the Low Carbon Zone project.



Figure 3 – A new en10ergy share holder



Figure 2 - En10ergy's launch of the Low Carbon Buying Group

- *En10ergy, a not-for-profit Industrial Provident Society, has been established and has delivered large scale renewable energy installations in the Zone. The company now has over 100 local shareholders*

En10ergy has been involved in delivering some of the more high-profile elements of the project, involving large scale renewable energy installations and is playing a key role in taking some of the learning and benefits of the project beyond the borders of the Low Carbon Zone so that other residents can benefit. This has included delivering the '100 Homes Project', where members have supported local residents in identifying where and how they could save energy, starting up a Low Carbon Buying Group and delivering draught proofing workshops.

5. GREEN HOME MAKEOVERS



Figure 4 - CEN staff with LCZ resident

One of the key elements of the Low Carbon Zone project for achieving the carbon reduction target is the Green Home Makeover programme. This scheme is available to all households within the LCZ, and offers a range of free or discounted measures to help make the properties more energy efficient and reduce their overall environmental footprint. These measures include draught-proofing, loft insulation, reflective radiator panels, low energy lightbulbs and Save-A-Flush devices for toilets.

The works are being undertaken by an organisation called CEN, whilst much of the engagement with residents to promote the scheme has been carried out by a team of 15 volunteers recruited from the local community. These volunteers have been able to offer energy-saving tips to residents on their doorstep, provide literature about the scheme, and make referrals to CEN for a subsequent visit from a home energy expert. Residents in households where no doorstep conversation has been possible have subsequently been provided with the literature about the scheme.

The launch of the Green Home Makeover programme took place later than anticipated, owing to problems and delays that were encountered during the procurement process. Haringey Council's own frameworks did not yield a company willing to quote for the works needing to be undertaken, and the procedures that public sector organisations are required to follow in the procurement of high-value contracts outside of such frameworks meant that the appointment of CEN took considerably longer than had been hoped.

- *Over 300 homes had received a Home Energy Assessment as part of the Green Home Makeover (GHM) by April 2011, recruited by a team of 15 local volunteers.*
- *Solid wall insulation and voltage optimisation pilots are underway and En10ergy has launched a Low Carbon Buying Group supplying highly efficient, reduced cost boilers, solar panels and solar hot water.*

The use of volunteers to promote the scheme has proved to be an effective way of encouraging community ownership of the project, while also keeping communications costs down. By April 2011, over 300 homes had received a Home Energy Assessment as part of the Green Home Makeover. However, only 64% of householders have taken up the services offered by CEN following a referral from one of these volunteers, suggesting that more work needs to be done to improve the appointment booking system by CEN or

encourage these residents to use this opportunity to improve the energy efficiency of their homes, particularly if the carbon reduction targets for the Low Carbon Zone are to be met. In order to achieve this, the council and steering group will work with CEN to improve the service on offer, expanding the choice of measures that can be implemented and speeding up the process from referral to installation.

The Green Home Makeover scheme will develop further over the coming year to include a pilot scheme for the installation of solid wall insulation using natural materials, which should demonstrate that this is an effective solution for much of the housing stock in the area. A Pay As You Save (PAYS) scheme will also be launched for residents in the Low Carbon Zone, providing a further financial incentive to reduce their energy consumption.

A voltage optimisation pilot has also been developed alongside Carillion Energy Services. This will provide reduced-cost voltage optimisation units to 20 households in the zone, allowing them to lower their energy consumption by 10% immediately.

Alongside the Green Home Makeover project, en10ergy has launched a Low Carbon Buying Group, which is working with local contractors to secure discounts on boilers, solar panels and solar hot water for residents in the area.



Figure 5 - LCZ Home with Solar PV bought from Low Carbon Buying Group

6. EXEMPLAR BUILDINGS IN THE COMMUNITY



Figure 6 - Muswell Hill Library



Figure 7 - The Muswell Hill M&S store

There was recognition from the outset of the Low Carbon Zone project that awareness and interest in the project could be raised through the development of exemplar schemes within the community.

The council's project team therefore set out to implement a range of energy efficiency measures at two key community buildings within the LCZ, namely Muswell Hill Library and the Muswell Hill Centre. Around £40,000 has been spent on measures at these two sites, including an efficient new gas-fuelled boiler for the Muswell Hill Centre (replacing an old oil system), and lighting upgrades at both facilities.

Elsewhere in the LCZ, a partnership between the council, En10ergy and Marks & Spencer has resulted in the installation of a large community-owned solar photovoltaic (PV) array on the large flat roof of that company's store on Muswell Hill

Broadway, which generates an equivalent amount of electricity as is used in the shop's bakery. This has been funded through the Low Carbon Communities Challenge grant, and is providing En10ergy with income to help fund other renewable energy projects in the community. A second community-owned solar PV installation has been installed on the Muswell Hill Methodist Church

- *New energy efficient lighting has been installed at Muswell Hill Library.*
- *New energy efficient lighting and a new gas boiler have been installed at the Muswell Hill Centre.*
- *Community-owned solar panels have been installed on the roof of Marks and Spencer's and the Methodist Church.*

7. GREENING MUSWELL HILL SCHOOLS

Schools are important community hubs, and the opportunities they present to engage with children, family members and local residents were appreciated from the outset of the Low Carbon Zone project. The council has worked closely with site managers and teaching staff at four of the schools serving the Muswell Hill area to develop projects that enhance the environmental education on offer and encourage a reduction in energy usage within the school and in residents' homes.

Three schools, namely Rhodes Avenue Primary, Alexandra Park Secondary and Fortismere (secondary), have benefited from the installation of solar PV arrays to generate electricity. These have been complemented with real-time digital information boards and informative educational displays to help users of the school understand how these panels use the sun's energy to generate electricity and how much is being produced. Staff from the council have also worked with the school to develop workshops and themed lessons relating to the panels. Each school has signed a Service Level Agreement relating to the operation of the panels, which also sets out how the Feed-In Tariffs that each array will generate will be used to fund environmental action within the borough.



Figure 8 - Solar PV array installed on Fortismere sports hall.



Figure 9 - The LivingArk under construction

A completely different approach has been taken at Muswell Hill Primary School, which is located within the boundaries of the Low Carbon Zone. A pioneering zero-carbon educational cabin called the LivingARK has been constructed as part of that school's nature garden, which demonstrates many different technologies and materials that have a zero environmental footprint. These include a living 'green roof', sheep's wool insulation, composting toilet, low-e glass, solar PV panel and FSC-certified wood. The LivingARK is designed to be used by schools in the borough,

and will also be available for community groups to use outside of school hours. A leaflet and website have been designed by the school to support and promote the project.



Figure 10 - The official opening of the Ark by Cllr Goldberg

The construction of the LivingARK took considerably longer than planned. This was in part because of delays with the planning processes, but the company which designed and erected the cabin also experienced numerous logistical and financial problems during the build. This highlighted some of the risks associated with piloting new initiatives and employing up-and-coming enterprises. However, the close working between the school and the council can be taken as an example of good practice in the development of a project, and the successful completion of the construction has now provided Muswell Hill and Haringey with a truly innovative educational resource.

- Solar photovoltaic panels and associated educational displays have been installed at three schools in Muswell Hill.
- A zero-carbon teaching cabin – the LivingARK – has been installed at Muswell Hill Primary School for use by the schools and wider community.



Figure 11 - School children and parents visiting the LivingARK at Muswell Hill Primary School

The staffing and resources available at the council to work with schools and deliver environmental education has changed, so consideration will be given over the coming months as to how to effectively continue using and engaging with schools in the delivery of the Low Carbon Zone project.

8. GREENING MUSWELL HILL BUSINESSES

There are a number of businesses based within the Low Carbon Zone, who will need to play their part if the ambitious carbon reduction targets are to be met. As such, the council and London Sustainability Exchange (LSx) have worked together to develop a programme of engagement and environmental audits to help businesses tackle their energy usage.

The Muswell Hill Traders Group was established shortly before the launch of the Low Carbon Zone project, and the council and LSx began to attend meetings of this group as a first step in engaging with the local business community. This led to the development of an environmental audit programme in order to help businesses identify where and how improvements could be



Figure 12 – A view of the shops along Muswell Hill Broadway

made. This programme was launched at a special networking meeting attended by local businesses.

To date, 19 local businesses have received audits against an overall target of 30 for the whole project. However, there is considerable scope to exceed this target. The impact of these audits is currently being evaluated, and the way this programme runs is being reviewed in light of staff and funding changes within the council. Case studies will be developed using the experiences of those businesses that have already been audited as a means of promoting take-up from other companies within the Low Carbon Zone, and new initiatives around joint buying of low carbon technologies will be investigated.

- 19 Muswell Hill businesses have received a free business audit.

9. ENCOURAGING BEHAVIOUR CHANGE

The success of the Low Carbon Zone project in achieving a long-term reduction in carbon emissions in Muswell Hill is dependent upon local residents adopting more sustainable lifestyles. The delivery of behaviour change within the community is therefore an integral part of the scheme.

Early on in the project the steering group agreed that peer-to-peer communication would be most effective in achieving behaviour change. As such, the quarterly ‘In The Zone’ newsletter for residents about the project has been written and distributed by members of the Muswell Hill Sustainability Group, with the council using its Design & Print services to help with its production. This newsletter has adopted an engaging and light-hearted tone, and has been well received by residents as an independent source of information and news about the project, as well as other community initiatives and events.

The project partners recognised that the Green Home Makeovers scheme would provide one of the best opportunities to engage with local residents. In order to maintain the peer-to-peer principle for communicating about the scheme, the steering group elected to pursue a volunteer-based approach to the doorknocking for this scheme, rather than using the council’s own staff resources or bringing in an outside contractor. To further enhance the community-led approach to this work, a part-time Volunteer Coordinator based in Muswell Hill was employed by En10ergy to manage the recruitment and deployment of the volunteers, and assist with other aspects of the project.



Figure 13 - Peter Thompson - an LCZ volunteer - outside a home that has received a Green Home Makeover

The volunteers were trained to be able to provide tips and advice to their peers and neighbours on how to save energy and reduce their environmental footprint. They carried with them a comprehensive and eye-catching booklet about the Green Home Makeovers, which provided information on simple changes to behaviour and realistic practical measures that householders could implement themselves to

reduce their energy consumption. They also had thermometer cards available to distribute to residents, as a means of understanding their use of energy at home. The information booklet was ultimately delivered to all households within the Low Carbon Zone, including those where the volunteers had been unable to contact the residents through doorknocking.

- *5 Issues of the community newsletter "In the Zone" have been produced and circulated to all households.*
- *A volunteer coordinator has been appointed to support the work of local volunteers in promoting sign up to Green Home Makeover (GHM) and environmental behaviour change.*
- *An eye-catching and informative booklet on the GHM has been delivered to all residents.*
- *En10ergy have delivered 4 community events, each with a different environmental focus.*
- *15 residents are taking part in a carbon trading pilot.*
- *The Zone has been publicised through lamppost banners, newspaper articles, Haringey People articles and the council LCZ website.*

En10ergy has developed a number of behaviour change initiatives in Muswell Hill. This work began with a high-profile share-sale event in March 2010 attended by the Leader of the Council and local MP, and the organisation has subsequently run other events for local residents, delivered presentations to community groups and had a regular stall on the high street.

A group of 15 residents in Muswell Hill are taking part in a pilot personal carbon trading scheme, to help them better understand the carbon emissions associated with their lifestyle, and then identify ways to reduce them. The results of this scheme will be communicated to other residents as a means of helping to demonstrate how individuals can make changes to their own lifestyle to contribute to carbon reduction efforts,

and should enable quantification of the carbon savings that households can achieve in such a way that is meaningful to the general public.

The project as a whole has been promoted through the use of lamppost banners on Muswell Hill Broadway, the development of a dedicated section on the council's website, and a number of articles in the local press. The members of the steering group have also used street parties and other local events they have organised or participated in to promote the scheme, and will continue to do so over the coming year.



Figure 14 - En10ergy volunteers running an information stall on the Broadway

10. ENCOURAGING SUSTAINABLE TRAVEL

The Low Carbon Zone project has embraced other aspects of environmental sustainability, alongside its main focus on energy efficiency and renewable energy. The steering group recognised that approaching residents through aspects such as travel and sustainable food could help to engage the interest of those who had not responded to normal messages on carbon emissions and financial savings.



Figure 15 - Car sharing bay on Springfield Avenue

Messages about sustainable travel options have been communicated to residents from the outset, with the 'Dr Bike' cycle promotion and information on StreetCar available at the launch event from the project.

Details about new electric car charging points have been displayed on Low Carbon Zone information boards, the project website and within issues of 'In The Zone', which also included a light-hearted look at electric-powered bikes.

- 20 cycle hoops installed in and around Muswell Hill to promote cycling.
- Sustainable transport event held in June 2011 attended by local people.

Infrastructure for alternative travel options has also been improved in the local area, with the installation of 20 Cyclehoops in and around Muswell Hill. These units are attached to existing lampposts and poles, so have significantly increased the availability of secure cycle-parking without the need for any more street furniture to be installed.

Further work on sustainable travel is planned for the coming year, including an event organised by En10ergy with support from the council which is scheduled for June 2010. Targeted projects designed to encourage a shift away from use of cars will also be developed.



Figure 17 - Cycle hoops on Muswell Hill Broadway



Figure 16 - Electric car charging bay near Marks and Spencers

11. ENCOURAGING SUSTAINABLE FOOD

The Muswell Hill community has also embraced the concept of sustainable food. A fruit tree planting event took place on Springfield Avenue in the autumn of 2010, providing an additional 30 trees in the area, whilst a community garden has been created on St James's Lane.

En10ergy has also taken a leading role in the development of sustainable food projects in the area, helping to bring an independent organic food box scheme in to

Muswell Hill in partnership with a local farm. The organisation has also held an event attended by 50 local residents to discuss how to ‘grow your own’ produce and make more sustainable purchasing choices.

Further promotion of the sustainable food projects in and around Muswell Hill will be needed over the coming year to encourage greater involvement from the local community, and raise awareness of the financial and environmental benefits of a more environmentally friendly approach to food production and consumption.



Figure 18 - Local volunteers planting trees on community space on Springfield Avenue

- 30 fruit trees planted in Springfield Avenue.
- Organic local food box scheme established by en10ergy.

12. EVALAUTION AND LEARNING

The steering group have been working closely with academics and industry experts to evaluate the success of the Low Carbon Zone and identify key learning points. This work has been directed by an evaluation framework that was developed at the start of the project. As part of the public consultation in February 2010 two MSC students helped to design, and then evaluate the results of a resident questionnaire. This provided the project with baseline data on energy use, energy insulation installations and on attitudes to climate change and the environment that can be used to measure the impact of the project later on, as well as improving the design of the service offered.

A more immediate evaluation of the work of our contractors on the Green Home Makeover has been achieved by emailing and speaking to residents. This has been effective because of the existing community networks and the trust that has formed between volunteers and their neighbours throughout the course of the project.

The evaluation of the Green Home Makeover was supplemented by work linked specifically to the DECC funded capital projects which looked at how far these installations had influenced the behaviour of local residents. This work included telephone interviews, doorknocking and focus groups. Haringey staff have also been creating video diaries of key events and developments in the project and these have been posted on the Low Carbon Zone website. Meanwhile en10ergy have been working alongside LSx to evaluate the impact of their behaviour change

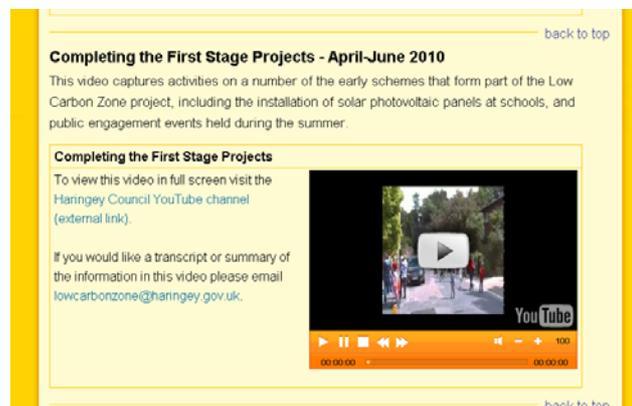


Figure 19 - Screenshot of evaluation video on LCZ website

work, both within and beyond the Low Carbon Zone boundary, through a questionnaire and community focus groups.

- *5 videos documenting the achievements of the project have been produced.*
- *Public consultation and questionnaire carried out to establish resident preferences and develop a baseline.*
- *2 PhD students focussing on the role of community in delivering the Low Carbon Zone.*

Richard Baldwin, a PhD student from the University of East Anglia, has been working closely with three projects (including Muswell Hill), that have received support from DECC, to look at the different ways in which local communities are included and engaged in neighbourhood-scale climate change projects. Anastasia Harrison, also a PhD student from the Open University, is working closely with en10ergy, evaluating how local people can be mobilised into environmental action and how best community groups can use different forms of communications to appeal to motivate their neighbours.

The project manager has attended and hosted a number of other Low Carbon Zones in order to share learning and experiences. All of the evaluation work taking place has been used to inform the way in which the Low Carbon Zone project is being developed and improved. It has also allowed the council to identify how future carbon savings across the borough could be delivered through the 40:20 programme.

13. CARBON SAVINGS TO DATE

Estimations of carbon savings from the various aspects of the scheme have yielded an overall reduction of around 654 tonnes of CO₂ per annum, which is 9% on the baseline of the project. This compares favourably with the collated figures from the other nine Low Carbon Zone projects in London.

Half of the estimated savings from Muswell Hill are attributed to the Green Home Makeover programme, and a further third to the behaviour change work. The figures collated so far do not include work that has been planned but not yet implemented.

14. KEY PRIORITIES FOR 2011/12

The project has performed well to date, but there are some challenges ahead if the 20% target is to be achieved. Elements of the project will need to be adapted to address issues that have arisen, whilst newer initiatives will need to be implemented without delay to ensure that the potential for carbon savings can be fully realised.

The key priorities for the year ahead are:

- The Pay As You Save scheme will need to be fully agreed, publicised and implemented before the autumn of 2011, in order for it to be used to its full

potential as a tool to promote take-up of energy efficiency measures and renewable energy installations.

- The solid wall insulation pilot project will need to be completed by the autumn of 2011, in order for there to be sufficient time to promote this form of energy efficiency measure to other residents in the Low Carbon Zone. A key issue to overcome with this project will be the planning process, and the risk of applications being rejected or delayed.
- The Green Home Makeover scheme will need to be re-promoted in autumn 2011 in the lead-up to winter, to encourage take-up from householders who have not yet benefited from the free and discounted energy efficiency measures available.
- The council will need to work with CEN to improve and enhance the service being provided to residents opting for a Green Home Makeover, to ensure that the product choice and customer experience meet householders' expectations.
- Ongoing restructuring at Haringey Council is likely to have an impact on the delivery of the Low Carbon Zone project, and the steering group will need to adapt accordingly. The council staff involved in the project will also need to work with colleagues in other sections of the organisation to ensure that the schemes are able to remain on track, and receive sufficient levels of support from other functions such as Legal, Procurement and Communications. The involvement of other council departments that may be able to contribute to the successful delivery of the Low Carbon Zone project will need to be investigated.
- Opportunities to prioritise bids from Low Carbon Zones schools for the Sustainable Schools Investment Fund will need to be looked into, and the level of project management support offered to these schools will need to be investigated.

Appendix 1 – Numbers of measures installed as of April 2011

	Number of measures installed	Mid-project target at start of LCZ	% of Mid-project target for each measure	Carbon saving per measure (tCO ₂ /annum)	Total carbon saved (tCO ₂ /annum)
Smaller Measures	198 Stand-by switches	200	99 %	0.05	9.9
	14 Hot water tank jackets	90	16%	0.2	2.8
	40 ecoBeta	30	133%	0.01	0.4
	216 Tap aerators	200	108%	0.08	17.28
	177 Shower heads	200	89%	0.13	23.01
	229 Save-a-flush	150	153%	0.01	2.29
	20 Dual-Flush conversions	15	133%	0.02	0.4
	134 Hose triggers	100	134%	0.01	1.34
	181 Shower timers	150	121%	0.14	25.34
	325 Visual display units (energy monitors)	350	93%	0.08	26
	960 Low energy light bulbs	1000	96%	0.067	64.32
	251 Chimney balloons	200	126%	0.12	30.12
	1274 Radiator panels	1000	127%	0.06	76.44
Larger Measures	122 homes have been draught proofed	175	70%	0.23	28.06
	20 homes have received loft insulation	200	10%	0.8	16
	12 homes have received loft insulation top up	15	80%	0.2	2.4
	19 homes have received cavity wall insulation	30	63%	0.6	11.4
	6 high-efficiency boilers	40	10%	0.8	4.8
	4 solar PV arrays	15	20%	0.6	2.4
	0 homes have completed floor insulation	40	0%	0.2	0
	0 homes have completed solid wall insulation	20	0%	2.5	0
	0 solar thermal installations	15	0%	0.5	0
			TOTAL	344.7	

Appendix 2 - How much carbon have we saved?

The table below shows the carbon savings that are currently complete and known. Further monitoring and evaluation work is likely to reveal further savings. These figures do not include work planned, but not yet delivered.

Project area	Estimated carbon saving (tCO ₂ /annum)	Percentage saving from baseline
Community Co-production and Delivery	0	0%
The Green Home Makeover	344.70	4.60%
Exemplar Community Buildings	28.50	0.40%
Sustainable Schools	23.65	0.32%
Greening Local Businesses	30.60	0.40%
Environmental Behaviour Change	210.84	2.80%
Promoting Sustainable Food and Transport	16.05	0.21%
TOTAL	654.3	8.7 %

Appendix 3 - How do we compare with other LCZs?

The GLA have produced a table of the performance of all the LCZs. They have seen all Haringey's carbon saving calculations and have decided to provisionally take the top end of our predictions i.e. **9%**. This figure includes work started, but not completed. For example they have included schools work that has been agreed under SSIF, but yet to be installed.

<u>Borough</u>	<u>Current position</u>	<u>Worst case</u>	<u>Best case</u>
Barking	5%	14%	20%
<i>Haringey</i>	<i>9%</i>	<i>20%</i>	<i>25%</i>
Islington	9%	19%	23%
Lambeth	3%	7%	26%
Lewisham	11%	19%	20%
Merton	5%	15%	29%
Richmond	6%	15%	28%
Southwark	5%	13%	25%
Sutton	5%	11%	17%
Westminster	3%	11%	17%
<u>Programme</u>	<u>8%</u>	<u>14%</u>	<u>23%</u>
Total Carbon Saving	7,354 tCO₂/annum	11,906 tCO₂/annum	20,062 tCO₂/annum